United Nations Development Programme

PROJECT DOCUMENT
[Libya]

Project Title: Local Peace and Resilience Programme – South Libya

Project ID Number: 00132427

Implementing Partner: UNDP

Start Date: January 2023   **End Date:** 31 December 2025   **PAC Meeting date:** 4 May 2023

Brief Description
UNDP's new Country Programme Document (CPD) for 2023–2025 proposes as one of its three major objectives to invest in local peacebuilding and resilience, marking a transition from immediate stabilization towards longer-term development and peacebuilding. UNDP will support peace and resilience in targeted clusters across Libya by strengthening the capacity of local institutions and communities to manage conflict tensions, complementing its focus on enhancing accountable, effective, and gender sensitive governance, and promoting sustainable green growth and greater resilience to climate change. Under this project, UNDP will focus geographically on South Libya and adapt the UNDP National Local Peace and Resilience Strategy to address the specific challenges faced in this region. Specially, the project will enhance the capacity of local institutions operating in South Libya to analyze conflict, plan and deliver services that build peace, build sustainable local capacities and structures for peace, promote a local economy that drives peace as well as provide technical assistance to the Reconstruction Fund for Murzuq and cities affected by armed conflicts in the South of Libya.

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UNSDCF outcome(s) 1.2

1.2: By 2025, People in Libya participate in and benefit from a more peaceful, safe, and secure society, free from armed conflict and underpinned by unified and strengthened security, justice, rule of law, and human rights institutions that promote and protect human rights based on the principles of inclusivity, non-discrimination, and equality in accordance with international norms and standards.

Indicative Output(s) with gender marker:

Output1: Local institutions in South Libya have a greater capacity to analyze conflict, and plan and deliver peace interventions.

Output 2: Sustainable local capacity and structures for service delivery and conflict management are in place.

Output 3: Local economy serves as a driver for peace in South Libya.

Output 4: Government capacity to manage the Reconstruction Fund for Murzuq strengthened.
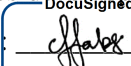
Gender marker: GEN 2

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Total resources required:		$60,508,513
Total resources allocated:		$ 13,874,368
	TRAC	
	Donor	$7,500,000 EU $1,500,000 Norway $600,000 UK $2,500,000 Italy $1,774.368 UN Peacebuilding Fund
	Government	
	In-Kind	
Unfunded:		$ 46, 634,145

Approved by UNDP:

Christopher Dennis Laker

UNDP Resident Representative

Signature: _____ 31-Dec-2023

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Date

I.   DEVELOPMENT CHALLENGE

National development context

Libya is a wealthy nation by many accounts, including natural resources, strategic location, ethnic diversity, cultural heritage, and a strong social fabric which are solid foundations for development. Young people make up two thirds of the population and around 18 per cent of Libyans are aged 15 to 24 with high literacy rates[1]. While a decade of political crisis and recent violent conflict had a devastating impact on Libya's development trajectory and its population, particularly the most vulnerable, many of Libya's current structural development challenges date back to the pre-revolution era including limited economic diversification, overreliance on oil revenues, foreign labour, and public sector employment.

While recent developments resulted in a decline in armed conflict and humanitarian needs, these gains remain fragile and reversible, with multiple risks threatening to derail progress made to date in peacebuilding and reconciliation. The impacts of the COVID-19 pandemic have further constrained progress across all Sustainable Development Goals (SDGs). Meanwhile, national capacity to respond to the multitude of challenges faced by Libya has been severely constrained by conflict, political and administrative divisions, and instability, compounded by a bloated and inefficient civil service, corruption, and weak transparency and accountability. The poor business enabling environment and lack of support and incentive structure to stimulate growth of the private sector further stifle the country's economic potential. Unemployment rates remain persistently high reaching 20.1 per cent in 2020, but 51.53 per cent for youth, 26.06 per cent for women and 16.73 per cent for men[2].

The interim Libyan constitution recognizes all Libyans are equal before the law without distinction, including on the grounds of gender. Nonetheless, women and girls continue to face increasing risks of violence and marginalization and considerable obstacles in realizing their political, social, and economic rights due to a fundamentally patriarchal social structure and sociocultural norms. Libya's ranking in the global Gender Inequality Index dropped from 41, in 2018, to 56, in 2019, out of 162 countries.[3] Men still dominate Libya's political landscape. As of January 2021, women hold only 16% of parliamentary seats and 5 out of 33 ministerial positions.[4]

The 2021 Common Country Analysis conducted by the United Nations in Libya emphasises the need for continued support to the peace process while addressing the root causes of political fragility and conflict to create a stable and sustainable peace- and state-building environment. Unification and reform of government and decentralization will enable government institutions to become more legitimate in the eyes of citizens. Strengthening justice and human rights institutions can help tackle inequality, human rights violations, and impunity in the short term, and support sustainable peace and foster rights-based national reconciliation in the longer term. Support to economic diversification and the creation of an enabling environment for private sector growth will advance sustainable, inclusive, and equitable economic development and create employment opportunities outside of the public sector. Public sector reform and capacity development provide the opportunity for the efficient delivery of quality basic and social services and social protection to the population. Sustainable

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[1] Libya Common Country Analysis (2022), The Libyan Ministry of Youth expanded the youth age group up to 39-year-old.

[2] International Labour Organization, ILOSTAT database

[3] UNDP, Gender Equality Index annex table, 2020: http://hdr.undp.org/sites/default/files/2020_statistical_annex_table_5.pdf

[4] UN Woman, Women in Politics 2021, January 2021: https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2021/women-in-politics-2021-en.pdf?la=en&vs=353

growth through improved natural resources management can help mitigate the impacts of climate change and environmental degradation.

Specific development context in the South of Libya

Conflict over control of territory amongst different groups, exacerbated by looting and retaliatory violence, have displaced Libyans and migrants, who have fled their homes with limited aspirations to return in fear of retribution. IOM reports 159,996 internally displaced persons (IDPs) countrywide as of September 2022, with over 680,000 people classified as returnees. Libya is also currently hosting 667,440 migrants, 13% currently in the south.

Like the rest of the country, instability has hampered the economic development in South Libya which continues to rely heavily on the public sector. Three quarters of Libya's national labour force is employed in the public sector while 84% of the private sector in 2020 constituted of Micro or Small Enterprises. Low-skilled and low-productivity jobs such as agriculture, construction and retail trade tend to be filled by migrants while young Libyans face extremely high rates of youth unemployment (51.5% as stated above). Youth unemployment is historically higher amongst females, despite the relatively high education levels reached by young Libyan women. Women's economic empowerment in Libya seems to be negatively affected by cultural norms and exacerbated by the country's insecurity challenges. In Libya, female-based business initiatives increased significantly in the relatively liberalized private sector post-2011, however, female established businesses still tend to be small, and, for the most part, micro-businesses in sectors that are typically female-dominated. The unstable political environment and growing constrains in securing public employment drive young people and women to exploring entrepreneurship career paths. Yet, entrepreneurship accounts for only 7.2 per cent among women compared to 15.0% for males and only 4.2 per cent of the total labour force are self-employed or employers.

Economic diversification continues to be a challenge as the oil and gas sector still account for 60 percent of GDP and despite sizeable hydrocarbon resources, access to electricity has fallen from 100 percent to 69, impacting growth of new or re-established businesses in the South of Libya. Economic growth driven investment in renewable energy generation remains negligible despite the country's abundant solar and wind energy potential. Lastly, Libya is considered one of the most water scarce countries in the world, however, individual water consumption is very high, around 400 litres per capita per day, and is result of poor monitoring and conservation practices. Given the severity of water scarcity, primary consideration needs to be given to rapid improvement of the water management system, including the purification of wastewater and desalination to improve water management as well as to enhance access to safe drinking water.

The fragmented central state polity, porous borders, and increased insecurity has led to the flourishing of an illicit economy comprised of extortion, trafficking, kidnap for ransom, and smuggling of drugs, fuel, weapons, and people with funds flowing to violent extremist groups in addition to militias acting in a context of total impunity. According to the United Nations Interregional Crime and Justice Research Institute (UNICRI), from 2004 to 2013, Libya had an annual average of USD 1.2 billion of illegal financial flows (IFFs) and a cumulative of USD 11.8 billion. While IFFs as a percentage of GDP in Libya has remained extremely low since 2008 (2% of the GDP), the lack of data to measure IFFs in the country could account for the relatively low figure.

At the political level, state/non-state actors remain extremely fragmented with each endeavouring to consolidate their own power, particularly amongst some tribal leaders. Amidst tribal governance in the project areas, vulnerable populations, such as women, youth, and cultural components (minority groups), remain marginalized with limited civic space and opportunities to participate in governance and decision-making.

Inequitable access to social services foments mistrust and frustration on the part of those populations who perceive they are marginalized, which can culminate in increased tensions and conflict along tribal and ethnic lines. While conflict can be triggered by lack of availability and access to services, it has simultaneously complicated access to services for some groups at risk of being targeted, which also negatively impacts social cohesion.

Lack of women participation across civic and political life in South Libya continues to be a major concern. While Libyan women have traditionally played an important role in negotiating or mediating conflicts within families, clans and local communities, this legacy is often overlooked (possibly due to lack of written documentation).[5] At the same time despite women being at the forefront of civil society action from 2011 onwards, this has not translated into increased women's participation in political and peace processes. Insecurity as well as diverse but reinforcing patriarchal elements in the country's cultural make-up has limited women's freedom of movement in public and thus their active participation in many public spaces. That said, women continue to facilitate many of the informal peace processes throughout the country and are active organizers for peace. Given that Libyan women are equal stakeholders in sustaining peace and are highly motivated to terminate conflict given the differential effect of war on women, it is essential to work towards higher levels of meaningful women's participation and leadership in formal local peace processes.

Youth have also traditionally played a limited role in public civic life; however, youth activism has been on the rise, with cases on online and offline engagement of youth in civic life becoming more frequent and visible through youth-led awareness raising campaigns. Nevertheless, Libyan youth continue to be excluded from political decision-making. According to the Arab Youth Survey of 2020, 63% of Libyan youth respondents believed that there is widespread corruption in Libya; 86% believed that the country will witness anti-government protests in the next year and 70% hope to or are actively trying to emigrate out of the country. Therefore, achieving youth political representation and inclusion in local peacebuilding processes is a necessary step towards addressing their frustrations.[6]

II. STRATEGY

Building on lessons learned
UNDP has been supporting national and local institutions towards resilience and peacebuilding across Libya by fostering inclusive and gender responsive economic recovery models coupled with restoration and expansion of critical basic services at the municipality level. UNDP is a trusted partner with comparative advantages that complement United Nations development efforts. It has a strong value proposition in promoting and supporting inclusive and gender responsive governance, strengthening the rule of law and access to justice, supporting meaningful political dialogue, empowering, and engaging agents of change, particularly women and youth, towards social cohesion as well as supporting political systems' reforms to create an environment conducive to long-term stability, peace, and sustainable development.

As stated in the Country Programme Document 2023-2025, during this period UNDP will: (a) Ensure a better fit-for-purpose organizational structure through more effective programme unit and a new corps of national staff, (b) Strengthen presence through closer engagement, co-location and embedding technical support in key institutions, (c) Ensure strong focus on inclusion of civil society, youth and women as agents of positive change, (d) Enhance its proven track record to pool resources,

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[5] https://www.atlanticcouncil.org/blogs/menasource/how-the-exclusion-of-women-has-cost-libya/

[6] https://www.washingtoninstitute.org/policy-analysis/women-and-youth-are-shaping-libyas-political-dialogue-more-progress-needed

combining donor, private sector and government resources, including increasing government cost-sharing in the next programme period, (e) reinforce existing partnerships and build new ones, including through South-South and triangular cooperation, with improved communication and knowledge dissemination, to capture regional and global experiences and innovations, while integrating partners at all levels into networks for development, (f) Strengthen collaboration and joint programming with UNSMIL other UN agencies, when relevant.

Specifically in the South of Libya, UNDP will build on the development results achieved during the Stabilization Facility for Libya (SFL) programme which facilitated considerable investment in South Libya via community planning, government planning, infrastructure, service improvement and health/COVID response have taken place in all target municipalities under SFL. This programme alone invested USD8.3M in Sebah, USD 6.9M in Ubari and USD2.8M in Ghat from 2016-2021. Significant investments in the South have also come from the European Union and Italy.

In terms of innovation and entrepreneurship, UNDP launched, in partnership with the Libyan company Tatweer Research, the flagship national business incubator/accelerator – Tatweer Entrepreneurship Campus (TEC), notable for its innovative solutions, which to date has benefited 3,581 participants (of which 49 percent are women). UNDP looks forward to bringing this experience to South Libya under this programme.

As shown by external evaluations, despite the difficult working conditions, UNDP was able to deliver significant results in South Libya, including the development of inclusive municipal platforms that bring together various stakeholders to develop reconstruction, peacebuilding and development plans. UNDP relied on its global expertise on procurement, project management, data collection, innovation, technology and monitoring to enhance the basic service delivery of municipalities, as well as developing income generation and livelihood opportunities for the vulnerable groups, in a context of high unemployment, tensions over access to livelihoods opportunities and insecurity related to the conflict. UNDP's experience to date in Libya shows that a comprehensive approach is required to foster the conditions for peaceful coexistence, including interventions to reduce local violence/conflict, opportunities for socio-economic development and improvements to access basic social services. Evidence and stakeholders' recommendations confirm the need to upscale support and capacity building provided to municipalities and improving service delivery while combining upstream and downstream interventions, as planned in this project document.

Looking forward: UNDP's Local Peace and Resilience Strategy

Building on significant lessons learned of extensive programming in Libya, UNDP's strategy for Local Peace and Resilience in Libya follows best practices for how to prevent conflict and build resilience through development activities, as captured in *Development as a Pathway for Conflict Prevention and Recovery* (UNDP RBAS Framework, 2022-2025). Like other states in the Arab Region, Libya is undergoing three sets of long-term transformations – political, economic, and social. Political transformation entails a shift in the social contract, from one that values stability through government by elites and traditional patronage networks, to one that builds legitimacy by creating channels for consultation and democratic oversight. Economic transformation entails a shift from a reliance on patronage networks and rentier systems to distribute economic opportunities, towards an open market driven by entrepreneurship. Social transformation entails balancing tribal and traditional ways of organizing society, towards the mainstreaming of global norms, such as human rights, and equal opportunities under a rule of law. These transformations are essential for preventing future violence, by ensuring states are best able to manage the aspirations of social and political groups, but also bring risks of violence as they can run contrary to existing interests. All three of these

transformations are visible in the South of Libya, setting the potential for peace and resilience in the country.

Development activities are key to successful management of these transformations, and UNDP is uniquely placed in Libya to drive peace and resilience through development activities, given its experience in the country, its wide range of partners, and toolkit. UNDP Libya's toolkit can: 1) help prevent violence during social, political, and economic transformations; 2) protect development gains during bouts of violent conflict, thus laying the ground for early recovery, and 3) assist long-term war to peace transition in the country. These three approaches align with the three UNDP solutions in the Global Crisis Offer (respectively): 1) 'Get ahead of the crisis curve: anticipate and prevent crisis; 2) 'Invest in hopes – from jobs to justice: sustain development gains during crisis'; 3) 'Break the cycle of fragility: transform protracted and fragile contexts'. In apply this approach, UNDP will focus on the following specific tools.

Help prevent violence during social, political, and economic transformations

☐ Governance and political reforms, with a focus on national approaches to tension monitoring, using monitoring to delivery conflict sensitive services, and standards for decentralized participatory planning that leads to local Development and Peace plans.

☐ Sustainable economic development, resource management, and environmental peacebuilding, through the development of subnational economic plans, by supporting functional markets, and by catalyzing the private sector.

Protect development gains, thus laying the ground for early recovery

☐ Maintenance of public services, by supporting service delivery at a subnational level, and by intensive knowledge transfer, to empower Libyan institutions to take over delivery.

☐ Professional exchanges (Track II and III), that bring together networks of Libyans (including diaspora) to support better policy making on decentralized government, and to promote service delivery that supports peace and resilience.

☐ Resilience, by support individual and social resilience to violence, via building capacities of subnational government to agree Development and Peace plans through participatory processes via new bodies (e.g., Community Development Department).

Assist long-term war-to-peace transitions

☐ Stabilisation & reconstruction, by engaging in substantial knowledge transfer to Libyan-led initiatives in the stabilisation local contexts and reconstruction of areas damaged by war.

Core toolkit – across all through approaches

☐ Social cohesion, by building horizontal relationships between social groups in the target areas, and vertical relationships by reinforcing trust in the willingness and ability of institutions to respond to Libyans' needs.

☐ Participatory early warning, through a tension and vulnerability monitoring system, developed and delivered jointly by national and subnational institutions, as well as non-state Libyan actors.

☐ Local participatory dialogues, through consultation processes to develop local Development and Peace plans.

☐　　Insider mediation, by reinforcing the capacities of Libyan insider mediators to work on the longer-term drivers of conflict, and to facilitate and support Libyan-led national processes.

Context management tools – to assist UNDP to deliver effectively.

☐　　Conflict sensitivity, by mainstreaming conflict sensitivity in the delivery of the outputs, and by encouraging more conflict sensitive practices among Libyan partners.

☐　　Double / Triple nexus, by using the results of tension and vulnerability monitoring to provide an evidence base for more effective HDPN planning.

☐　　Area-based and adaptive programming, by focusing on subnational areas that are co-dependent, and by prioritizing those areas in greater need of support

The **goal** of UNDP's National　　　Local Peace and Resilience strategy is to build peace and resilience locally throughout Libya, so that there is greater social cohesion between community groups at a local level (horizontal trust), and greater trust among all community groups that local and national state institutions are able and willing to meet their needs (vertical trust).

The strategy recognizes that adoption of an area-based approaches is critical to local peacebuilding and resilience. UNDP will follow an area-based approach targeting areas that are most vulnerable to tensions, as well as those that have the potential to catalyze peace locally and nationally. The Strategy outlines ten geographic areas in Libya that contain co-dependent dynamics between municipalities, and that are marked by shared conflict dynamics. it prioritizes investments in 29 municipalities organized in two tiers, with a first tier comprising 16 municipalities in 6 areas: 1) **The Southwest**, given its economic underdevelopment, the poor quality of services, and the potential for renewed armed violence; 2) **The Southeast** given its vulnerability as a result of migration and trafficking; 3) The Benghazi Littoral and Derna, given its hosting of alternative institutions, the history of conflict in the area, and the potential for the re-emergence of extremist violence. 4) the Western and Central littoral given historical tensions 5) Western Mountains given community tensions and trade routes and 6) Tripoli and its surrounding given the demographic growth in the area and the potential for public unrest.

  A brief overview of some of the potential challenges and opportunities for local peace and resilience programming in target municipalities in these clusters is included in Annex 6 for reference.

Principles

The Strategy is designed to adhere to the following principles:

- *Gender responsiveness*. The strategy examines and actively addresses gender norms, roles, and inequalities to systematically meet commitments to the Women, Peace, and Security (WPS) agenda and advancing gender equality and women's empowerment in crisis contexts.
- *Youth responsiveness.* This strategy is in line with UNDP's commitment to the global Youth, Peace, and Security (YPS) agenda to enhance the voice and capacities of young men and women in the country.
- *Mainstreaming inclusion and accessibility of Persons with Disabilities (PWD).* The strategy will encourage an enabling environment for PWD to play an active and meaningful role in society.
- *Conflict Sensitivity.* Systematically ensuring that the design and implementation of programmes do not exacerbate conflict dynamics, by using a conflict-sensitivity lens.
- *Context-specific.* Programming that is tailored to the risks, capacities, drivers, and dynamics of each individual context, including its political economy.

- *Development Effectiveness.* The range of commitments to enhance the quality, impact and effectiveness of international development cooperation as outlined in the Busan Partnership for Effective Development Cooperation.
- *Quality Standards for Programming.* The strategy applies UNDP's quality standards for programming, adapted to crisis and fragile contexts: strategic, relevant, principled, management and monitoring, efficient, effective, sustainability and national ownership.
- *Risk-Informed.* The strategy is informed by levels of risk rather than income levels.
- *Universal Values as Enshrined in Agenda 2030.* A human rights-based approach, leave no one behind (LNOB) and gender equality and women empowerment; through alignment with international norms and standards, equality, and non-discrimination; active and meaningful participation; and robust accountability mechanisms.

Alignment with National Priorities and Strategies

While Libya currently lacks a national development plan, following official endorsement of the GNU, the UN, World Bank, and European Union are supporting the Recovery and Peacebuilding Assessment process which commenced in November 2021 with the aim of formulating a set of agreed strategic priorities which will assist the government in the formulation of a new national development plan envisaged to be completed by mid-2023.

In addition, the government recently signed the UN Sustainable Development Cooperation Framework (2023-2025) which includes outcomes on peace and governance, strengthening social and human capital, and sustainable economic development. The UNSDCF, also serving as an Integrated Strategic Framework, fully reflects UNSMIL's mandated priorities, and is aligned to the Berlin Conference outcomes and Security Council resolutions on Libya, including Resolution 2629 (29 April 2022) extending the mandate of UNSMIL as set out in Resolution 2542 (2020) and paragraph 16 of Resolution 2570 (2021) as well as the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

Given the current context in Libya and the need to focus on local peacebuilding solutions in parallel to supporting national reconciliation efforts, it is important to build upon existing UN partnerships with the local municipal authorities in the target municipalities and capitalize on this momentum to sustain efforts towards a longer-term peacebuilding approach and support the operationalization of the UNSDCF.

This project was designed in line with the following strategies:
- **UNDP Strategic Plan[7] 2022- 2025**: Signature Solution: Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics.
- **United Nations Sustainable Development Cooperation Framework for Libya 2023 - 2025**: Peace and Governance, Sustainable Economic Development and Social and Human Capital Development.
- **UNDP Country Program Document for Libya (2023-2025)**: **Pillar 2.** Building peace and resilience through strengthened local institutions delivering meaningful improvement of living conditions at the community level.
- **Reconstruction Fund of Murzuq and cities affected by armed conflicts in the South.** The primary objective of the Fund is to structure investments to rebuild infrastructure, enhance public service delivery, and rehabilitate war damaged areas and buildings in Murzuq and areas affected by violent conflicts in the South. It is anticipated that this will stimulate

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[7] https://www.undp.org/publications/undp-strategic-plan-2022-2025#modal-publication-download

economic recovery, enable effective reconciliation and the return of internally displaced people.

- **Local Peace and Resilience Strategy, UNDP Libya, December 2022.**

This programme is to be delivered under Local Peacebuilding, Resilience and Livelihood Pillar of UNDP Libya with specific focus on addressing the drivers of conflict and poverty in the South Libya.

Programme Rationale

Despite these challenges outlined above, Libya has made progress in creating constituencies and infrastructures for peace and resilience across the country. Government officials have gained experience of planning and delivering services in a fragile context, demonstrating increased capacity for both public service management and conflict mediation. This capacity is visible across the range of line ministries, including the Ministry of Health, the Ministry of Education, and the Ministry of Local Government. The government has also demonstrated its commitment to decentralization, through revisions to Law No. 59, and a cross-section of government institutions have expressed a desire to better monitor conflict tensions at a local level in order to take preventative actions to reduce vulnerabilities.

Municipal authorities have provided an anchor of legitimate government and have enhanced their ability to manage crises and plan for local needs, in an inclusive manner and in partnership with local civil society. This is despite slow progress in implementing Law No 59. In those places where municipal authorities are contested, alternative community mechanisms have emerged to manage relationships between social groups. Municipalities and alternative community mechanisms are supported by growing resource of 'Insider Mediators', comprising both traditional tribal mechanisms and new 'peace entrepreneurs'.

Informal oversight and accountability mechanisms provide some oversight of non-state armed groups operating within the hybrid security and justice sector. These mechanisms afford Libyans some level of protection from arbitrary arrest and detention and provide alternatives to dispute resolution from the formal court system. Most importantly, the formal security and justice sector hosts a range of brave individuals that look to adhere to global standards in the application of justice, despite political pressures and physical threats.

Economic resilience. Libyans have demonstrated significant economic resilience, finding alternative paths of entrepreneurship, all the while building sophisticated capacity to manage political pressures and the economic demands of armed groups.

UNDP hopes to build on these existing local capacities and opportunities to catalyze efforts for local peace and resilience in the South.

Theory of Change
1. Local institutions in South Libya have a greater capacity to analyse conflict, and plan and deliver services that build peace

IF UNDP can strengthen the capacity of Libyan institutions to analyse conflict initiatives, AND to plan for peace interventions with a range of national, international, local partners, and in partnership with women leaders at different levels, AND deliver those plans in a manner that manages political, bureaucratic, and local sensitivies, and are gender responsive, while also encouraging better water management, THEN government actions are more likely to contribute to peace at the local level, and are more likely to meet women's needs and empower women's leadership

2. Sustainable local capacities and structures for service delivery and conflict management.

IF UNDP can support sustainable consultative bodies between municipalities and informal actors (including civil society) in partnership with other international agencies working on decentralized government, AND strengthen the capacities of both municipalities and informal actors to use these mechanisms, AND provide women with a prominent and protected role in them, THEN local basic services will be better able to meet local needs, trust will be built in the municipality, and local tensions are less likely to result in violence

3. The economy becomes a driver for peace in South Libya.

IF UNDP supports subnational economic planning that looks beyond small-scale enterprises towards enabling larger economic opportunities, AND it helps local measures that regularize the 'functional' markets that help Libyans to survive and that also build peace, AND it catalyzes entrepreneurship and the private sector at a local level, especially among young people and women AND it supports regional and South-South cooperation, THEN subnational and local economies will diversify, providing more sustainable livelihoods, challenging existing economic incentives that drive the patronage network and corruption, and providing a peace dividend that helps reduces incentives in the war economy

III.   RESULTS AND PARTNERSHIPS

Expected Results

This project will seek to strengthen the local peace and resilience capacities of stakeholders in South Libya, initially focusing on Southwest by building capacities and enhancing opportunities for local authorities, civil society actors, especially women and youth, and private sector to contribute meaningfully to local peacebuilding and development processes.   It is expected that overall, the programme will benefit over one million people in target areas, with focus on women and youth.

Analysis and experience in the south of Libya demonstrates the need for a multi-pronged resilience-based approach to tackle the underlying drivers of conflict focusing on inclusive governance, social cohesion, access to infrastructure and services and economic diversification. Given the underutilized capacity of women and youth for peacebuilding in the target municipalities, the programme will work closely to context-specific ways to promote gender equality and youth empowerment, drawing heavily on lessons learned from women, peace and security and youth, peace and security practice areas. Effective youth engagement will be ensured across the programme where youth will be given a seat at the decision-making table, youth voices will be heard, and their recommendations will be incorporated into the programme activities. Youth capacity building sessions across the programme will also have a strong youth empowerment focus, working with young people and youth-led organizations and bodies (for example student unions) to help youth develop confidence and critical skills and ensuring safe spaces for youth engagement to contribute effectively to the peacebuilding process.

Expected outputs:

1. **Local institutions in South Libya have a greater capacity to analyse conflict, and plan and deliver services that build peace**

2. **Sustainable local capacity and structures for service delivery and conflict management are in place**
3. **Local economy serves as a driver for peace in South Libya**
4. **Government capacity to manage the reconstruction Fund for Murzuq strengthened**

Under the present programme, the following indicative activities are planned to achieve the above outputs:

1. *Local institutions in South Libya have a greater capacity to analyse conflict, and plan and deliver services that build peace*

Under this output, the programme will seek to complement national efforts by building the capacity of local institutions in the South in peace programming.

Activity 1.1: Capacity building for government institutions in peace programming

While government institutions have over ten years' experience of delivering services in a fragile and contested environment, this programme looks to reinforce this capacity through more sophisticated institutional processes to collect and analysis information on subnational conflict tensions and vulnerabilities, and to use this analysis to deliver services in a conflict sensitive manner. In addition, the government's ability to respond to localized needs is often inhibited by internal bureaucracies and the challenges of building trust with beneficiary communities. Government institutions have shown variable capacity in this regard, and much could be learned from UNDP's experience in delivering the Stabilisation Facility for Libya (SFL), as well as its Resilience Program. As such, UNDP is well placed to transfer knowledge to Libyan institutions on data collective, and analysis, conflict sensitive services, internal systems, and participatory planning, with the Reconstruction Fund for Murzuq providing a useful starting point.

Activity 1.2: Social peace assessments carried out and aligned with development analysis

The SFL was most successful at a local level when it had clear local peace goals, as established in social peace assessments, and through participatory planning processes. Social peace assessments are essential for understanding local drives of tensions, and for the relationships between community groups and local authorities. They also help identify the specific peace needs in a context, as the basis for establishing peace goals. Participatory planning processes ensure that all community groups have a stake in the projects being delivered and reduce the potential that projects will enflame tensions or lead to violence. The programme will make all efforts to ensure that the social peace assessments align with and complement any existing local development/reconstruction plans.

Activity 1.3: Development and Peace Plans developed in a participatory process with local stakeholders and adopted

All relevant stakeholders identified in the social peace assessment (especially women and youth CSOs) will be engaged throughout the process to ensure maximum community ownership in the elaboration of the development and peace plans. UNDP will build upon the existing mapping of local peace structures and local planning documents/strategies and determine their legitimacy vis-a-vis the local population to develop the roadmap for the Development and Peace Committee in each municipality who will lead the development of the Development and Peace Plan. By facilitating this inclusive process of bringing local authorities and communities together to analyze, dialogue and plan for a peaceful joint future, the programme seeks to improve citizen state relationships by enhancing their common understanding of the challenges that each stakeholder faces in the current scenario as well as their current capacities to respond to these challenges. The Development and Peace plans will be synergized with Local Justice Roadmaps

Activity 1.4: Stakeholder coordination mechanism in place to support effective peace programming and strengthen the humanitarian/development/peace nexus in South Libya

Building on UNDP's support role to the RCO to establish national coordination platforms for development partners to enhance the effectiveness of development planning and programming, this programme will seek to develop a coordination mechanism to help strengthen coordination between national institutions, local institutions and international partners on the triple Humanitarian, Development, and Peace Nexus (HDPN), with a focus on transitioning away from purely humanitarian programming to longer term Nexus programming. UNDP's coordination and joint programming with other UN agencies in the South will help to support this nexus.

2. Sustainable local capacity and structures for service delivery and conflict management are in place

Activity 2.1: Provide capacity support to peace structures and civil society in the South to engage in participatory peace programming

UNDP will, building on national standards on public consultation, build the capacity of target municipalities in the South to apply the standards in practice, and to agree on local development and peace plans in participation with a range of local constituencies. In parallel, it will organize a capacity and outreach programme for informal bodies in participatory planning, including Shura councils and CSOs. Enhanced capacity in participatory planning will deliver better services that reduce vulnerabilities, build trust in municipalities, and manage social tensions locally. These prioritized services critical for peace and resilience will be captured in the Development and Peace Plans prepared under Output 1.3. Capacity building initiatives which speak to the specific capacity gaps in each municipality will include community awareness sessions and referral services as well as training and empowerment of women, youth, and adolescents to become active agents of change and assume important roles in the peacebuilding process.

Activity 2.2: Promote the engagement of women in local public life to become agents of peace

UNDP will, together with partners such as UN Women, establish a network of women involved in local government and public life in South Libya which will be linked to a national network. This network will look to share expertise among women and, most importantly, develop protocols on protection of women in local public life. These protocols will be shared among national and international partners.

Additionally, it is foreseen that UNDP will provide grants to women's organizations to help enhance awareness of civic education, life skills and advocacy of local women, as well as building the capacity of women to participate actively in public life, to train local women leaders on negotiation and mediation skills and to encourage inter-generational learning my having women leaders mentor young activists on how to influence policy. In doing so, this activity seeks to contribute to the women, peace and security as well as the youth, peace and security agendas.

Activity 2.3: Social cohesion activities carried out in partnership with local CSOs

Based on the social peace assessment and the development and peace plans for each municipality, UNDP will identify opportunities to work with local CSOs, especially women and youth led CSOs and networks, to address challenges to social cohesion in target communities. It is foreseen that a competitive process with be carried out to issue grants to eligible CSOs based on selection criteria to be finalized in coordination with key stakeholders. Selected CSOs will also be provided with support on financial and narrative reporting, project management as well as on technical peace and resilience

issues thus feeding into the CSO capacity development planned under Activity 2.1.

Linking up to the planned national programme for Insider Mediators and peace entrepreneurs which will include women and youth leaders, capacity support will be provided to local mediators (traditional and modern alike) in addressing the drivers of conflict, and to enable greater involvement of Insider Mediators in national political processes, so that they move from being internationally led, to Libya-led.

Activity 2.4: Support the inclusive implementation, monitoring & maintenance of identified municipal peacebuilding priorities

Based on the development and peace plans in target municipalities, the programme will work with stakeholders to identify sources of funding to cover their implementation, from government funds, existing programmes in the area, local private sector, in addition to funds from this programme. UNDP will be mindful to ensure climate-resilience practices are adhered to during the implementation phase, that priorities identified by women are given special consideration in the selection criteria and that communities are adequately engaged in the implementation and monitoring of these schemes. Once the needs, gaps, available funding, scheme selection criteria and sustainability strategy are assessed, a tentative budget will be assigned to each municipality. UNDP will proceed to develop a procurement strategy for each scheme where efforts will be made to source local labour and inputs and following the award of contracts, will ensure effective and efficient contract management and monitoring of schemes.

A conflict-sensitive lens will be applied throughout the programme to ensure that the priority initiatives do not exacerbate any existing tensions and positively contribute to consolidating social cohesion. A strong government/community-led communications strategy will support public awareness of inclusive action. Over the lifespan of the program, the focus will shift from UNDP delivering on behalf of decentralized government, to knowledge transfer to decentralized government to enable them to deliver services more effectively in the future.

3. Local economy serves as a driver for peace in South Libya

3.1 Develop government capacities to analyze and strengthen the local economic development ecosystem including formalization of business, employment, and access to finance.

Strengthening and formalizing the 'functional markets' critical for peace and resilience. With the country's economic collapse, many Libyans have fallen back onto informal and black-market businesses in order to survive. UNDP will support subnational planning processes that cut across municipalities that share similar economic and conflict dynamics, to plan for economic diversification and the creation of an enabling environment for private sector growth, sustainable livelihoods, and employment opportunities in the target areas in South Libya. The planning processes will bring together government officials, municipalities, and businesses to identify and resource subnational opportunities for growth. UNDP will particularly seek to better understand informal markets essential for resilience and work with local and national authorities to plan for measures that help formalize such markets.

Based on the specific local economic development ecosystem, this programme seeks to identify policy gaps (via research) and develop concrete proposals together with key stakeholders to address them placing focus on enhancing collaboration between local authorities and local private sector to co-design pragmatic local solutions which align with wider national policy priorities.

3.2 Private sector engagement to promote upskilling and employment of youth to meet human capital demand

An important element of UNDP's collaboration with private sector under this programme, and aligned with the priorities identified in the development and peace plans related to human capital development, is to identify future skill gaps in key local sectors, via a methodology which would ideally be co-designed with private sector and relevant government department engagement in order to strengthen coordination between these actors to institutionalize the exercise and expand the analysis beyond the specific sectors covered under the programme.

Based on the results of the assessment, UNDP and the selected private sector partners will enter into a process of selection of youth, training, monitoring and certification to enhance job-centric upskilling. Based on past experience, on the job training programmes co-designed with private sector which combine practical training on specific job functions with life skills & digital skills in a relatively condensed period to ensure swift hiring of trainees upon completion of the training period. Good practices to promote retention of these trainees include mentorship programmes to support the young people integrate into the workplace.

3.3: Support of micro, small and medium businesses, including the innovative start-ups

Enabling the private sector as a long-term investment to combat Libya's conflict economy. UNDP will work with national partners and the private sector to review impediments to entrepreneurship at a local level, in order to generate reforms that can catalyze the private sector. This will be supported by an entrepreneurship scheme that incubates and mentors private sector opportunities, especially those identified at as subnational level that encourage South-South Cooperation.

Specific initiatives foreseen under this activity include entrepreneurship support to start-ups via business incubation centres, grants, training, mentorship, networking and access to finance as well as adaptation of UNDP's signature SDG value chain methodologies to support MSMEs in target areas.

3.4   Facilitate Private Sector partnerships for SDG achievement

Under this activity, UNDP will look at the wider role of the private sector in conflict and peace dynamics as well the partnership potential for private sector to contribute to SDG achievement. This will be done by tapping into existing networks of private sector action, and through these networks outreach to companies and private sector actors. Such action would need will be designed around private sector incentives, areas of interest and perceived feasibility in the current political and socio-economic context.

The private sector in Libya has promising potential to be a vital actor in reconstruction, if incentivized and engaged, using organized mechanisms such as forums, consultations and alliances. UNDP will organize a series of private sector consultations/forums where construction and investment opportunities will be jointly identified. This will represent an opportunity to invite the business community to join the United Nations Global Compact and encourage companies to commit to its 10 principles and SDG Integration. Lastly, UNDP would seek to adapt the UNDP SDG Investor Mapping tool to target areas and based on this mapping encourage organization of investor conferences and working groups to enhance finance for development in target areas. UNDP would also work with local private sector to promote the SDG Impact Standards.

4. ***Government capacity to manage the Reconstruction Fund for Murzuq strengthened.***

The key focus of UNDP's proposed strategy to support the Reconstruction Fund for Murzuq is to structure the investment for rebuilding infrastructure, enhancing public service delivery, and rehabilitating war-damaged areas and buildings in Murzuq. This is expected to contribute to strengthening reconciliation processes and economic recovery to ensure the voluntary, safe and sustainable return of displaced community and residents.

To deliver on the proposed activities, UNDP will work with the Reconstruction Fund of Murzuq and local authorities to ensure ownership and institutionalizing solutions for long-term sustainability and knowledge transfer/capacity building.

Together with the Fund's leadership, UNDP will support the development and management of the Fund's activities as follows:

4.1 Support for the Organizational Set up of the Fund

The project will commence with the elaboration of key organizational structures, processes, standard operating procedures, and methodologies. UNDP will bring organization-wide expertise and organize consultations with stakeholders and the Fund's Management to finalize the proposed operational structure of the Fund.

During this phase, the following key elements will be covered:

a. Fund strategy and Terms of Reference

Development of a multi-window, or sector-based strategy outlined in the Fund's Terms of Reference, including but not limited to:

- Programmatic scope and priorities, including sectors, for instance housing, urban planning and transportation, economic recovery and economic diversification through operationalizing business facilities or setting incentives for private sector development and energy diversification.
- Theory of change, results, and monitoring framework.
- Standard contribution mechanisms and processes including for non-earmarked, earmarked to specific windows, or sectors.
- Partnership strategy, stakeholder maps, including various national agencies and civil society,
- Mechanisms for Fund utilization, fiscal and administrative agent setup.
- Governance arrangements, including the Steering Committee structure, sub-project identification and approval processes.
- Reporting, transparency, and accountability mechanisms.

b. Methodology for participatory needs assessments data collection strategy and engagement mechanisms

UNDP will provide technical advice on survey design, implement data collection tools, engagement strategies with local and international stakeholders on rapid damage and conflict assessments, analytical frameworks, and other appropriate methodologies. Together, this will ensure timely selection of projects reflecting the Fund's priority sectors, the needs of the population, using data segregation based on gender and vulnerability criteria, among others. Conflict sensitivity, do-no-harm, and environmental considerations will also be included in the data collection mechanism or platforms. A digital and georeferenced system, such as advanced GIS technologies, can ensure continuous, robust methods for zoning, and monitoring to better plan reconstruction activities, identify obstacles, incorporate lessons-learned, and apply adaptive management suitable for the Libya context in Fezzan.

c. Organizational design

Drawing on UNDP's global expertise and best practices, UNDP will support the design of the organizational structure of the Fund, required qualifications of staff for financial and administrative management, quality control and assurance, as well as processes compliant with sound internal controls and segregation of duties.

The strategic operations of the Fund will be overseen by a steering committee, chaired by the government, and supported by a secretariat or technical working group. The steering committee sets overall direction, determines resource allocation decisions, and carries out independent reviews.

The Fund may partner with UNDP to manage some or all of the Fund resources which would be combined with the resources from the international community.

4.2 Designing and implementing visibility, outreach, and a resource mobilization campaign

The multi-donor fund approach is a mechanism for mobilization, coordination, and allocation of resources in the form of contributions. UNDP will support the resource mobilization strategy of the Reconstruction Fund of Murzuq as a national financing tool for pooling funding from government donors, banks, and the private sector especially oil companies, in addition to the core funding from the Government of Libya. The strategy and sectoral approach of the Fund will ensure the broad scope and possibility of mobilization from a variety of donors. Risk mitigation is crucial to making foreign investment attractive in Libya. The development finance and regional multilateral banks can be leveraged for the required project financing. For successful resource mobilization, UNDP will support development of robust governance mechanisms as well as open and transparent procedures, organize public-private dialogues, and resource mobilization events or conferences both in and outside of Libya.

4.3 Prioritization and Implementation of Schemes to be funded

Besides project and administrative capacity support, UNDP proposes to work alongside the Fund's staff at the subject expert level, such as resilience through economic development, and social cohesion. Priority projects can include works with particularly symbolic weight but also projects to test approaches and mechanisms. While this phase is planned after the inception phase, selected individual projects, included in the pipeline of the Fund, will commence simultaneously.

The investments will support the development and implementation of peacebuilding and development plans to identify interventions and local peace bargains based on conflict analysis and prioritization processes which will encourage IDPs to return and enhance equitable access to essential services and livelihood opportunities. By facilitating this inclusive process of bringing local authorities and communities together to analyze, dialogue, receive training and plan for a peaceful joint future, the project will seek to improve citizen-state relationships by enhancing their common understanding of the challenges that each stakeholder faces in the current scenario as well as their existing capacities to respond to these challenges.

The project will conduct feasibility studies for civil works. The list of civil works activities will be identified by the target communities through inclusive community consultations and prioritization, aimed at reinforcing civil engagement and bridging the gap between local authorities and citizens. Additionally, the project is driven by an area-based recovery approach, aimed at restoring basic services that were impacted by the armed conflict to pave the road for long-term development and more resilient communities. The project solely focuses on rehabilitating existing community projects through a rapid response approach, which allows communities to recover from the conflict and

rebuild public trust. Moreover, the project will help to cultivate social cohesion and community dialogue by rehabilitating public services, addressing the root causes of the local conflict, and supporting livelihood opportunities for local communities.

4.4 Technical support for Fund management

UNDP will also support ongoing staff recruitment to the Fund, as well as developing templates for long-term agreements with third-party rosters for project planning and engineering. UNDP, through its previous experience in Libya, has demonstrated its ability to mobilize local field staff as engineers, social organizers, municipal advisors, and project monitoring staff within short periods of time, and scale up and down depending on project workloads within legally agreed terms and conditions. UNDP will also second personnel for critical processes such as data collection, quality control, risk management, resource mobilization, procurement and any other support agreed upon with the Fund's management. In parallel, UNDP, alongside the Fund's management, will develop standard operating procedures and operations manuals for the various Fund projects in line with the earlier established performance standards. UNDP's corporate financial rules and regulations, and management practices of other funds will be shared and adapted to the Fezzan context of development. Monitoring and evaluation data processes and techniques will be introduced to the Fund staff to guide decision-making. With possible expansion to third-party monitoring mechanisms proposed by the Fund's donors, the process will shape implementation in a transparent and accountable manner.

4.5 Defining a 3-year strategy for the Fund

UNDP, in consultation with the Fund's management, will develop a three-year strategy document. The strategy will be developed and will include important considerations such as relevance and utility of the developed standards and procedures to ensure they can be sustainably used within the existing or newly designed government systems. Any developed data and information systems must be aligned with other government entities' systems to the maximum extent possible, and the staff of the Fund should be ready and committed to lead systems and processes going forward.

Resources Required to Achieve the Expected Results

The following human resources are required to implement the project:

- **Project Manager:** The Project Managers will be leading and supervising the implementation of the project with the overall responsibility for management of the project including timely and efficient delivery of the project technical, operational, financial and administrative outputs, as well as overall coordination with the UNDP team, the project Beneficiaries, and project partners to ensure coherence and complementarity.
- **Project Specialist:** Supports Project Manager in all project management duties, especially in the quality assurance role.
- **Economic Recovery Specialist:** The Economic Recovery Specialist will oversee and provide technical guidance for the implementation of the economic activities.
- **Social Cohesion Specialist:** Lead the conflict assessments, peacebuilding and social cohesion plans with specific focus on inclusion on women, youth and other excluded groups.
- **Lead Engineer and Field Engineers:** To conduct needs assessments, develop BOQs, support procurement evaluations & selection of firms, monitor implementation of infrastructure schemes, build capacities of government officials for sustainability and maintenance plans.
- **Gender analyst:** provides support to the project team to promote gender equality and women's empowerment

- **Construction Fund Manager:** Will work directly with the Government - Construction Fund for Murzuq to guide on overall management and build capacities of the relevant government institution to manage fund in the future.
- **Construction Fund team:** M&E, communications, finance, reporting officers, GIS expert, engineers
- **Local Coordinators:** The Coordinators will engage with local institutions and stakeholders in implementation of the project.
- **Project Assistant/Associate:** The Project Assistant/Associate will provide overall administrative and logistical support for the implementation of the project, undertaking daily administrative processes, including in relation to partnerships, financial and procurement processes working closely with the finance and procurement team, and performing other project related tasks.
- **Monitoring & Evaluation Specialist:** supports implementation of the M&E strategy and workplan, developing baselines and monitoring progress towards the achievement of results.
- **Communication Specialist:** supports development and implementation of the communication, knowledge management and advocacy strategy and activities as per UNDP and development partner guidance.
- **Drivers:** support project team displacements and other tasks as required.
- **Finance Unit:** The Finance Unit provides
- **Procurement Unit:** The Procurement Unit provides support to the implementation of this programme. All goods and services, and consulting services under the programme shall be procured in accordance with UNDP's procurement policy.
- **Operations Unit:** The Operation Unit is responsible for day–to-day technical management and smooth functioning of the project's operations consistent with UNDP rules and regulations, ensures and manages operational aspects of the project, verifying efficiency and effective human resources and administrative processes for the needs of the project.
- **Programme Management Unit:** The Programme Management Unit will provide strategic guidance and enhance programmatic support to the project, ensuring cross-unit cooperation and coordination of the project with other interventions in Libya and partnership with the Libyan authorities at all levels. The Programme Management Unit will provide financial reporting and ensure that objective monitoring and evaluations are designed and managed to assess the relevance, effectiveness, efficiency, impact and sustainability of the project results.
- **Implementation Partners:** For the implementation of this programme UNDP will engage a variety of implementing partners including international and local civil society organisations and private sector.

Partnerships

While this programme will be implemented by the Peace and Resilience team within UNDP, as outlined in the Strategy for Local Peace and Resilience and the Country Programme Document, there will be coordination between the different UNDP units to ensure coherent development solutions are delivered at the local level.

UNDP has a solid experience of developing and catalysing partnerships with a wide range of development actors in Libya. In partnership with the Prime Minister's Office, the Ministry of Local Government, the Ministry of Planning, and other line ministries and local authorities, UNDP has worked in 65 municipalities across Libya reaching over 5 million people, including IDPs and returnees. While leveraging its well-established network and relationships with key stakeholders and capacity to provide advisory services and implement multifaceted programmes, UNDP has worked closely with, and harnessed the expertise of other UN partners, including the United Nations Support

Mission in Libya (UNSMIL), on peace building, reconciliation, recovery, strengthening of democratic governance and rule of law and supporting national and local elections to deliver $193.26 million under the 2019-2022 country programme, averaging a programme delivery of $45.7 million annually. For example, UNDP's Stabilization Facility for Libya has managed 14 donor engagements, including from the Government of Libya, with investing $98million, operating in 24 densely populated municipalities, including municipalities in the South, implementing more than 350 projects since 2015.

UNDP has a strong track-record of working closely with UN agencies having worked in partnership with the United Nations Children's Fund (UNICEF) and the United Nations Office on Drugs and Crime (UNODC) to strengthen the justice system to protect children's basic rights, in accordance with the UN Child Rights Convention. UNDP, in collaboration with the United Nations Population Fund (UNFPA), the World Food Programme (WFP), the International Organization for Migration (IOM) and UN Women, strengthened local engagement through human security approach to help address the impact of conflict and COVID-19 and build the resilience of communities, including host communities, internally displaced persons (IDPs), returnees and migrants, strengthening their ability to cope with and recover from conflict and pandemic and laying foundations for better post-crisis recovery and longer term development. UNDP Libya is also leading a new peacebuilding and resilience joint programme with WFP, UNICEF and IOM in the South of Libya which will be funded by the UN Peacebuilding Fund. UNDP hopes to expand this joint approach to peacebuilding to coordinate all peacebuilding efforts in the South of Libya under this programme.

Under the present project, UNDP will particularly pursue partnerships with digital/innovation partners such as Tatweer Research to maximize innovation and digital technology to enhance project effectiveness while continuing to work closely with development partners working to build peace and resilience in the South such as USAID, GIZ, EU, Italy and others.

Risks and Assumptions

While Libya's fragile context presents multiple risks to project implementation, largely related to political tensions, insecurity, coordination between different government bodies including local authorities, monetary crisis, limited infrastructure and services, weak capacities among local implementing partners, past programme implementation experience in target areas and interest at the local level to expand programming have guided the programme team in the development of achievable activities and implementation strategies which provide UNDP with an acceptable level of risk in terms of achieving the project results.

As such, all efforts have been taken to identify the major project specific risks in the risk log, as well as relevant mitigation measures that will be put in place for successful achievement of the programme targets. To ensure a risk-informed and conflict sensitive project implementation, the project will continually assess the situation in the country and relate it to the actual project implementation. The project will look at the following critical risks: (1) political context and possible political leverage; (2) the security situation; (3) the project risks (i.e., conflict sensitivity); and (4) the operational risks as well as (5) the reputation and fiduciary risks.

The programme management team proposes to review this risk log on a quarterly basis, or following an unexpected event, where the Programme Manager will update the risk log and revise the associated mitigation strategies. Throughout the envisaged project activities, a conflict-sensitive approach will be ensured by all participating UN agencies considering the local context and societal dynamics to do no harm.

Stakeholder Engagement

Under this project UNDP aims to establish close working relationships with all key stakeholders. Some of the main partners to be considered in the implementation of this programme are mentioned below along with examples of how they will be actively engaged in this project:

Local municipalities – Mayors, municipal councils, and local authority officials will be engaged throughout the programme to co-prioritize and co-design training modules promoting their greater roles in peacebuilding and civic engagement initiatives, as well as playing an active role in the implementation of the peacebuilding plans, alongside UN agencies and other actors to provide basic services, economic opportunities, social/cultural activities, to communicate effectively with the local population, and to deliver to the extent possible on their mandate of service provision. The local Mayors and Councils in programme zones have been recently elected and to some degree reflect the community structure in each municipality, thus enjoying a certain degree of legitimacy vis-a-vis the local population while bearing a responsibility to deliver results to their constituents. As highlighted in recent interactions with the MoLG, several departments within the local authorities have been mandated to enhance community planning and civic engagement (namely the Community Development Departments and Citizens Service Units) and this project serves as a good entry point to establish and expand these local government services. The priorities of social cohesion and economic opportunities have also been clearly articulated in recent local development/stabilization plans.

Central Government – The Ministry of Local Government (MOLG) will be the lead government partner at the National level and will endorse the overall programme strategy. Other National Ministries, such as the Ministry of Labour will be engaged to ensure localized implementation of national initiatives and UNDP will support this technical coordination.

Civil society –UNDP has built strong relationships with local civil society organizations in the participating municipalities, including youth and women led CSOs, and will seek to further expand their outreach to smaller, grassroots and sector-focused organizations to involve all local civil society actors.

Existing community peace structures – respecting existing community structures and platforms which bridge government and community engagement, the programme will engage with social councils, Mukhtar Muhalla (a social structure that was established before the 2011 revolution and reinforced by decentralization law No.59 issued in 2013). The Mukhtar reports to the mayor and is tasked with mediating local disputes, reporting criminal activities and any threats to public security, and providing data and statistics when requested), elder's councils, migrants' representatives, tribal representatives, women and youth activists, and any others which might be identified during the consultation stage which will happen at the beginning of the programme.

Excluded community members – to ensure that all segments of society are well represented, even if no formal structures exist, the programme will reach out through local channels to members of excluded communities such as migrants to ensure their active participation in the programme.

Private Sector – this programme views the private sector (at all levels) as an important engine for change in the target municipalities and will ensure their engagement across the two outcomes of the programme, participating in peacebuilding plans, providing jobs for women and youth, as well as being supported to grow their businesses to foster local economic growth, while promoting conflict-sensitive core business strategies.

Knowledge Management

Learning from previous programming in the peacebuilding and resilience domain, the programme management team will develop a Knowledge Management strategy at the National level for local peace and resilience programming which will then be adapted to suit the specific context of this project situated in South Libya.

The strategy will cover internal knowledge management (documentation of the project activities, progress, current status and challenges, contacts of main partners, contract documentation, baseline and monitoring data as well as financial progress) as well as external knowledge management and branding (production of knowledge products, research reports, blogs, articles, ppts, social media posts, traditional media products, community branding items) which support the achievement of the project objectives and helps to strengthen partnerships with key stakeholders.

Sustainability and Scaling Up

The exit strategy is centred on creating and nurturing sustainable structures throughout the programme duration to ensure the sustainability of local peacebuilding efforts beyond 2025 and to be able to present the lessons learned from this experience as a roadmap for other municipalities to follow. UNDP investment in local capacity development and resilience-building is a clear element of the sustainability strategy, based on the assumption that the local stakeholders engaged in the project implementation are likely to remain influential in the short to medium term (even if they are no longer occupying the same role).

It is hoped that by demonstrating the utility and effectiveness of a citizen-state dialogue for peacebuilding, the community will continue to convene it as and when necessary. It is also envisaged that the Development and Peace Plans will be a living document which can be updated (by community members who now have the capacity to analyze/prioritize and plan for peace) and used in the future as a common platform to guide local investments. UNDP will work closely with other UN agencies, the government as well as the relevant reconstruction funds and donors to advocate for additional funding of the plans in each municipality based on the needs and gaps. Upon completion of the project, the Peacebuilding Plans will already be endorsed by the government and the community, and it is hoped that local authorities and communities alike will continue to advocate for its implementation. For the specific interventions carried out under the plan by project funding, UNDP will put in place mechanisms so that maintenance/continuance of services can be sustained by local authorities or civil society depending on the nature of the intervention. The exit strategy for each intervention will be determined ahead of implementation and strong advocacy with the Reconstruction Funds and line departments to ensure continued investment in the priority areas of the peacebuilding plan will continue beyond the programme duration.

As the private sector is frequently identified as a potential engine for change, fostering partnerships between the Government, the private sector, and the local community is also of strategic importance for the sustainability of programme results. Investing in structures with strong local ownership and sustainability strategies will support the continued extension of economic opportunities for locals, while investments in training and upskilling of individuals will lead to greater opportunities for these individuals and their families in the future. In the case of MSMEs including start-ups, the project will support them for the duration of the project, while the longer-term financial stability of the MSMEs and start-ups will be further enhanced with the enhanced enabling environment for the MSMEs and start-ups and gradual growth of capital market, and financial and banking system recovery.

In particular, the project approaches institutional sustainability as a fundamental principle. Under the economic development component, the project will work closely with the Financial Facility Fund under the Ministry of Labour and Rehabilitation to enhance their capacity to develop policies and strategies related to MSMEs development. Those policies and strategies will be served as guidelines for sustainable MSMEs development at the national level and networking among the MSMEs and the related national institutions in neighbouring countries will also be encouraged for further regional economic development.

Lastly coordination, linkages, and knowledge sharing with other projects implemented by the UNDP and other UN agencies in these municipalities, as well as with the wider donor community via bilateral coordination and the planned donor coordination group for stabilization and peacebuilding efforts, will help to ensure that the peacebuilding gains achieved via the implementation of this programme can be sustained in the long term.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

This project will become an integral part of the Local Peacebuilding, Resilience and Livelihoods Component of the UNDP Libya Country Programme Document and will use (i) the theory of change analysis to explore different options to achieve the maximum results with available resources. (ii) use a portfolio management approach to improve cost-effectiveness and learning by leveraging activities and partnerships with other initiatives/projects, and (iii) Through joint operations with other partners to ensure best value for money

Project Management

The UNDP Libya offices are based in Tripoli and Benghazi, with a back office in Tunis, Tunisia. Activities will take place in Libya as provided by the project's work plan. The project will be managed on day-to-day basis by the project team led by the Project Manager.

The Project team will include Project Manager, Project Specialist, Economic Recovery Specialist, Social Cohesion Specialist, Gender Analyst, Local Coordinators, Project Assistant/Associate, Driver Construction Fund Manager, Construction Fund team, Procurement Unit, Operational Unit, Programme Supporting Unit, Implementing Partner to support various project activities. The project team will also ensure the project compliance with implementation, reporting, monitoring and evaluation requirements. The Programme Supporting Unit will provide coordination support to the project and act as a UNDP focal point vis-à-vis the stakeholders, particularly national counterparts, on all the issues pertaining to the implementation of the project. The UNDP Senior Management will provide overall guidance to the Project Implementation Unit. The UNDP Communication team will ensure the project news are reflected on the UNDP website and disseminated among UNDP media partners.

Grants Management: The current programme foresees the issuance of grants as per the UNDP POPP under several activities including grants to civil society organizations, women's organizations, youth organizations/networks as well as MSMEs and start-ups in order to achieve programme results. For each of these grants, the project team will select the most appropriate grant mechanism as per UNDP POPP and will establish selection criteria and an implementation strategy accordingly.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:
1.1: By 2025, Libyan citizens, particularly youth and women, are better able to
exercise their rights and obligations in an inclusive, stable, democratic, and reconciled society, underpinned by responsive, transparent, accountable, and unified public institutions.
1.2: By 2025, people in Libya participate in and benefit from a more peaceful, safe,
and secure society, free from armed conflict and underpinned by unified and strengthened
security, justice, rule of law, and human rights institutions that promote and protect human
rights based on the principles of inclusivity, non-discrimination, and equality in accordance with
international norms and standards.
2.1: By 2025, people in Libya, including the most vulnerable and marginalized, benefit from inclusive, transformative, and sustainable socio-economic opportunities, contributing to reduced poverty and inequalities.
3.1: By 2025, people in Libya, including the most vulnerable and marginalized, benefit from improved, equitable, inclusive, and sustainable social protection and basic social services

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator 2.3. Proportion of employees working in the private sector among total employment.
Baseline (2020): 22%
Target (2025): 25%

Applicable Output(s) from the UNDP Strategic Plan: Signature Solution Resilience: Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics

Project title and Atlas Project Number: Local Peace and Resilience – South Libya

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2023	Year 2024	FINAL 2025	
Output 1 Local institutions in South Libya have a greater capacity to analyze conflict, and plan and deliver peace interventions	No. of civil servants at the municipality level trained (disaggregated by sex) (*CPD 2.4.2*) Female 35%	Project monitoring records	0	Dec 2022	30	50	80	Tracking of government officials who complete training under the programme. POTENTIAL RISKS: Government officials are unable to complete training due to competing commitments or do not apply learning in the execution of their duties.
	No. of local tension monitoring mechanisms developed and implemented at the municipality level (*CPD 2.4.1*)	Project monitoring records	0	Dec 2022	0	1	3	Tracking of mechanisms implemented in target districts. POTENTIAL RISKS: Ensuring adequate local capacities to monitor local tensions and to provide this information in a useful format to inform policy.
	No. of multisectoral local development/peacebuilding plans covering basic services and economic recovery activities (*CPD 2.2.1*)	Project monitoring records, Municipal records	0	Dec 2022	2	5	9	Tracking of plans being finalized and approved by relevant authorities. POTENTIAL RISKS: Plans are not approved by the relevant authorities; plans are not as inclusive as desired.
Output 2 Sustainable local capacity and structures for service delivery and conflict management are in place	No. of civil society members trained (disaggregated by sex) (*CPD 2.4.2*) Female 35%	Project monitoring records	0	Dec 2022	30	150	220	Tracking of civil society members who complete training under the programme. POTENTIAL RISKS: Civil society actors undertake training and do not apply learning in their to their work, and/or do not participate actively in the development and peace committees.
	No. of sustainable participatory platforms established for local peace and resilience	Project monitoring records	0	Dec 2022	3	5	7	Tracking of participatory committees/platforms established under the programme and monitoring of those platforms which can/wish to continue in a sustainable manner without UNDP facilitation. POTENTIAL RISKS: Platforms do not continue to function once UNDP no longer facilitates meetings
	No. of community schemes implemented under the development and peace plans	Project monitoring records	0	Dec 2022	10	50	100	Tracking of schemes prioritized in the development and peace plans & implemented in each of the target municipalities including those implemented by other actors POTENTIAL RISKS: Lack of funding to implement important schemes identified in the plans.
	No. of people who have benefited from enhanced service	Project monitoring records	0	Dec 2022	100,000	300,000	400,000	Tracking of planned beneficiaries/users for each scheme that is implemented POTENTIAL RISKS: Planning figures are over-estimated for scheme use.

	delivery (disaggregated by sex and age) Female 35%; Youth (40%)		To be calculated	Early 2023				
	Proportion of population in target areas with improved access to basic services: (a) Water, (b) Managed Sanitation Services, (c) Electricity (D) Basic Sanitation (*CPD 2.2.2*)							
Output 3 Local economy serves as a driver for peace in South Libya	No. of private sector firms engaged in partnerships	Project monitoring records	0	Dec 2022	10	30	70	Tracking of number of agreements/other partnerships modalities signed with private sector partners POTENTIAL RISKS: Difficulty to formalize partnerships due to complex UNDP format, lack of interest from private sector firms to follow-up on the commitments after signing.
	Number of new jobs created through UNDP supported programmes (disaggregated by sex and age) (*CPD 2.3.1*) Female 35%; Youth (40%)	Project monitoring records	0	Dec 2022	500	3,000	5,000	Tracking of young people training/provided with job placement services 6 months after their engagement with the programme to check their employment status. POTENTIAL RISKS: Low retention in jobs, difficulties to contact youth 6 months after programme.
	No. of MSMEs with enhanced productivity (disaggregated by sex and age) Female 35%; Youth (40%)	Project monitoring records	0	Dec 2022	50	300	700	Tracking of number of MSMEs who engage with the programme (via training, financing, mentoring,) and their current level of income and then checking after 6 months if this level of income has increased. POTENTIAL RISKS: External factors mean that there is no increase in income, difficulty to contact micro entrepreneurs after 6 months.

	Number of new financing products and/or microloans created (*CPD 2.3.2*)	Project monitoring records	0	Dec 2022	0	2	5	Tracking of financial products created POTENTIAL RISKS: Ensure financing products are used as indicated
Output 4 **Government capacity to manage the reconstruction Fund for Murzuq strengthened**	Operations Manual for the functioning of the Construction Fund approved by relevant authorities	Project monitoring records	0	Dec 2022		Draft in progress	Approved Operations Manual	Manual finalized and approved and available in government records. POTENTIAL RISKS: Delays in government approval
	No. of schemes prioritized and approved for implementation under the Construction Fund	Project monitoring records/ Construction Fund monitoring dashboard	0	Dec 2022		12	25	Tracking of schemes analysed via the selection criteria and approved. POTENTIAL RISKS:
	No. of schemes finalized	Project monitoring records/Construction Fund monitoring dashboard	0	Dec 2022		12	25	Tracking of schemes approved for implementation & those which have been finalized POTENTIAL RISKS: Lack of funding to implement important schemes approved by the Construction Fund.
	No. of people who have benefited from the infrastructure improved under the Construction Fund (disaggregated by sex and age) Female 35%; Youth (40%) Proportion of population in target areas with improved access to basic services: (a) Water, (b) Managed Sanitation	Project monitoring records/ Construction Fund monitoring dashboard	0	Dec 2022		70, 000	100,000	Tracking of planned beneficiaries/users for each scheme that is implemented POTENTIAL RISKS: Planning figures are over-estimated for scheme use.

Services, (c) Electricity (D) Basic Sanitation (CPD 2.2.2)							

VI. MONITORING AND EVALUATION

Monitoring and Evaluation will be conducted at several levels. The UNDP will be monitoring the progress of the implementation on a regular basis, and will be submitting to the quarterly progress reports on project implementation. UNDP will hold regular in-person and virtual meetings to update partners on the progress, challenges and results. In addition, supervision missions by UNDP, the government and international partners will be conducted as necessary, subject to security considerations. An inception report will be submitted by the UNDP upon project launch, with detailed technical work plan, a simplified procurement plan, a simplified disbursement plan, as well as a monitoring template with indicators to be monitored and updated regularly. An independent consultant will be hired under the project to conduct an evaluation of the project, prior to its completion.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Programme Management with implementing partners and government stakeholders	0
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Programme Management with implementing partners and government stakeholders	0

Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Once a year	Relevant lessons are captured by the project team and used to inform management decisions.	Programme Management along with implementing partners and government stakeholders	$ 5,000 (Annual retreat to cover yearly review)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every two years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Programme Management, Project Review Board	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Once a year	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Programme Management	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, and at the end of the project (final report)	Submit quarterly progress reports on project implementation.	Programme Management with inputs from implementing partners and government stakeholders	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Once a year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board	$ 1,000 (PRB cost to ensure inclusive participation)

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation		OUTCOME 2 No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development		June 2024		$ 150000
Final Evaluation				August 2025		$ 150000

VII. MULTI-YEAR WORK PLAN [89]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
Output 1: Local institutions in South Libya have a greater capacity to analyze conflict, and plan and deliver peace interventions Gender Marker 2	Activity 1.1: Capacity building for government institutions in peace programming					UNDP		71300 - Local Consultants	50,000
								72100 - Contractual Services-Companies	150,000
								72600 - Grants	100,000
								75700 - Training, Workshops and Confer	50,000
	Sub-total 1.1			150000	100000	100000				350,000
	Activity 1.2: Social peace assessments carried out and aligned with development analysis					UNDP		71300 - Local Consultants	30,000
								72100 - Contractual Services-Companies	60,000
								72600 - Grants	100,000
								75700 - Training, Workshops and Confer	20,000
	Sub-total 1.2			90000	90000	30000				210,000

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[8] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[9] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	Activity 1.3: Development and Peace Plans developed in a participatory process with local stakeholders and adopted					UNDP		75700 - Training, Workshops and confer	100,000
								72100 - Contractual Services-Companies	300,000
								72600 - Grants	300,000
								71300 - Local Consultants	100,000
	Sub-total 1.3		300000	300000	200000				800,000
	Activity 1. 4: Stakeholder coordination mechanism in place to support effective peace programming and strengthen the humanitarian/development/peace nexus in South Libya					UNDP		75700 - Training, Workshops and confer	100,000
	Sub-total 1.4		30000	30000	40000				100,000
	DPC Output 1 (11%)		62700	57200	40700			64300- Staff Mgmt Costs	112,420
								74500- Misc Expenses	48,180
	Sub-total Output 1		632,700	577,200	410,700				1,620,600
Output 2: Sustainable local capacity and structures for service delivery and conflict management are in place Gender Marker 2	2.1: Provide capacity support to peace structures and civil society in the South to engage in participatory peace programming					UNDP		71200 - International Consultants	100,000
								72600 - Grants	300,000
								72100 - Contractual Services-Companies	350000
								71300 - Local Consultants	50000
	Sub-total 2.1		300,000	300,000	200,000				800,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
- -	2.2: Promote the engagement of women in local public life to become agents of peace					UNDP		72600 – Grants	800,000
						UNDP		71300 - Local Consultants	50,000
						UNDP		75700 - Training, Workshops and confer	50,000
	Sub-total 2.2		300,000	300,000	300,000				900,000
	2.3: Social cohesion activities carried out in partnership with local CSOs					UNDP		72600 – Grants	3,500,000
	Sub-total 2.3		500,000	1,500,000	1,500,000				3,500,000
	2.4: Support the inclusive implementation, monitoring & maintenance of identified municipal peacebuilding priorities					UNDP		72100 - Contractual Services-Companies	17,000,000
								72600 – Grants	4,000,000
								71300 - Local Consultants	200,000
								71200 - International Consultants	300,000
	Sub-total 2.4		6000000	6000000	9,500,000				21,500,000
	DPC Output 2 (11%)		781,000	891,000	1,265,000			64300- Staff Mgmt Costs	2,055,900
								74500- Misc Expenses	881,100
	Sub-total Output 2		7,881,000	8,991,000	12,765,000				29,637,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
Output 3: Local economy serves as a driver for peace in South Libya Gender Marker 2	3.1 Develop government capacities to analyze and strengthen the local economic development ecosystem including formalization of business, employment, and access to finance.					UNDP		71300 - Local Consultants	50,000
								71200 - International Consultants	200,000
								72100 - Contractual Services-Companies	200,000
								75700 - Training, Workshops and confer	48,000
	Sub-total 3.1		200000	150000	148000				498,000
	3.2 Private sector engagement to promote upskilling and employment of youth to meet human capital demand					UNDP		71300 - Local Consultants	600,000
								71200 - International Consultants	200,000
								72100 - Contractual Services-Companies	3,500,000
								75700 - Training, Workshops and confer	200,000
	Sub-total 3.2		1000000	1500000	2000000				4,500,000
	3.3: Support of micro, small and medium businesses, including innovative start-ups					UNDP		71300 - Local Consultants	180,000
								72600 – Grants	400,000
								72100 - Contractual Services-Companies	1,700,000
								75700 - Training, Workshops and confer	100000
	Sub-total 3.3		500000	700000	1180000				2,380,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
	3.4 Facilitate Private Sector partnerships for SDG achievement					UNDP		72100 - Contractual Services-Companies	100,000
								75700 - Training, Workshops and confer	60,000
								71300 - Local Consultants	40,000
								71200 - International Consultants	100,000
	Sub-total 3.4		100000	100000	100000				300,000
	DPC Output 3 (11%)		198000	269500	377080			64300- Staff Mgmt Costs	591,206
								74500- Misc Expenses	253,374
	Sub-total Output 3		1,998,000	2,719,500	3,805,080				8,522,580
Output 4: Government capacity to manage the Construction Fund for Murzuq strengthened Gender Marker 2	4.1 Support for the Organizational Set up of the Fund							72100 - Contractual Services-Companies	60,000
								75700 - Training, Workshops and confer	20,000
								71300 - Local Consultants	40,000
								71200 - International Consultants	80,000
	Sub-total 4.1			200,000					200,000
	4.2 Designing and implementing visibility, outreach, and a resource mobilization campaign							72100 - Contractual Services-Companies	150,000
								75700 - Training, Workshops and confer	40,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
								71300 - Local Consultants	40,000
	Sub-total 4.2			100,000	130,000				230,000
	4.3 Prioritization and Implementation of Schemes to be funded							72100 - Contractual Services-Companies	5,000,000
	Sub-total 4.3			1,500,000	3,500,000				5,000,000
	4.4 Technical support for Fund management							62300 - Recurrent Payroll Costs-IP Stf/ Local staff / 72100 contractual services	1,500,000
	Sub-total 4.4			500,000	1,000,000				1,500,000
	4.5 Defining a 3-year strategy for the Fund							72100 - Contractual Services-Companies	100,000
								75700 - Training, Workshops and confer	30,000
								71300 - Local Consultants	60,000
	Sub-total 4.5			190,000					190,000
	DPC Output 4 (11%)			274,120	509,080			64300- Staff Mgmt Costs	548,240
								74500- Misc Expenses	234,960
	Sub-Total for Output 4		-	**2,764,120**	**5,139,080**				**7,903,200**
Other project costs									
Evaluation	EVALUATION			150000	150000	UNDP			300,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
Audit	Audit			100000	100000	UNDP			200,000
	DPC (11%)			27500	27500			64300- Staff Mgmt Costs	38,500
								74500- Misc Expenses	16,500
Sub-total other costs				277500	277500				555,000
Project Management Cost									
Human Resources Costs									
International Project Staff	Project Manager, Project Specialist, Engineer, M&E, Comms, Reporting Officer, Financial Specialist, Procurement Specialist		1,018,105	1,018,105	1,018,105	UNDP		62300 - Recurrent Payroll Costs-IP Stf	3,054,314
National Project Staff	Local coordinator, M&E, Gender Analyst, Admin support including driver		169,330.00	169,330.00	169,330.00	UNDP		62200 - Recur Payroll Costs-GS Staff/ NPSA staff	507,990
	Sub-total HR costs		1,187,435	1,187,435	1,187,435				3,562,304
Project Operations Costs									
Rent									800,000
Travel									535,000
Security									600,000
General operating costs									1,036,000
Communications									700,000
	Sub-total operation costs		1,223,667	1,223,667	1,223,667				3,671,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024	2025		Funding Source	Budget Description	Amount
TOTAL PROJECT SPECIFIC COSTS		-	12,922,801	17,740,421	24,808,461				55,471,684
General Management Support									
Cost-sharing funds @ 8%			1,033,824	1,419,234	1,984,677				4,437,735
TOTAL GMS			1,033,824	1,419,234	1,984,677				4,437,735
TOTAL UNDP BUDGET			13,956,625	19,159,655	26,793,138				59,909,419
1% UN Coordination Levy			599,094						599,094.19
TOTAL PROJECT BUDGET			14,555,720	19,159,655	26,793,138				60,508,513

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will establish the Project Board as oversight and advisory authority, representing the highest body for coordination, strategic guidance, oversight, and quality assurance. The body will facilitate collaboration between UNDP, donors, government partners and other stake holders for the implementation of the Project. The Project Board will review and endorse the Annual Work Plans (AWPs), will provide strategic direction and oversight, will review implementation progress, and will review narrative and financial progress reports. The Project Board will be convened by UNDP and meet at least on annual basis.

The Project Board will be chaired by the UNDP Deputy Resident Representative. Representative of Libya Government and donors' representatives will also attend the Project Board meetings. UNDP will also consult the relevant government Ministries and as needed, other interested stakeholders in conjunction with Project Board meetings. This may include civil society organizations, private sector institutions and several international developments.

As agreed with the Ministry of Local Government, the programme will reviewed under one Project Review Board for South Libya, with the provision of extraordinary sessions to be held more frequently with the Construction Fund stakeholders to specifically discuss issues related to the functioning of the Construction Fund.
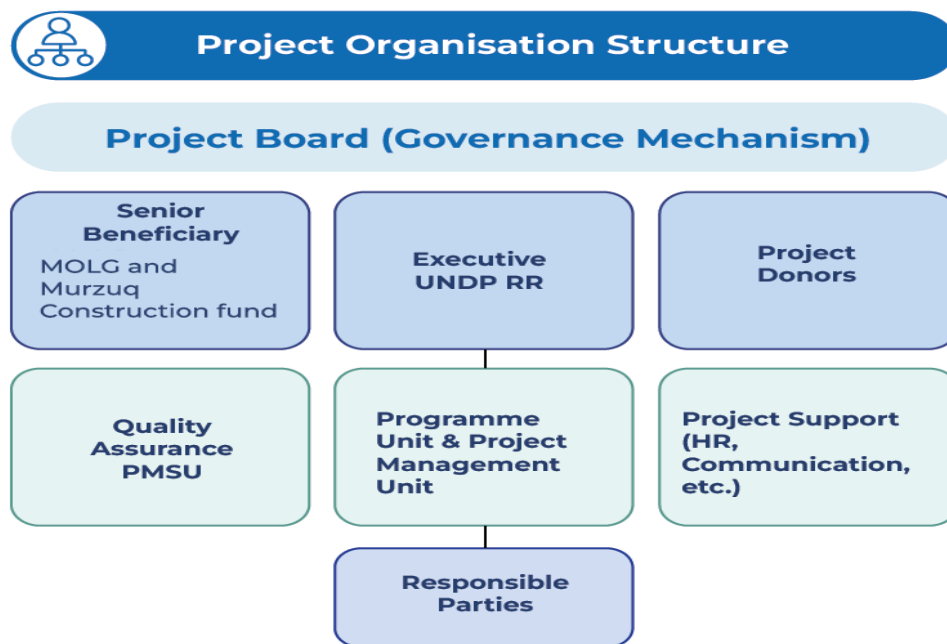
IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Libya and UNDP, signed on 20 May 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

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

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

    c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

    d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

    e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

    f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

I.   ANNEXES.

1. **Project Quality Assurance Report** (to be completed by the project unit and reviewed by PMSU)
2. **Social and Environmental (Screening Attached)**
3. **Risk Analysis** (Attached)
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment); *Will be available after the selection of Implementing partner*

5. **Project Board Terms of Reference and TORs of key management positions: Attached as Annex 5 TOR for Project Board, Project Specialist & Local Coordinator**

6. **Draft overview of possible municipalities covered by the project**