



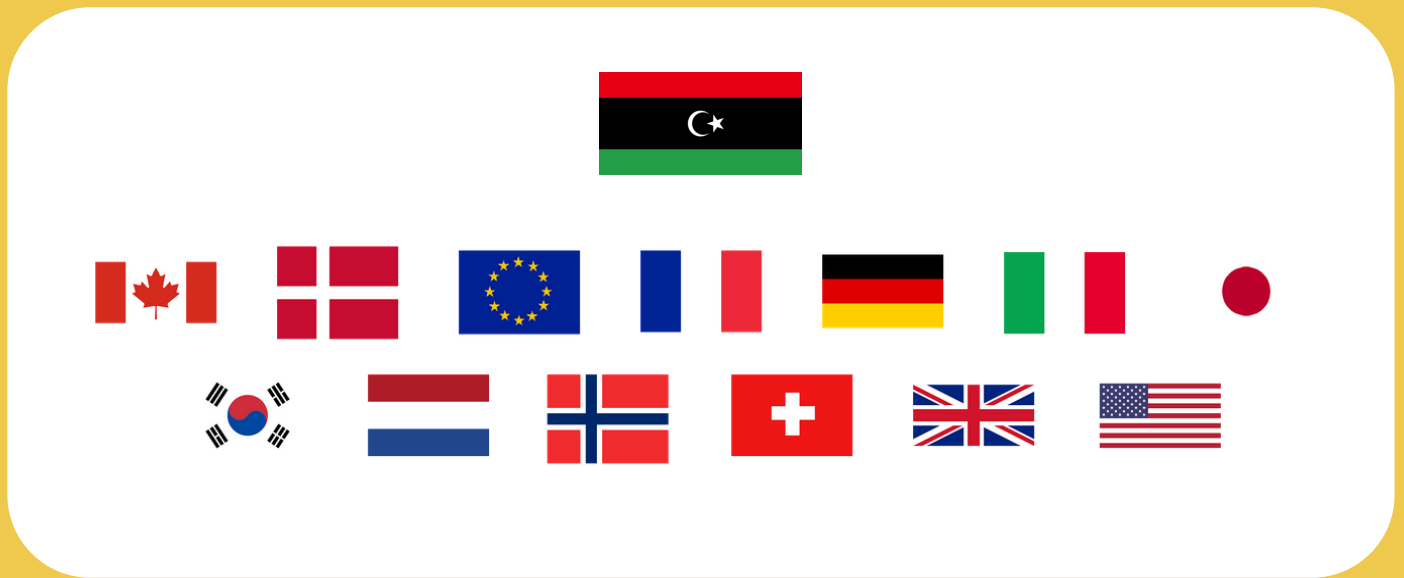
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ANNUAL REPORT 2018

STABILIZATION FACILITY FOR LIBYA

Towards recovery and peace

CONTRIBUTING PARTNERS



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ACRONYMS

CSO	Civil Society Organization
DTG	SFL Donor Technical Group
ERW	Explosive Remnants of War
EU	European Union
FLO	Fezzan Libya Organization
FGD	Focus Group Discussions (FGD)
GNA	Government of National Accord
HCT	Humanitarian Country Team
IOM	International Organization for Migration
KII	Key Informant Interview
LNA	Libyan National Army
LPA	Libya Political Agreement
MoP	Ministry of Planning
NGO	Non-Governmental Organization
NOC	National Oil Company
NWOW	New Way of Working
PCi	Peaceful Change Initiative
SFL	Stabilization Facility for Libya
SPP	Social Peace Partnership
SRSG	Special Representative of the Secretary-General
SDGs	Sustainable Development Goals
TCC	Tripoli Crisis Committee
THM	Town Hall Meeting
ToC	Theory of Change
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNSMIL	United Nations Support Mission in Libya
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety and Security
UK	United Kingdom of Great Britain and Northern Ireland
UNDP	United Nations Development Programme
UNMAS	United Nations Mine Action Service
UNSMIL	United Nations Support Mission in Libya
USA	United States of America
USIP	United States Institute for Peace
WNLP	Women's Networks for Local Peace
WFP	World Food Programme

a year's overview

WHERE WE ARE NOW

Since 2016, the United Nations Development Programme (UNDP) Stabilization Facility for Libya (SFL) has undertaken over 289 infrastructure rehabilitation and service equipment provision projects in Kikla, Benghazi, Ubari, Sebha, Sirt, Bani Walid and Tripoli. In these areas, UNDP continued throughout 2018 to work with government partners to restore power grids and water and sewage networks; repair primary and secondary schools and rehabilitate universities; rehabilitate hospitals and clinics; enable municipalities to clear garbage from neglected streets; provide vital equipment, including ambulances to health departments; as well as assist with other municipal needs related to civil defence, public health, access to justice and more.

Throughout the year UNDP Coordinators in Benghazi, Ubari, Sebha, Sirt, Tripoli and Bani Walid continued to strengthen the municipalities' technical capacities.

The Facility employed a Municipal Liaison Advisor to help the Ministry of Planning (MoP) to manage its relationships with Municipalities more proactively. Additionally, in the last quarter of 2018, the SFL hired a Media Advisor for the MoP to support the development of communications strategies and communications campaigns about stabilization activities throughout the country.

Finally, throughout 2018, the SFL has continued its support to local peace structures and conflict management capacity (under Output 3) in Ubari, Kikla, Sirt, Sebha and Benghazi; and it expanded to new locations, beginning analysis and planning for conflict mitigation work in Bani Walid, Tripoli and Tawergha. As of December 2018, 133 citizens of these communities were active in SFL-supported Social Peace Partnerships (SPPs), conducting conflict analyses, monitoring, intermediating at the local level and implementing social peace initiatives to help stabilize Libya.



KEY RESULTS



289

infrastructure rehabilitation and heavy equipment provision projects undertaken since 2016.

94

infrastructure rehabilitation and heavy equipment provision projects completed in seven cities: Kikla, Benghazi, Ubari, Sebha, Sirt, Tripoli and Bani Walid.

Round

1

intervention finished in Kikla, Benghazi and Ubari with 93% (59 of 63) of projects completed.

150

rehabilitation and equipment projects undertaken in Greater Tripoli, with 12 completed and 51 more under way.



Social Peace assessments completed and/or updated for Sebha, Tawergha and Sirt.

SFL-supported local peace structures active in Kikla, Benghazi, Ubari and Sirt.

133

citizens (34 female) active in SFL-supported Social Peace Partnerships, conducting conflict monitoring and social peace initiatives to help stabilize Libya.



Media Advisor deployed to the Ministry of Planning to support strategic communications nationally.



Recommendations of independent strategic and operational review endorsed by SFL Board and implemented into the programme.



New Project Document Completed in close consultation with the Donor Technical Group and endorsed by the SFL Board.

Phase two of the programme, SFL—Stronger for Libya, launched and under way.

SITUATIONAL BACKGROUND



Aya Abdul Salam Mohammed is revising her lessons at Western Al-Maaifa School in Kikla.
Photo: ©UNDP/Malek Elmaghrebi.

The Stabilization Facility for Libya was launched in April 2016 as a vehicle to support the Government of National Accord (GNA) and the Libyan Political Agreement (LPA). In 2017, the Facility was repositioned to align with the “Action Plan” of the United Nations Special Representative of the Secretary-General (SRSG), which called for amending the LPA, organizing a National Conference, preparing for elections and providing humanitarian assistance. As such, the SFL emerged as a unique multi-donor instrument which serves as a powerful flagship for demonstrating the political and practical intent of the international community and Libyan partners.

To date, the SFL has raised US\$83.7 million from 14 donors: The Government of Libya and Canada, Denmark, the European Union, France, Germany, Italy, Japan, South Korea, the Netherlands, Norway, Switzerland, the United Kingdom and the United States of America.

The SFL has undertaken three rounds of activities across seven municipalities: (1) Benghazi, Kikla and Ubari; (2) Sebha and Sirt; and (3) Bani Walid and Tripoli. Up to this point, the SFL has delivered a total of 94 projects out of 289 which have been identified. Ninety-three percent (59 of 63) of projects in its first-round locations have been completed. SFL projects have rehabilitated damaged public infrastructure, such as hospitals and schools, and provided essential equipment, such as ambulances and water pumps.

The projects were supported by a capacity boost to local government and the development of local conflict management processes.



Mohammed Ahmouda Ahmid is checking equipment in the ambulance provided by the SFL to Ibn Sina Medical Centre in Sirt. Photo: ©UNDP Libya/ Abduladhim Ajaj

Additionally, the SFL's local partners have advised and trained community groups and municipal authorities to analyze and monitor conflict risks, and to mediate threats as they arise. SFL Coordinators in each city work with the municipalities to boost planning and execution of all stabilization activities.

Following a comprehensive review of the SFL programme in May 2018, the SFL Board endorsed a proposal for programmatic revisions to the Facility which included, inter alia, a revised political strategy and structure; improved selection criteria, synergy and sequencing; enhanced capacity surge support for municipalities and new delivery-level partnerships; and increased operational capacity of UNDP to deliver the SFL

Following the review, the Government and donors have renewed their commitment to the SFL for another three years, supporting an enhanced project design. The revised programme, SFL—Stronger for Libya, works toward a national goal of strengthening the legitimate and internationally recognized state authorities and fostering national unity for all Libyans.

Under the new programme, the Facility continues to contribute to the stability and recovery efforts of government authorities and the international community by working with Libyan stakeholders to assess, monitor and mitigate conflict. However, part of the new approach includes working with local partners to clearly identify locally tailored stabilization goals and plans for each area of engagement. UNDP will ensure that the local strategies flow from and are linked to the national goal.



Graduation ceremony at Ubari Women Centre rehabilitated and equipped by SFL. Photo: ©UNDP/Ali Alshareef

last year's

NUMBERS

DONOR CONTRIBUTIONS 2016-2018

Thus far, the SFL has received \$83,774,948.90 in financial contributions from 14 donors since 2016. UNDP is grateful to Germany, the European Union, the United States, Libya, Japan, Italy, Norway, the Netherlands, the United Kingdom, Korea, France, Denmark, Canada and Switzerland for their contributions. Table 1 below presents the total donor contributions as of December 2018.

Table 1

Donor	2016	2017	2018	Total
1. Germany	\$5,633,070.84	\$6,414,959.00	\$20,544,141.07	\$32,592,170.91
2. European Union	\$4,950,951.00		\$8,610,721.00	\$13,561,672.00
3. United States	\$4,000,000.00		\$4,000,000.00	\$8,000,000.00
4. Libya		\$5,000,000.00		\$5,000,000.00
5. Japan		\$1,401,558.00	\$2,700,000.00	\$4,101,558.00
6. Italy	\$2,212,389.00			\$2,212,389.00
7. Norway	\$1,043,072.77	\$1,184,132.62	\$1,247,660.64	\$3,474,866.03
8. Netherlands	\$2,173,000.00		\$1,000,000.00	\$3,173,000.00
9. United Kingdom	\$1,627,871.13	\$1,525,844.06		\$3,153,715.19
10. Korea	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$3,000,000.00
11. France	\$991,167.77	\$1,058,000.00		\$2,049,167.77
12. Denmark		\$1,540,456.00		\$1,540,456.00
13. Canada		\$1,115,241.00		\$1,115,241.00
14. Switzerland	\$250,000.00	\$200,713.00	\$350,000.00	\$800,713.00
Total	\$23,881,522.51	\$20,440,903.68	\$39,452,522.71	\$83,774,948.90

A small amount of additional funding has been pledged but not received, and much of this funding has been committed by the SFL Board to interventions still ongoing from phase one.

The next phase of the SFL is designed for three years and it will need at least \$86.2 million to serve the needs of cities like Tripoli, Benghazi, Sirt, Sebha, Bani Walid, Ubari and Tawergha as well as other selected locations. (In addition to these seven municipalities, the SFL Board has approved interventions in Ajdabiya, Derna, Ghat and Kufra, subject to security conditions and available resources.)

Work has already begun under SFL—Stronger for Libya, but more funding is urgently needed to resource the ambitious programme, especially to expand to all Board-approved municipalities.

As mentioned above, the projected budget for the next phase (2019–2021) is \$86.2 million. The project has received a total of \$83.7 million of which \$36.3 million has been utilized thus far. The remaining balance of funds received is thus \$47.4 million which leads to a funding gap of approximately \$38.8 million.

SUMMARY OF EXPENDITURES BY OUTPUT

The total utilization of funds contributed to the Stabilization Facility since its inception in 2016 is \$36,329,364. This includes expenditures of \$28,371,023 and additional commitments from 2018 of \$7,958,341. Table 2 below shows a breakdown of the fund utilization output for each year.

Table 2

Year	2016	2017	2018	Total
Output 1	\$5,166,436	\$7,181,749	\$8,512,785	\$20,860,970
Output 2	\$289,473	\$1,085,695	\$429,294	\$1,804,462
Output 3	\$469,167	\$1,707,739	\$1,498,785	\$3,675,691
GMS*	\$396,617	\$798,015	\$835,269	\$2,029,901
Total Expenditure	\$6,321,692	\$10,773,198	\$11,276,133	\$28,371,023
Commitments	\$-	\$-	\$7,958,341	
TOTAL UTILIZED			\$36,329,364	



Students attend class at Alkorania school in Ubari, Libya. Photo: ©UNDP Libya/Ali Alshareef

SFL HIGHLIGHTS 2018

Tripoli July 2018: (from left to right) Her Excellency Ms. Bettina Muscheidt, Head of the EU Delegation to Libya; Ms. Maria Ribeiro, Deputy Special Representative of the UN Secretary-General, UN Resident Coordinator, Humanitarian Coordinator and UNDP Resident Representative in Libya; Hon. Dr. Taher Jehaimi, Minister of Planning, and His Excellency Dr. Christian Buck, Ambassador of Germany to Libya. Photo: UNDP Libya



Comprehensive Independent Review of the SFL

In January 2018, the SFL Board extended the timeline of the Facility until 31 December 2019, pending the outcome of a comprehensive independent review of the programme. In May 2018, two independent consultants concluded the review of the programme (“the Review”). The Review was driven by questions over:

- (1) the relevance and achievability of the original political and strategic goals of the SFL; and
- (2) the operational performance of the project.

After consulting with SFL donors and analysis of the Review’s report, UNDP submitted, for discussion by the Board, a proposal for programmatic revisions of the Facility. In July, the SFL Board endorsed a proposal for programmatic revisions to the Facility which included:

- A revised political strategy and structure;
- Improved selection criteria, synergy and sequencing;
- Enhanced capacity surge support and new delivery-level partnerships;
- Increased operational capacity of UNDP to deliver the SFL;
- Empowerment of the Board to focus on big strategic decisions; and
- Additional operational improvements.

Upon the Board’s agreement of the substantive changes and other actions, UNDP prepared a “Roadmap” for Implementation, including details on a phased approach and timelines for key next steps. Work to scale up and improve the SFL took place immediately as UNDP implemented some of the adopted changes and related actions. UNDP worked closely with the SFL Donor Technical Group (DTG) for the timely implementation of the Roadmap, regularly updating members on progress and consulting with them throughout the process. This cooperation at the technical level ensured a coherence at the strategic/policy level when the programmatic revisions were later captured in a revised project document.

The project document for the second phase of the SFL was to include a revised Theory of Change (ToC) and results frameworks, proposed budgets, and other detailed framework provisions for executing the agreed revisions to the programme.

December 2018 Tripoli: UNDP Resident Representative a.i., Mr. Sultan Hajjiev; Hon. Minister of Planning, Dr. Taher Jehaimi; Ms. Maria do Valle Ribeiro, Deputy Special Representative of the Secretary-General, United Nations Resident and Humanitarian Coordinator for Libya; and Director of Technical Cooperation at Ministry of Planning, Mr. Esam Garbaa. Photo: ©UNDP/Malek Elmaghrebi



SFL Board Meeting December 2018

In the last quarter of 2018, the SFL finalized the new project document, capturing Board-endorsed programmatic revisions approved in July. On 10 December, the Board unanimously approved the project document. The major improvements of the programme, to be implemented under the title SFL—Stronger for Libya, include:

A national political goal that is more inclusive and unifying;

An enhanced relationship with Ministry of Planning;

Activities that are more supportive of service departments and government ministries that operate across the country;

Activities that begin with the development of agreed local stabilization goals and investment plans;

Improved mechanisms for local-level coordination;

Enhanced programme components and activities to help enable women and youth to contribute effectively to local peace and to ensure their voices are heard; and

Improved efforts towards monitoring and learning through a systematic approach that generates lessons throughout SFL implementation.

At the meeting, Co-Chairs, H.E. Dr. Taher Jehaimi, Representative of the Chair of the Presidential Council for Libya, and Ms. Maria do Valle Ribeiro, UN Deputy Special Representative of the Secretary-General, welcomed the revised project document, which reflected the findings of the Strategic and Operational Review, and noted the importance of enhanced communication and coordination going forward. Dr. Jehaimi noted the importance of the intangible investments in capacity and community cohesion, alongside the tangible improvements in basic services that affect citizens' daily lives, in ensuring the sustainability of the SFL's benefits. He also announced that Libya plans to make another contribution to the SFL.

Ms. Ribeiro set out the ways in which the new SFL—Stronger for Libya gave effect to the Review recommendations endorsed by the last meeting of the Board, highlighting the more inclusive and unifying national goal, expanded timelines for each location, extension of the programme as a whole with a new end-date of December 2021, and enhanced coordination to improve the SFL's role in the humanitarian-development-peacebuilding nexus.

UNDP's SFL team presented further details of the revised project document, explaining the approach to enhanced communications, to include a communications support specialist in the Ministry of Planning, and strategic communications consultancy support. They also set out the change in sequence, with community consultation on a local stabilization goal (under Output 3) leading into development of a local stabilization plan (led by the municipal Director of Planning, under Output 2) and defining SFL—Stronger investments under Output 1.

The Board unanimously approved the new project document, subject to incorporation of the comments of Board members during the meeting and those circulated to the Board before the meeting.

Security in Tripoli in 2018

Violent clashes between several armed groups began in Tripoli on 27 August 2018. As a result, SFL field teams in Tripoli and national staff were not able to report to work. Additionally, incoming international staff were prohibited from traveling to Libya, because of airport closures and the insecure environment.

On 5 September, the United Nations Support Mission in Libya (UNSMIL) brokered a ceasefire agreement between most of the parties to the conflict, and the situation temporarily stabilized. This allowed for a few days of “normal” work for our field teams and national staff, which focused on reassessing immediate work in Tripoli and planning for the unpredictable days ahead. However, soon after sporadic clashes occurred, mostly from groups outside of the agreement, disrupting work further. On 10 September, the attack by the Islamic State group at the Tripoli headquarters of the National Oil Company (NOC) caused further operational complications for the UNDP and the Facility.

As the clashes and other incidents continued, the UNDP optimized its international presence in-country to have more manageable numbers in case of the need to take safe-haven or other measures. On 16 September, the UN received several reports of considerable build-ups of fighters and weapons by all parties to the conflict. Taking this into account, and in view of some additional information, UN (including UNDP) reduced its international numbers even further, while national staff were asked to work from home. Despite all the efforts to ensure continuation of the project activities, it caused additional disruptions to the work of national staff and UNDP’s partners.

On 26 September, the major armed groups renewed their adherence to the original ceasefire, leading to a general decline in reported violence. Other warring parties involved in the clashes in Tripoli were also called on to adhere to the ceasefire. However, the UN Department of Safety and Security (UNDSS) continued to receive reports of credible threats against UN operations in Tripoli, including direct threats to Palm City, Janzour, the base of operations for UNDP and other UN agencies (offices and accommodations).

As mentioned above, throughout the security crisis, UNDP remained agile, optimizing its presence and finding ways to “stay and deliver”. Most operations continued despite the clashes. Despite the challenges, UNDP continued to implement and deliver its programme in Libya providing goods, services and support to our government partners and the citizens of Libya. SFL civil works projects continued with only minor delays, and UNDP continued with the manufacturing and delivery of vital equipment for the supply to SFL municipalities. Throughout the period, the SFL communicated daily with its government partners, members of the international community and local actors to ensure that projects were implemented in a conflict-sensitive manner.

UNDP worked with the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR), in close cooperation with UNDSS, to implement security enhancements, to enable a full return to Palm City. The United Nations Country Team (UNCT) helped expedite enhancement measures for the UN-occupied villas. As of the end of December 2018, the security enhancements to Palm City had advanced enough for UN agencies to begin to return. Accordingly, all UNDP Libya international staff aimed to return to Tripoli in January and February 2019.

OUTPUT 1: REHABILITATION AND REEQUIPPING OF BASIC SERVICES

As of December 2018, the SFL had undertaken over 289 projects in Kikla, Benghazi, Ubari, Sebha, Sirt, Bani Walid and Tripoli. In these areas, UNDP continued to work with government partners to restore power grids and water and sewage networks; repair primary and secondary schools and rehabilitate universities; rehabilitate hospitals and clinics; enable municipalities to clear garbage from neglected streets; provide vital equipment, including ambulances to health departments; as well as assist with other municipal needs related to civil defense, public health, access to justice and more.

The first round of light rehabilitation of infrastructure and provision of equipment ended in Kikla, Benghazi and Ubari. The few remaining projects were being finalized and plans are under way for the next steps in each of these locations. In Kikla, the SFL is developing plans to assist the Director of Planning and the Municipality to transition to longer-term recovery activities. In Benghazi, all but one project (the solar street lighting supply and installation) have been completed. The SFL plans to conduct a “stock-take” for Benghazi, which will update the conflict analysis for Benghazi, review the outcome of work to date and identify any additional projects that contribute to the long-term stability of the city, as soon as it is possible meaningfully to do so. Similarly, Peaceful Change Initiative (PCi) is planning a “stock-take” for Ubari to assess how to anchor the gains achieved by the SFL and further establish the city as a positive model for stabilization work in the South, as well as across the country.

During the reporting period, work continued on the SFL “resets” in Sebha and Sirt. The Fezzan Libya Organization (FLO) and United States Institute for Peace (USIP) began work on reset activities in Sebha while PCi conducted reset activities in Sirt. These reset processes seek to agree with stakeholders in each city a plausible stabilization goal or goals, and to identify the investments needed to attain them. Within these, it would also seek to identify the top-priority investments for the SFL to make. During these reset processes the SFL has continued its delivery of existing commitments in both areas.

During the reporting period, the Facility also worked closely with the newly elected mayor in Bani Walid to ensure that SFL-provided equipment was operating properly and was accessible to the intended beneficiaries. The equipment, including garbage trucks, pesticide spraying vehicles, and generators, are now fully operational helping people throughout the city. During the reporting period, orders for pumps, generators and a suction truck were placed to support the water and sewage sector in Bani Walid; these items are on their way.

Finally, in recent months the SFL has made remarkable progress on its 150 projects in Greater Tripoli. As previously reported, a major priority in the Capital has been the rehabilitation of 78 schools in its 13 municipalities. UNDP is happy to report that 12 schools were completed in Janzour and Tajoura and workers are on the ground in another 51 schools across the city, despite some delays caused by the outbreak of fighting in southern municipalities of the city.

In other sectors UNDP has called for proposals for rehabilitation works at Tripoli Central Hospital and orders have been placed for five sewage suction trucks. The SFL is progressing the procurement of medical equipment for five primary health care clinics in each of the 13 municipalities. The scope of work for the rehabilitation of Abu Salim dump yard is under development.

Below is a detailed list of the identified and ongoing Output 1 projects in Kikla, Benghazi, Ubari, Sebha, Sirt, Bani Walid and Tripoli and their status as of December 2018.

Table 3: Progress Overview by SFL Location, 31 December 2018

	SFL Output 1 Infrastructure Rehabilitation Projects	
SFL Location	Total	Completed
Kikla	17	16
Benghazi	29	28
Ubari	16	15
Sebha	12	4
Sirt	33	12
Bani Walid	32	7
Tripoli	150	12
Total	289	94

KIKLA



Ahmed Masoud Karkam is attending a lesson in the computer lab in the Computer Science Faculty at Kikla University. Photo: ©UNDP Libya/©UNDP/Malek Elmaghrebi

Since December 2016, the SFL has worked in Kikla to provide equipment, and refurbish public service buildings to improve services for the population. By December 2018, the original \$2 million assistance package approved for Kikla was fully implemented, except for the supply of medical equipment to the Kikla General Hospital.

In the latter half of 2018, the SFL finalized the specifications for this equipment and ordered it through a UNDP long-term supplier agreement. The delays were due to the complex technical nature of the needed equipment, which required extended communications between UNDP procurement and the end users.

Table 4: Kikla Procurement Status, 31 December 2018

Total Projects in Kikla: 17

Completed: 16

Under Way: 1

Kikla: 17 Projects	
Project	Status
1. Supply of 2 ambulances to Kikla	Completed
2. Civil Works, main hospital in Kikla	Completed
3. Civil Works, prefab medical care centre for main hospital in Kikla	Completed
4. Supply of 1 fire engine to Kikla	Completed
5. Supply of V-Sat connection for Kikla Municipality	Completed
6. Supply of 5 KVA solar power systems for Municipality internet	Completed
7. Supply of Sports Centre equipment	Completed
8. Civil Works, Sports Centre building repairs	Completed
9. Supply of 2,250 KVA generators	Completed
10. Supply of school furniture to 5 schools	Completed
11. Supply of 2 video projectors and 6 printers (for Martyrs & Khalifa Ahmed schools)	Completed
12. Supply of 60 desktop computers	Completed
13. Supply of furniture for the University in Kikla	Completed
14. Construction of shed for diesel generator, including connecting of generator to the electrical powerline, for Kikla University	Completed
15. Construction of shed for diesel generator, including connecting of generator to the electrical powerline for Kikla Hospital	Completed
16. Supply of equipment to two school laboratories in Kikla	Completed
17. Supply of medical equipment to Kikla General Hospital in Kikla	Under Way

Health services support returns in Kikla



Fatma Ibrahim Mohammed is receiving medicines at the pharmacy of the health centre. The medical facility was delivered by the Stabilization Facility for Libya. Photo: ©UNDP Libya/Malek Almaghrebi

Fatma Ibrahim Mohammed is 14 years old and a grade five student at a primary school in Kikla. Displaced since 2014 due to conflict, her family was among the first to return to live in the city in 2016. Fatma and her family's return was supported by the resumption of previously interrupted public services. "When Fatma was sick during the first period of our return to Kikla in 2016, we were forced to go to nearby cities, about 50 kilometres away, to get a paediatrician. It was too tiring, and we were not comfortable with it," said Mrs. Mabrouka Sulaiman, Fatma's mother. With the establishment of a new health centre, that has now changed.

"The severe conflict in Kikla led to the complete destruction of the health sector, including destruction of the central hospital building, and the equipment that was not destroyed was stolen. The task of re-equipping the health sector has become a difficult and long-term one," said Meftah Amara, director of medical services at Kikla Municipality.

Families that had returned to Kikla didn't have access to health services. They were obliged to travel more than 50 kilometres for treatment. For this reason, many displaced families in Tripoli, like Fatma's family, were reluctant to return home despite the relative calm in the city.

"To ensure the safety of my family, I was forced to move and stay in Tripoli. Before thinking about returning home, some important conditions had to be met including access to health services and medicines not far from my home," said Mr. Mohammed Abdullah Youssef, a father of seven children.

The Stabilization Facility delivered a health centre to the Municipality in 2018. "The centre provides services such as public health, paediatrics, dermatology and internal medicine, as well as regular vaccinations for children and the elderly," said Nuri Abdel Hadi, director of the health centre. The SFL has completed 16 projects in Kikla, including the supply of ambulances, a fire engine, generators, solar panels, and school furniture as well as the rehabilitation of the Main Hospital and Kikla University.



Fatma's mother takes the prescription from the doctor at the prefabricated health centre in Kikla. ©UNDP Libya/Malek Almaghrebi

Projects implemented by the SFL in Kikla have enabled citizens to access health services, as well as improving educational institutions and other services. With improved living conditions in the city, most of those who had been hesitating to come back, like Mr. Youssef, were convinced. By mid-2018, around 80 percent of citizens previously internally displaced around Libya had returned home.

“We have recently noticed that many families are coming to the centre and there is sometimes a congestion of 25 cases a day, unlike the first period, where the number of cases ranged from 5 to 10 cases per day,” said Dr. Siraj Baysh, a paediatrician in Kikla.

“The situation now is different in Kikla. We have a health facility that provides basic health services to my children and provides them with medicines, as well as vaccinations in one place and near my home. This encouraged me to return and settle again in Kikla,” said Mr. Youssef.

“We are now more comfortable with the presence of a health facility, a paediatrician and the provision of essential medicines for my children. We do not need to travel long distances to neighbouring cities to get a doctor,” explained Fatma’s mother.

Humanitarian/ development/ peacebuilding nexus in Kikla

Director of the United Nations Development Programme (UNDP) Crisis Bureau, Ms. Asako Okai, Director of the UNDP Regional Bureau for Arab States, Mr. Mourad Wahba, Deputy Special Representative of the Secretary-General, United Nations Resident and Humanitarian Coordinator for Libya Maria do Valle Ribeiro and the United Nations Deputy Emergency Relief Coordinator (OCHA), Ms. Ursula Mueller, Tripoli, Libya. Photo: ©UNDP



Successes in Kikla represent a great example of United Nations Country Team efforts to work in the humanitarian/development/peacebuilding nexus.

The UN approach to strengthening the humanitarian–development nexus has been outlined in the Secretary-General’s Report, The New Way of Working (NWOW). A primary goal of the NWOW is shrinking humanitarian needs and improving Sustainable Development Goal (SDG) outcomes for people in situations of risk, vulnerability and crisis. In Libya, one clear example of successful collective action by the Humanitarian Country Team (HCT) and UNDP to reach this goal is related to the outcomes for the people once displaced from Kikla.

As stated by OCHA, the key principles of the NWOW are:

- 1) Multi-Year Time-Frame: Analysing, strategizing, planning and financing operations that build over several years to achieve context-specific and, at times, dynamic targets;
- 2) Comparative advantage: The unique, demonstrated capacity and expertise (not limited solely to a mandate) of one individual, group or institution to meet needs and contribute to risk and vulnerability reduction, over the capacity of another actor; and
- 3) Collective Outcome: A commonly agreed measurable result or impact in reducing people’s needs, risks and vulnerabilities and increasing their resilience, requiring the combined effort of different actors.

In Libya, the HCT and UNDP engaged in a multi-year effort in 2016 that was shown in a comprehensive UNDP review in 2018 to have had positive local impact in Kikla. Humanitarian actors, such as the World Food Programme (WFP) and IOM, had been providing humanitarian assistance for the fleeing population of the city for years. Starting in December 2016, the UNDP Stabilization Facility for Libya engaged in Kikla by helping rehabilitate infrastructure destroyed in the series of conflicts dating back to 2011 but climaxing in 2014. At the time, almost the entire population was displaced (many to nearby Tripoli). The work by the SFL to repair and re-equip schools and the university, hospitals and community centres as well as return power to vital public facilities as well as other improvements has been repeatedly confirmed as the catalyst for allowing IDP’s to confidently return home.

The SFL also worked with returning communities to support dialogue and conflict mitigation activities, which helped ensure that those who were able to return home could remain there without additional threats to their safety and security. Additionally, UNDP worked with the private sector in Kikla in complimentary interventions to help meet other needs of the returnees.

This example shows how crisis-affected populations from Kikla were supported by humanitarian actors as they were displaced. Then, following UNDP's stabilization work to restore basic services in the city, humanitarian agencies facilitated the return of the population to an inhabitable city. Further stabilization interventions restored a sense of normalcy and security for the recovering communities of Kikla.

UNDP's comparative advantage is demonstrated by its proven track record for rapid stabilization assistance in places like Iraq. The UNDP Regional Bureau of Arab States has worked as an incubator to refine strategies for crisis interventions that operate alongside multi-layered humanitarian responses. Meanwhile the comparative advantage shown by the expertise of the specialized humanitarian agencies that served the people of Kikla (along with so many other Libyans) is clear.

As stated above, this combined effort from 2016 to today of the HCT and UNDP has produced a measurable collective outcome that has been noted by third-party observers. The result has been a more resilient population in Kikla with reduced needs, risks and vulnerabilities.

UNDP is working now to see how this model can be bolstered and applied in any areas with similar humanitarian and development needs, such as Tawergha. The mostly displaced population of Tawergha faces vast humanitarian needs and the SFL has already begun assessments to see how to form the bridge from humanitarian assistance to stability for the people of the city.



12 December 2018, TRIPOLI (LIBYA): Students attend class at Al Ghirane Al Janoubiya School. The Stabilization Facility for Libya rehabilitated the educational center visited by Director of the United Nations Development Programme (UNDP) Crisis Bureau, Ms. Asako Okai, Director of the UNDP Regional Bureau for Arab States, Mr. Mourad Wahba, Deputy Special Representative of the Secretary-General, United Nations Resident and Humanitarian Coordinator for Libya Maria do Valle Ribeiro and the United Nations Deputy Emergency Relief Coordinator (OCHA), Ms. Ursula Mueller. Photo: ©UNDP/Malek Elmaghrebi

BENGHAZI

Since August 2016, the SFL has completed 28 projects providing equipment and refurbishing public services in Benghazi. As of December 2018, all but one of the projects in the \$6.66 million first package approved for Benghazi were completed.* Amongst other things, the SFL has rehabilitated the East Benghazi Court, the Civil Defence building, a radiotherapy centre and a kidney centre, as well as repaired Al-Laithi sub-station and supplied it with electrical equipment. Additionally, the SFL has delivered five garbage trucks, eight ambulances and four electrical generators.



Ibrahim Al-Sherkasi driving one of several ambulances provided to Benghazi through the SFL
Photo: ©UNDP/Nada Elfeituri

* Installation of solar street lights provided is still to be completed. Based on evolving needs, local government partners changed the location of the street lights three times. The works to install the lights is ongoing and expected to be complete in 1-2 months.

Table 5: Benghazi Procurement Status, 31 December 2018

Total Projects in Benghazi: 29**Completed: 28****Under Way: 1**

Benghazi: 30 Projects	
Project	Status
1. Supply of 5 garbage collection trucks and bins for Benghazi	Completed
2. Supply of 30 garbage bins for Benghazi	Completed
3. Supply of 2 ICU ambulances to Benghazi Medical Centre	Completed
4. Supply of 1 ICU ambulance to Benghazi Kidney Centre	Completed
5. Supply of 2 ICU ambulances to Al-Jalaa Trauma Hospital	Completed
6. Supply of 1 regular ambulance to Benghazi Psychiatric Hospital	Completed
7. Supply of 2 regular ambulances for Benghazi Civil Defense Department	Completed
8. Supply of 1 generator (300 KVA) to Benghazi Al-Kwefia Hospital	Completed
9. Supply of solar panels to Benghazi Al-Kwefia Hospital	Completed
10. Civil Works, Benghazi Al-Kwefia Hospital	Completed
11. Civil Works, Benghazi Kidney Centre	Completed
12. Civil Works, Gwarsha Clinic	Completed
13. Civil Works, Benghazi Radio Therapy Centre	Completed
14. Supply of medical equipment to Benghazi Radio Therapy Centre Medical Equipment	Completed
15. Supply of solar panels to Benghazi Medical Centre	Completed
16. Supply of solar panels to Benghazi Paediatric Centre	Completed
17. Supply of solar panels to Benghazi Municipality	Completed
18. Civil Works, Benghazi Court House	Completed
19. Civil Works, Benghazi Civil Defense Department	Completed
20. Supply of 1 generator (300 KVA) to Benghazi Civil Defense Department	Completed
21. Supply of 1 rescue vehicle to Benghazi Civil Defense Department	Completed
22. Supply of 2 boats to Benghazi Civil Defense Department	Completed
23. Repairs of Al-Arroba street railing in Benghazi	Completed
24. Civil Works, Allele Al-Wade Secondary School for Boys in Benghazi	Completed
25. Rehabilitation of Laithi Electrical Substation (Bobtaina) in Benghazi	Completed
26. Rehabilitation of Abu Atni Electrical Substation in Benghazi	Completed
27. Supply of sewage pumps	Completed
28. Supply of Sidi Mansour water pumps in Benghazi	Completed
29. Supply and installation of solar street lighting in Benghazi	Under Way

Benghazi: Saving lives, one ambulance at a time

A doctor checking supplies in one of the ambulances provided by SFL.
Photo: ©UNDP/Nada Elfeituri



Ibrahim Al-Sherkasi has been an ambulance driver at the Benghazi Psychiatric Hospital for over 13 years. During his day, Ibrahim is on call to drive patients to emergency rooms in Benghazi's hospitals when any health incident occurs. "The last case I was called for was a few days ago, one patient injured himself and another patient with a knife, both were bleeding badly. Since the hospital doesn't have many resources, we have to transport them to other health facility such as the Jalaa Hospital or the Benghazi Medical Centre."

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During the conflict that raged in Benghazi for three years, the health sector was hit hard. The fighting increased the number of medical cases and closed ports and road blockages caused shortages in supplies. Hospitals and clinics struggled to cope with the increase in cases and decrease in materials. "I would estimate that the number of cases we received went up by 70 percent or more," said a medical lab employee of the Al-Jalaa Hospital, the biggest trauma hospital in Benghazi. "We would mostly see cases of people injured from missiles and bullets, and most recently we're receiving more cases of those injured by mines."

The SFL provided support to the health sector in Benghazi. One of the main needs identified was ambulances for emergency response. Key health centres and public institutions, such as the Psychiatric Hospital, Al-Jalaa Hospital, the Kidney Centre, the Civic Defense Unit and the Benghazi Medical Centre received fully equipped ambulances. In total, eight ambulances, five of them intensive care ambulances, are now fully operational in Benghazi.

"This ambulance came at the right time for us," said Ibrahim, who now drives one of these ambulances. "Our other ambulances are old and constantly need maintenance, but these ones are well equipped. When I was driving the two injured patients the other day, we were able to use the first aid kit to stop the bleeding until we arrived at the emergency room."

"Having a reliable ambulance to reach people who have been injured in a missile strike is vital," added the employee of Jalaa Hospital. "The intensive care ambulances are equipped so that the patient is kept alive until they reach the hospital. Many lives have been saved because of this and we will be able to save many more."

UBARI

The August 2016 Board meeting approved the first-priority tier of assistance to Ubari. As with Benghazi and Kikla, equipment supply was largely completed in 2017, except for specialised medical equipment.

As of December 2018, there is only one project remaining from initial package of \$3.9 million approved for Ubari. Medical equipment will soon arrive to the city and the first round of activities will be fully implemented. In the fourth quarter of 2018, SFL partners began their initial assessments under the Ubari stock take to determine the most important investments for a final round of infrastructure rehabilitation.

Table 6: Ubari Procurement Status, 31 December 2018

Total Projects in Kikla: 16

Completed: 15

Under Way: 1

Ubari: 16 Projects	
Project	Status
1. Civil Works, prefabricated school (on grounds of Al-Qurania School) in Ubari	Completed
2. Civil Works, Al-Qurania School in Ubari	Completed
3. Civil Works, Al-Markazeia School in Ubari	Completed
4. Civil Works, Al-Thanawia School in Ubari	Completed
5. Rehabilitation of Ubari General Hospital & staff accommodation	Completed
6. Supply of 2 ambulances for Ubari	Completed
7. Supply of 2 generators (300 KVA) for Ubari Health Sector	Completed
8. Supply of 1 large garbage truck	Completed
9. Rehabilitation of Women's Centre in Ubari	Completed
10. Supply of IT equipment for Women's Centre	Completed
11. Supply of furniture for Women's Centre	Completed
12. Supply of pesticide truck to Ubari Municipality	Completed
13. Rehabilitation of public market in Ubari	Completed
14. Construction of shed for diesel generator, including connecting of generator to the electrical powerline in Ubari Hospital	Completed
15. Construction of shed for diesel generator, including connecting of generator to the electrical powerline in Ubari Medical Store	Completed
16. Supply of medical equipment for Ubari General Hospital	Under way

School walls with no cracks in Ubari

A student attending a lecture at Alkorania School in Ubari.
Photo: ©UNDP/Ali Alshareef



“I did not expect to return to my original school in Ubari. Last year, I attended school in Twitta, a small village in the east of Ubari. I am glad to see the classrooms and the yard in a new dazzling look after the rehabilitation” said Amina Zintani, a student at Alqurania School. She is one of the hundreds of students who had to leave Ubari to pursue their studies in cities far from their hometown. Most of the schools in Ubari were severely damaged during the armed conflict that took place in the city in 2014.

“If it was only the equipment ruined, we could have continued our studies, but the whole building was destroyed,” explained Narjes Mahmoud, a fourth-grade student from the same school. Aiming to send their children to the school, many families moved to Sebha, Tripoli, Murzuq and Ghat. “I moved to Tripoli together with my parents and siblings to have the chance to attend classes there,” said Zainab Al Amin, another student at Alqurania School.

Although Zainab had the chance to pursue her studies in the capital city, she always wanted to go back to her school in Ubari. “It was difficult for me to adapt to the new environment and make new friends,” she explained.

After one year, she is now happy to be back at Alqurania School. “It feels great being with my friends again. The people and this place mean a lot to me,” she said. The Stabilization Facility rehabilitated the Alqurania, Almarkazia and Althanwia schools in Ubari, closing cracks and holes, replacing doors and windows, and renovating damaged areas. Some families did not have the resources to leave the city or send their children to other schools, so they kept going to class in the ruined building.

“I feel comfortable working here now,” said Masouda Ibrahim, an employee of the school. “Children and workers were having health issues because of the cold coming from the damaged windows and crushed walls. Thanks to the rehabilitation, we will be better protected from now on.” The reopening of the three rehabilitated schools in Ubari allowed many students to return, but many others are still displaced in different neighbouring cities.

“I brought my children to the school today. I think they can have a good learning environment after the rehabilitation of the schools. Therefore, I encourage all the people who are still displaced to return to Ubari,” stated Mr. Yousef Abdel Rahman, a Ubari resident.

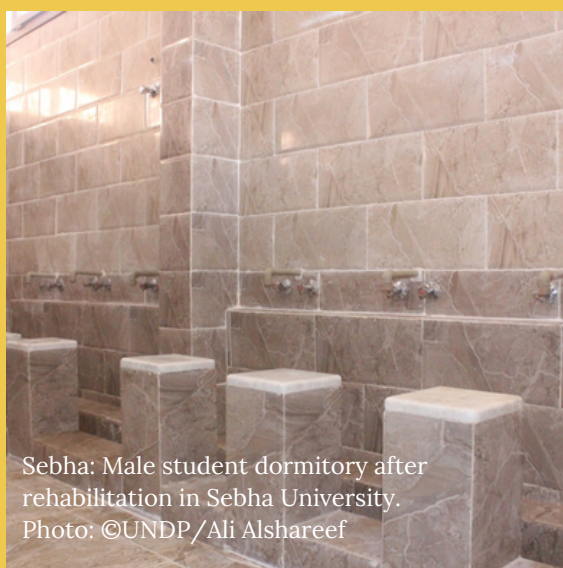


Abou Youssef Abd Nabi, ambulance driver at the Ubari General Hospital, putting a patient in the ambulance.
Photo: ©UNDP/Ali Alshareef



Students are happy to return to Almarkazia School after its rehabilitation.
Photo: ©UNDP/Ali Alshareef

SEBHA



Sebha: Male student dormitory after rehabilitation in Sebha University.
Photo: ©UNDP/Ali Alshareef

As per recommendations of the Board, SFL Output 1 Activities in Sebha are under review. The “reset” process has begun, meetings with Ministry of Planning, the Municipality and community leaders will take place in the first quarter of 2019 to identify new priorities for the city.

In the meantime, work continues to deliver many of the projects identified on the original list of priorities. In 2018, amongst other things, the SFL issued contracts for six projects to supply pumps to the Sebha water and sewage sector. Additionally, 30 generators for the water and sewage sector arrived to SFL storage facilities in Tripoli. Once the pumps are supplied, the generators will be shipped to Sebha.

Table 7: Sebha Procurement Status, 31 December 2018

Total Projects in Sebha: 12

Completed: 4

Under Way: 2

Contract Issued: 6

Sebha: 11 Projects	
Project	Status
1. Rehabilitation of two English language labs at Sebha University	Completed
2. Rehabilitation, Sebha Medical Centre	Completed
3. Rehabilitation of student dormitories at Sebha University	Completed
4. Procurement & installation of a mortuary freezer and accessories for Sebha Health Sector	Completed
5. Supply of 30 generators (60 KVA) for Sebha Water Sector	Under Way
6. Supply of 35-HP submersible pumps (20) for Sebha Water Sector	Under Way
7. Supply of 40-HP submersible pumps (15) for Sebha Water Sector	Under Way
8. Supply of 22-kW submersible pumps (6) for Sebha Sewage Sector	Under Way
9. Supply of 45-kW submersible pumps (2) for Sebha Sewage Sector	Under Way
10. Supply of 70-kW submersible pumps (2) for Sebha Sewage Sector	Under Way
11. Supply of 160-kW submersible pumps (2) for Sebha Sewage Sector	Under Way
12. Construction of steel cages for Sebha Water and Sewage Sector generators	Under Way

SIRT

Although the Sirt “reset” process is under way, throughout the reporting period, rehabilitation projects and equipment delivery in Sirt continued to progress. Thousands are already benefitting throughout the city from improved sanitation, health care and education services restored by the SFL.

Completed projects include the delivery of five garbage trucks and 200 bins, rehabilitation of five schools, the delivery of ambulances and a medical waste incinerator to Ibn Sina Hospital and the rehabilitation of the Polyclinic. Six rehabilitation projects are under way now; eight other projects are being processed by UNDP procurement; and five others are on hold pending the outcome of the reset process.

Table 8: Sirt Procurement Status, 31 December 2018

Total Projects in Sirt: 33

Completed: 12

Under Way: 6

In Development: 15

Sirt: 33 Projects	
Project	Status
1. Supply of 3 regular ambulances to Sirt Municipality	Completed
2. Supply of 2 ICU ambulances to Ibn Sina Hospital in Sirt	Completed
3. Supply of medical waste incinerator for Ibn Sina Hospital in Sirt	Completed
4. Rehabilitation of Al-Fateh mixed primary school in Sirt	Completed
5. Rehabilitation of roofing for Al-Fateh mixed primary school	Completed
6. Rehabilitation of Al-Kholoud mixed primary school in Sirt	Completed
7. Rehabilitation of Khawlah Bent Azour secondary school for girls	Completed
8. Rehabilitation of Oqba Ben Nafea secondary school for boys	Completed
9. Rehabilitation of Al-Eitihad secondary school for girls	Completed
10. Supply of 8 garbage trucks to Sirt Municipality	Completed
11. Rehabilitation of Polyclinic in Sirt	Completed
12. Supply of 200 garbage bins (1,100 litres) to Sirt Municipality	Completed
13. Rehabilitation of Alrebaat Aljeeza Clinic	Under Way
14. Rehabilitation of Al-Zaheer Clinic in Sirt	Under Way
15. Rehabilitation of Sana Yossuf School in Sirt	Under Way
16. Rehabilitation of Takrift Martyrs School in Sirt	Under Way
17. Rehabilitation of Al-Zaheer School	Under Way
18. Rehabilitation of Building Institute in Sirt	Under Way
19. Supply of 80 garbage bins 7m ³	In Development
20. Rehabilitation of Sirt Hospital Primary Care Unit	In Development
21. Rehabilitation of Omar Almkhtar Clinic	In Development
22. Rehabilitation of Physiotherapy Centre in Sirt	In Development
23. Rehabilitation of Almarkazyia School in Sirt	In Development
24. Rehabilitation of School 2 in Sirt, TBD	In Development
25. Rehabilitation of School 3 in Sirt, TBD	In Development
26. Rehabilitation of School 4 in Sirt, TBD	In Development
27. Rehabilitation of Institute of Comprehensive Professions for Girls in Sirt	In Development
28. Rehabilitation of Exams Administrations in Sirt	In Development
29. Supply of 10 middle-size tipping trucks to Sirt Municipality	In Development (Pending the Sirt Reset)
30. Supply of 8 compressor trucks to Sirt Municipality	In Development (Pending the Sirt Reset)
31. Supply of 8 garbage trucks with 7m ³	In Development (Pending the Sirt Reset)
32. Supply of 2 suction trucks to Sirt Municipality	In Development (Pending the Sirt Reset)
33. Supply of refrigeration for vaccines, cold chain for Health Directorate in Sirt	In Development (Pending the Sirt Reset)



25 October 2018, SIRT (LIBYA):
One of the garbage trucks that SFL
has delivered to Sirt being used.
Photo: ©Sirt Municipality



Mohammed Ahmouda Ahmid is on
stand-by in the ambulance.
Photo: ©UNDP/Abdul Adim

Rehabilitation in Sirt: How one hospital highlights the area's road to recovery

Mohammed Ahmouda Ahmid is checking equipment in the ambulance at Ibn Sina Medical Centre. The ambulance was delivered by the Stabilization Facility for Libya. Photo: ©UNDP/Abdul Adim



In 2011, having served its community for over 20 years, the Ibn Sina Medical Centre was nearly destroyed due to looting and extensive damage following the onset of the Libyan civil war.

Mohammed Ahmouda Ahmid, 39, an ambulance driver for the hospital, clearly recalled the effects of the conflict. “Before the war, the hospital had three well-equipped ambulances,” he says. “When we returned to work after the war, the hospital was left without a single vehicle.”

Established in 1982, the Ibn Sina Medical Centre was built in Sirt as a teaching hospital and included a medical school and dentistry on site. The hospital also included an emergency ward that dealt with critical cases, as well as a surgical centre and maternity ward.

From bad to worse

Although the medical centre had long provided treatment for residents across the city, the war and the ongoing conflict reduced the hospital to a shell. As Mohammed described, “The hospital quickly deteriorated, and we couldn’t even take those seeking care to hospitals outside the city. We had to stand idly by. We couldn’t do anything for them, and this was extremely difficult. It was inhumane.”

In 2016, following the end of the civil war and the conflict with the terrorist organization ISIS, the hospital had been subjected to years of vandalism and looting and was stripped of most of its medical facilities.

A significantly better service

In order to restore one of Sirt’s key public services, UNDP worked with local authorities as part of the Stabilization Facility for Libya and provided the Ibn Sina Medical Centre with much needed funding and resources.

The SFL has helped to rehabilitate the Ibn Sina Medical Centre by providing the hospital with five ambulances, two of which have been specially equipped for intensive care patients.

The SFL has allowed local authorities to connect more positively with its citizens by demonstrating their value through refurbishing essential service facilities and improving basic service delivery.

The efforts made by local authorities and UNDP have allowed the medical centre to make huge leaps forward in its level of care; the new ambulances have been particularly helpful in facilitating the treatment of new mothers during birth and post-natal care.

For Mohammed and other medical staff, the difference this project has made to the hospital has been significant, “the programme has allowed [us]...to save countless lives thanks to the transport we now have. We can provide proper care to those who need it, whether they are here or outside of the city.”

The Stabilization Facility for Libya, led by national and municipal Libyan institutions, is providing the quick rehabilitation of critical infrastructure to areas like Sirt and continues to deliver equipment to support local authorities to help improve services to citizens.

BANI WALID



Mr. Abdel Moneim Abdelmajid Matarou arrives at Bani Walid health centre for medical check. Photo: ©UNDP Libya/Malek Elmaghrebi

The June 2017 SFL Board meeting approved investment in Bani Walid, Tripoli, Kufra and Derna as security and resources permit. A consultation was held in Tripoli in September, drawing on a conflict and needs assessment by Aktis Strategy and including voices from all major components of Bani Walid. Board members gave approval for the project to begin delivery of equipment in stock which began in the first quarter of 2018.

Throughout the year, the SFL delivered equipment and completed some civil works rehabilitation projects. As of December 2018, nearly all of the \$2 million allocated for the city has been spent. Many of the projects still in development will require additional funding. The SFL plans to assess the additional requirements and communicate a request for more funding to the Board in early 2019.



Abdel Moneim suffers from heart disease. Photo: ©UNDP Libya/Malek Elmaghrebi

Table 9: Bani Walid Procurement Status, 31 December 2018

Total Projects in Bani Walid: 32**Completed: 7****Under Way: 6****In Development: 19**

Bani Walid: 33 Projects	
Project	Status
1. Supply of 2 ambulances for Bani Walid Health Sector	Completed
2. Supply of 4 generators (300 KVA) for Bani Walid Health Sector	Completed
3. Supply of 1 ICU ambulance for Bani Walid General Hospital	Completed
4. Supply of 1 generator (½ MW) for Bani Walid General Hospital	Completed
5. Supply of 2 large garbage trucks for Bani Walid Municipality	Completed
6. Supply of 2 spraying vehicles for Bani Walid Municipality	Completed
7. Supply of 1 generator (330 kW) for Bani Walid Municipality	Completed
8. Supply of 2 generators with a capacity of 60 kW to Bani Walid Water and Sewage	Under Way
9. Rehabilitation of Bani Walid medical supply warehouses	Under Way
10. Supply of 1 suction truck (12,500 litre)	Under Way
11. Supply of 6 surface water pumps	Under Way
12. Supply of 4 power generators, 200 kW to Bani Walid Water and Sewage	Under Way
13. Supply of 7 submersible pumps with operating panels	Under Way
14. Rehabilitation of Omar Bin Al-Khtab secondary school	In Development
15. Rehabilitation of Al-Saadi Al-Tuboli primary school	In Development
16. Rehabilitation of Al-Qudos secondary school	In Development
17. Rehabilitation of Auhba Bin Nafe primary school	In Development
18. Rehabilitation of Al-Salam primary school	In Development
19. Rehabilitation of Al-Amel primary and secondary school	In Development
20. Supply of 4 dental chairs for Bani Walid	In Development
21. Supply of 2 refrigerated cars for Bani Walid to transport medicine (1 tonne)	In Development
22. Rehabilitation of Bani Walid General Hospital Maternity Ward	In Development
23. Rehabilitation of Bani Walid General Hospital pharmaceutical warehouse	In Development
24. Rehabilitation of Bani Walid General Hospital Intensive Care Department	In Development
25. Rehabilitation of Bani Walid General Hospital Emergency Department	In Development
26. Rehabilitation of Bani Walid General Hospital Department of Medical Laboratories	In Development
27. Rehabilitation of Bani Walid General Hospital Emergency Room	In Development
28. Supply of 2 submersible pumps of 20 HP for Bani Walid General Hospital	In Development
29. Supply of 4 pumps of 15 HP for Bani Walid General Hospital	In Development
30. Maintenance of 10 municipal vehicles	In Development
31. Supply of tyres for Bani Walid Municipality	In Development
32. Maintenance of cars and tyres for Bani Walid Water and Sanitation	In Development

Renewed Hope, Restored Dignity: Ambulance services provide helping hand in Bani Walid

Abdel Moneim receives care in one of the ambulances provided by the SFL.
Photo: ©UNDP Libya/Malek Elmaghrebi



Mr. Abdel Moneim Abdelmajid Matarou, 58, is from Bani Walid, 160 km south of Tripoli. An agricultural worker and father of two, he suffers from heart disease. As a result, he finds himself under a great deal of stress, especially as his physical movement is impaired.

“Since I was diagnosed with heart disease three years ago, I have not benefited from a safe means of transportation to take me to the health centre to receive treatment and to stabilize my condition,” said Abdel Moneim.

Faced with no choice

Finding safe transportation is not easy. Ambulances are not readily available nor are they free. Abdel Moneim feared for his life. Frequently he would face dangerously long wait times before transportation arrived. This led to increased anxiety. “During that period when I had no access to health centres, I wanted to leave the city completely and settle in Tripoli. I felt that my life was not in Bani Walid anymore,” he said.

Before 2011, Bani Walid Emergency Medical Services Unit worked to provide essential services to the city’s 50,000 citizens. But violence between 2011 and 2012 crippled the city as infrastructure and resources were destroyed. As a result, citizens found themselves without access to emergency services, such as ambulance transportation.

Finding solutions to real problems

In partnership with the Ministry of Health and the Ministry of Planning, the SFL delivered three intensive care unit ambulances to the Municipality. This allowed patients, both inside and outside the city, to be transferred to the hospital in a timely and safe manner. In some cases, the ambulances also transport patients to Tripoli or to neighbouring countries for special care. On average, around eight patients are transported every week between their homes and the health centre.

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Ambulances transfer patients to the hospital in a timely and safe manner.

Photo: ©UNDP Libya/Malek Elmaghrebi



Ambulances improved the quality of life and care of patients.

Photo: ©UNDP Libya/Malek Elmaghrebi

Improving lives at their hometown

Abed Moneim is among one of the many citizens who found their lives improved as a result. “My life has changed over the last three months. The new ambulance is taking care of me from the house to the health centre on a regular basis and in comfort,” he explained.

Doctors also benefit as they find the ambulances also improve their ability to improve the quality of life and care of their patients, especially patients who need frequent visits.

“The serious medical condition experienced by Abdel Moneim needs special attention. The most important thing is that he does not stress himself physically, otherwise, his heart will be at risk,” indicated Dr. Abdel-Hadi Al-Khatib, who serves as one of Abed Moneim’s primary caregivers.

The ambulance service has not only made physical contributions but also emotional ones. Patients find themselves with renewed hope and restored dignity, especially those who require regular transport.

The SFL regularly meets with service companies and municipal communications staff to promote coordination and communication with citizens. In addition, they also focus on preventative actions and threat de-escalation, training local groups and authorities on conflict avoidance and resolution and other skills necessary to support peace-building efforts.

Having been relieved of the burden of searching for a way to get to the clinic, Abel Moneim agrees. “In fact, I cannot hide that I feel more stable now. If there is improvement in delivering medical treatment and if essential services are accessible to everyone, citizens will be stable.”

TRIPOLI



6 December 2018, Tripoli: Ongoing rehabilitation of Shuhada Alshati in Tripoli.
Photo: ©UNDP/Malek Elmaghrebi

Projects in Tripoli have progressed considerably during the reporting period. In Janzour and Tajoura, 12 school rehabilitations were completed. Work began on 51 more schools including six in Abu Saleem, six in Al-Swani, six in Ain Zarah, six in Tripoli Centre, six in Hay Al-Andalus, six in Sidi Al-Sayah, six in Souq Al-Juma'a, six in Souq Al-Khamees and three in Qasr Ben Gashr. These are expected to be completed in the first quarter of 2019.

It should be noted that 65 of the 78 projects "in development" are for the supply of medical equipment to clinics in each Tripoli Municipality. The SFL continues to work closely with the Ministries of Health and Planning to complete the specifications of this highly technical equipment. Contracts with suppliers and service providers will be completed soon to procure the items and for installation and training.

Table 10: Tripoli Procurement Status, 31 December 2018

Total Projects in Tripoli: 150

Completed: 12

Under Way: 51

Out for Tender: 9

In Development: 78

Tripoli: 150 Projects		
Location	Project	Status
1. Tripoli	Supply of five sewage suction trucks (30,000 cubic litres)	Under way
2. Tripoli	Rehabilitation of Tripoli Central Hospital	Out for tender
3. Tripoli	Rehabilitation of Tripoli Ali Askar Hospital	In development
4. Tripoli	Rehabilitation of Al-Jala Women Hospital	In development
5. Tripoli	Rehabilitation of Tripoli Cardiology Hospital	In development
6. Tripoli	Rehabilitation of Abu Saleem Accident Hospital	In development
7. Tripoli	Rehabilitation of Abu Saleem dump yard	In development
8. Tripoli	Safety and signage (TBD)	In development
9. Tripoli, Abu Salim	Supply of equipment to Al-Iinetaq Clinic	In development
10. Tripoli, Abu Salim	Supply of equipment to Hay Al- Mujahideen Clinic	In development
11. Tripoli, Abu Salim	Supply of equipment to Duwais Clinic	In development
12. Tripoli, Abu Salim	Supply of equipment to Khalid Bin Al-Waleed Clinic	In development
13. Tripoli, Abu Salim	Supply of equipment to Sidi Salim Clinic	In development
14. Tripoli, Abu Salim	Rehabilitation of Abi Salim School	Under way
15. Tripoli, Abu Salim	Rehabilitation of Al-Entisar School	Under way
16. Tripoli, Abu Salim	Rehabilitation of Al-Oula School	Under way
17. Tripoli, Abu Salim	Rehabilitation of Al-Saieda Zainab School	Under way
18. Tripoli, Abu Salim	Rehabilitation of Ein Al-Shams School	Under way
19. Tripoli, Abu Salim	Rehabilitation of Fatemah Al-Zahra School	Under way
20. Tripoli, Al--Swani	Supply of equipment to Shuhada Al-Sawani Clinic	In development
21. Tripoli, Al--Swani	Supply of equipment to Al-Togar Clinic	In development
22. Tripoli, Al--Swani	Supply of equipment to Sons of Issa Clinic	In development
23. Tripoli, Al-Swani	Supply of equipment to Miamin Clinic	In development
24. Tripoli, Al-Swani	Supply of equipment to Al-Krimieh Clinic	In development
25. Tripoli, Al-Swani	Rehabilitation of Al-Arabi School	Under way

26. Tripoli, Al-Swani	Rehabilitation of Al-Karaimeia Al-Markazeia School	Under way
27. Tripoli, Al-Swani	Rehabilitation of Giel Al-Wahda School	Under way
28. Tripoli, Al-Swani	Rehabilitation of Shouhada Al-Sawani School	Under way
29. Tripoli, Al-Swani	Rehabilitation of Jafer Al-Tayar School	Under way
30. Tripoli, Al-Swani	Rehabilitation of Talae Al-Naser School	Under way
31. Tripoli, Alsbea	Supply of equipment to Al-Subia Clinic	In development
32. Tripoli, Alsbea	Supply of equipment to Bir Freywan Clinic	In development
33. Tripoli, Alsbea	Supply of equipment to Awlad Ahmed Clinic	In development
34. Tripoli, Alsbea	Supply of equipment to Abu Aisha Clinic	In development
35. Tripoli, Alsbea	Supply of equipment to Dardour Clinic	In development
36. Tripoli, Alsbea	Rehabilitation of Abo Al-Kasem Al-Mokram School	Out for tender
37. Tripoli, Alsbea	Rehabilitation of 17th of February School	Out for tender
38. Tripoli, Alsbea	Rehabilitation of Al-Ssabiha Al-Markzeia High School	Out for tender
39. Tripoli, Alsbea	Rehabilitation of Khalid Ben Al-Walid School	Out for tender
40. Tripoli, Alsbea	Rehabilitation of Shouhada Abo Hamed School	Out for tender
41. Tripoli, Alsbea	Rehabilitation of Tarik Ben Ziad School	Out for tender
42. Tripoli, Ain Zarah	Supply of equipment to Khallet Al-Furjan Clinic	In development
43. Tripoli, Ain Zarah	Supply of equipment to University Quarter Clinic	In development
44. Tripoli, Ain Zarah	Supply of equipment to Nasser Salah Eddin Clinic	In development
45. Tripoli, Ain Zarah	Supply of equipment to Al-Qarqani Clinic	In development
46. Tripoli, Ain Zarah	Supply of equipment to August 20th Clinic	In development
47. Tripoli, Ain Zarah	Rehabilitation of Jawhara Trables School	Under way
48. Tripoli, Ain Zarah	Rehabilitation of Noor Al-Ma'refa School	Under way
49. Tripoli, Ain Zarah	Rehabilitation of Al-Wefak School	Under way
50. Tripoli, Ain Zarah	Rehabilitation of Khalid ben Al-Waled School	Under way
51. Tripoli, Ain Zarah	Rehabilitation of Noor Al-E'Im School	Under way
52. Tripoli, Ain Zarah	Rehabilitation of Shohadaa Ain Zara School	Under way
53. Tripoli Centre	Supply of equipment to Fashloum Clinic	In development
54. Tripoli Centre	Supply of equipment to Martyrs of the Neufilin Clinic	In development
55. Tripoli Centre	Supply of equipment to Zahra Clinic	In development
56. Tripoli Centre	Supply of equipment to Mizran Clinic	In development
57. Tripoli Centre	Supply of equipment to Martyrs of Abu Meliana Clinic	In development
58. Tripoli Centre	Rehabilitation of Al-Nogoom Alzahira School	Under way
59. Tripoli Centre	Civil Works, Rehabilitation of Ebn Al-Nnafees School	Under way
60. Tripoli Centre	Civil Works, Rehabilitation of Mohamed Elkot School	Under way
61. Tripoli Centre	Civil Works, Rehabilitation of Sakina Bent Hussin School in Tripoli Centre Municipality, Tripoli	Under way
62. Tripoli Centre	Civil Works, Rehabilitation of Talae'a Al-Takadom School in Tripoli Centre Municipality, Tripoli	Under way
63. Tripoli Centre	Civil Works, Rehabilitation of Magarba School in Tripoli Centre Municipality, Tripoli	Under way
64. Tripoli, Garabuli	Supply of equipment to Garabuli Clinic	In development
65. Tripoli, Garabuli	Supply of equipment to Wafa Health Centre	In development
66. Tripoli, Garabuli	Supply of equipment to Al-Shaheed Al-Dhawi Clinic	In development
67. Tripoli, Garabuli	Supply of equipment to Ras Al-Ghazal Clinic	In development
68. Tripoli, Garabuli	Supply of equipment to Al-Zainainah Clinic	In development
69. Tripoli, Garabuli	Rehabilitation of Ageel Ebra School	In development
70. Tripoli, Garabuli	Rehabilitation of Al-Forat School	In development
71. Tripoli, Garabuli	Rehabilitation of Al-Mgarba School	In development
72. Tripoli, Garabuli	Rehabilitation of Al-Raja School	In development
73. Tripoli, Garabuli	Rehabilitation of Osood Libya School	In development
74. Tripoli, Hay al-Andalus	Supply of equipment to Gharbi Street Clinic	In development
75. Tripoli, Hay al-Andalus	Supply of equipment to Hay al-Andalus Dialysis Centre	In development
76. Tripoli, Hay al-Andalus	Supply of equipment to Gargarash Clinic	In development
77. Tripoli, Hay al-Andalus	Supply of equipment to Almadina Alsyahya Clinic	In development
78. Tripoli, Hay al-Andalus	Supply of equipment to Gheiran Clinic	In development
79. Tripoli, Hay al-Andalus	Rehabilitation of Al-Karama School	Under way
80. Tripoli, Hay al-Andalus	Rehabilitation of Al-Doha School	Under way

81.	Tripoli, Hay al-Andalus	Rehabilitation of Mohammed Elimam School	Under way
82.	Tripoli, Hay al-Andalus	Rehabilitation of Salem Abdelnabi School	Under way
83.	Tripoli, Hay al-Andalus	Rehabilitation of Sowaid Alwahda School	Under way
84.	Tripoli, Hay al-Andalus	Rehabilitation of Abu Dhar Elghafari School	Under way
85.	Tripoli, Janzour	Supply of equipment to Awlad Hamad Clinic	In development
86.	Tripoli, Janzour	Supply of equipment to Martyrs Janzour Clinic	In development
87.	Tripoli, Janzour	Supply of equipment to Martyrs Abdul Jalil Clinic	In development
88.	Tripoli, Janzour	Supply of equipment to Hunter Clinic	In development
89.	Tripoli, Janzour	Supply of equipment to Sarraj Clinic	In development
90.	Tripoli, Janzour	Al-Nour School	Completed
91.	Tripoli, Janzour	Al-Najila Secondary School	Completed
92.	Tripoli, Janzour	Al-Giran Al-Ganoubiah	Completed
93.	Tripoli, Janzour	Rehabilitation of Janzour High School	Completed
94.	Tripoli, Janzour	Rehabilitation of Al-Watani Al-Arabi School	Completed
95.	Tripoli, Janzour	Rehabilitation of West Janzour School	Completed
96.	Tripoli, Qasr Ben Gashr	Supply of equipment to Saturday Market Clinic	In Development
97.	Tripoli, Qasr Ben Gashr	Supply of equipment to Al-Marazeeq Clinic	In Development
98.	Tripoli, Qasr Ben Gashr	Supply of equipment to Al-Hamroniya Clinic	In development
99.	Tripoli, Qasr Ben Gashr	Supply of equipment to the Diabetes Clinic of Qasr Ben Gashr	In development
100.	Tripoli, Qasr Ben Gashr	Supply of equipment to Thmain Clinic	In development
101.	Tripoli, Qasr Ben Gashr	Rehabilitation of Abdulbasit Al-Hamroni School	Out for tender
102.	Tripoli, Qasr Ben Gashr	Rehabilitation of Al-Hakh Revolution School	Out for tender
103.	Tripoli, Qasr Ben Gashr	Rehabilitation of Al-Jelani Al-Gargoti School	Out for tender
104.	Tripoli, Qasr Ben Gashr	Rehabilitation of Al-Zaitona School	Under way
105.	Tripoli, Qasr Ben Gashr	Rehabilitation of Massoud Swassi School	Under way
106.	Tripoli, Qasr Ben Gashr	Rehabilitation of Shaikh Al-Shouhada School	Under way
107.	Tripoli, Sidi Al-Sayah	Supply of equipment to Sidi Al-Sayah Clinic	In development
108.	Tripoli, Sidi Al-Sayah	Supply of equipment to Wadi Al-Rabea Clinic	In development
109.	Tripoli, Sidi Al-Sayah	Supply of equipment to Funas Clinic	In development
110.	Tripoli, Sidi Al-Sayah	Supply of equipment to Habashah	In development
111.	Tripoli, Sidi Al-Sayah	Supply of equipment to PHC #5	In development
112.	Tripoli, Sidi Al-Sayah	Rehabilitation of Al-Madina Al-Jadida School	Under way
113.	Tripoli, Sidi Al-Sayah	Rehabilitation of Al-Mabrok Wanees School	Under way
114.	Tripoli, Sidi Al-Sayah	Rehabilitation of Al-Mogahedon School in Sidi Al-Sayah Municipality	Under way
115.	Tripoli, Sidi Al-Sayah	Rehabilitation of Ja'afer Abn Abi Taleb School	Under way
116.	Tripoli, Sidi Al-Sayah	Rehabilitation of Mansor Oun School	Under way
117.	Tripoli, Sidi Al-Sayah	Rehabilitation of Rayath Al-Salam School	Under way
118.	Tripoli, Souq Al-Juma'a	Supply of equipment to Arada Clinic	In development
119.	Tripoli, Souq Al-Juma'a	Supply of equipment to Al-Hurriya Clinic	In development
120.	Tripoli, Souq Al-Juma'a	Supply of equipment to Hani Clinic	In development
121.	Tripoli, Souq Al-Juma'a	Supply of equipment to Al-Harat Clinic	In development
122.	Tripoli, Souq Al-Juma'a	Supply of equipment to Maternity Clinic	In development
123.	Tripoli, Souq Al-Juma'a	Rehabilitation of Khalifa Al-Hejaji School	Under way
124.	Tripoli, Souq Al-Juma'a	Rehabilitation of Moktar Bel Haje School	Under way
125.	Tripoli, Souq Al-Juma'a	Rehabilitation of Omer Ebn Al-Ase School	Under way
126.	Tripoli, Souq Al-Juma'a	Rehabilitation of Shohada Al-Shat School	Under way
127.	Tripoli, Souq Al-Juma'a	Rehabilitation of Shohada Souq Al-Joma'a School	Under way
128.	Tripoli, Souq Al-Juma'a	Rehabilitation of Abi Baker Al-Tohami School	Under way
129.	Tripoli, Souq Al-Khamees	Souq Al-Khamees Clinic	In development
130.	Tripoli, Souq Al-Khamees	Al-Dahra Clinic	In development
131.	Tripoli, Souq Al-Khamees	Al-Mujainin Clinic	In development
132.	Tripoli, Souq Al-Khamees	Al-Awatah Clinic	In development
133.	Tripoli, Souq Al-Khamees	Al-Khaila Dialysis Centre	In development
134.	Tripoli, Souq Al-Khamees	Rehabilitation of Omar Al-Mokhtar School	Under way
135.	Tripoli, Souq Al-Khamees	Rehabilitation of Saidi Bireesh School	Under way
136.	Tripoli, Souq Al-Khamees	Rehabilitation of Shohada Al-Jaria School	Under way
137.	Tripoli, Souq Al-Khamees	Rehabilitation of Omar Ebn Al-Khattab School	Under way
138.	Tripoli, Souq Al-Khamees	Rehabilitation of Al-Nidhal School	Under way
139.	Tripoli, Souq Al-Khamees	Rehabilitation of Ebn Al-Hasan School	Under way
140.	Tripoli, Tajoura	Supply of equipment to Abu Shousha Clinic	In development
141.	Tripoli, Tajoura	Supply of equipment to Alnshia Clinic	In development
142.	Tripoli, Tajoura	Supply of equipment to Rima Clinic	In development
143.	Tripoli, Tajoura	Supply of equipment to February 17th Clinic	In development
144.	Tripoli, Tajoura	Supply of equipment to Yahya Ben Yahya Al-Suwaidi	In development
145.	Tripoli, Tajoura	Rehabilitation of Al-Entisarar School	Completed
146.	Tripoli, Tajoura	Rehabilitation of Dar Al-Bayda School	Completed
147.	Tripoli, Tajoura	Rehabilitation of Al-Khaledon School	Completed
148.	Tripoli, Tajoura	Rehabilitation of Al-Ghalaa School	Completed
149.	Tripoli, Tajoura	Rehabilitation of Al-Hasan Ebn Al-Haitham School	Completed
150.	Tripoli, Tajoura	Rehabilitation of Omar Al-Mokhtar School	Completed

In May 2018 Tripoli School Rehabilitation Works Began

The Mayor of Janzour Municipality, Mr. Faraj Aban, together with UNDP Country Director, Mr. Sultan Hajiyev, and the Project Manager of the Stabilization Facility for Libya, Mr. Craig Castro, and UNDP Coordinator, Mr. Khaled Ellafi, together with members of Janzour Municipal Council, during the handover ceremony of the schools.
Photo: ©UNDP/Malek Elmaghrebi



An event on 16 May marked the beginning of a series of projects to be implemented in the 13 municipalities of Greater Tripoli.

The Mayor of the Municipality of Janzour, Mr. Faraj Aban, the Head of the Educational Monitoring Sector, Mr. Abd-El Kareem Omran, and UNDP Country Director, Mr. Sultan Hajiyev, handed over three schools of the city to a contractor.

The rehabilitation of Al Watan Al Arabi and Janzour West schools and Janzour High School were the first of a long list of projects that the SFL undertook in Greater Tripoli.

During the ceremony that took place at Janzour Municipality Office, Mr. Aban stated:

“I would like to thank the Ministry of Planning of the Government of National Accord, and UNDP for supporting Janzour. Our city needs urgent assistance. The rehabilitation of the schools will contribute to the improvement of the quality of education as well as the security in the city.”

For his part, Mr. Hajiyev said:

“On the eve of the holy month of Ramadan we mark the beginning of the SFL’s civil works in Tripoli. Together with the Mayor Mr. Aban and the senior officials of the Janzour education department, we intend to ensure that our interventions satisfy the needs of Tripoli’s communities.” He added, “I look forward to return to Janzour to see the tangible results of our support.”

Seeking to reach the highest number of people in Libya, in 2018 the Facility expanded its work to the 13 municipalities of the capital. It includes the rehabilitation of six schools and the supply of equipment for five primary health care centres in each Municipality.

OUTPUT 2: CAPACITY SURGE

During 2018, UNDP Coordinators in Benghazi, Ubari, Sebha, Sirt, Tripoli and Bani Walid continued to strengthen the municipalities' technical capacities for inclusive planning and coordination of investments, as well as monitoring stabilization activities.

The SFL aims to help to connect the central Government with municipalities, and both the central Government and municipalities with citizens. To this end, the Facility has deployed a Municipal Liaison Advisor to help the Ministry of Planning to manage its relationships with municipalities more proactively.

This year, the SFL Municipal Liaison Officer supported the International Director of Ministry of Planning with coordination of stabilization activities throughout the country. He provided daily progress updates for the MoP using the SFL project tracker, participated in monthly meetings between UNDP and the MoP and ensured smooth information flows between the two partners. He led coordination with the MoP for preparation for all SFL Board meetings. Finally, he met with Municipal Planning Directors and the Facility's coordinators from all SFL locations to review the changes under phase two and begin work to strengthen the relationships between all national government and municipal stakeholders.

In early December 2018, the SFL hired a Media Advisor for the MoP. The Advisor provided crucial support to the MoP for all media surrounding the SFL Board meeting. He liaised directly with journalists and other institutions who were present for the press conference. He also prepared a strategic communications brief for the MoP. The brief presented an approach for supporting the goals of the SFL through local media campaigns. It outlined the role for the MoP Office of Technical Cooperation in the campaigns and proposed a several immediate actions to improve SFL communications.

OUTPUT 3: LOCAL PEACE STRUCTURES AND CONFLICT MANAGEMENT CAPACITY

Throughout 2018, the SFL continued many of its Output 3 activities in support of local peace structures and conflict management capacity in Ubari, Kikla, Sirt, Sebha and Benghazi; and it expanded, beginning analysis and planning for conflict mitigation work in Bani Walid, Tripoli and Tawergha.

This section provides a general update of Output 3 activities as of December 2018 in these areas, with an emphasis on developments since the last SFL quarterly update for June–September 2018.

Since 2016, under SFL Output 3, donors have supported the establishment, training and continued work of local peace structures in Benghazi, Sirt, Kikla and Ubari. In these areas the SFL assists to these structures, called “Social Peace Partnerships”, through its implementing partner Peaceful Change Initiative.

As of December 2018, 133 citizens of these communities were active in SFL-supported SPPs, conducting conflict monitoring and social peace initiatives to help stabilize Libya. The totals of SPP participants by city with demographic and affiliation data are presented in Table 11 below.

City	Municipal Employees	Private Sector	Religious	Security Sector	Elders	Civil Society	TOTAL	Gender Breakdown	Youth
Benghazi	5	0	0	2	4	34	45	21 M 24 F	7
Kikla	14	2	1	1	1	18	37	33 M 4 F	6
Ubari	8	2	1	0	1	26	38	34 M 4 F	12
Sirt	2	1	0	0	2	8	13	11 M 2 F	3
TOTAL	29	5	2	3	8	86	133	99 M 34 F	28

Conditions in Benghazi made it hard for its SPP to operate there in 2017 and early 2018. However, in April the SPP began working again. PCi hired a Project Officer to assist the SPP with its renewed conflict monitoring and mediation initiatives.

In 2018, the SFL worked to identify Social Peace Grants in Kikla, Ubari and Sirt. In Ubari, the grant provided sewing equipment for women in Ubari's SFL-sponsored Women's Centre. It is also helping "activate" the newly established Women's Centre by having women from all ethnic groups cooperate in a sewing business training course. In Kikla, the grant helped construct a lecture theatre and a training room in Al-Shouhada School to support community-based organizations. In early 2018, the SFL identified a Social Peace Grant opportunity in Sirt, which would equip a hall at Al-Markazeia School to provide local youth with psychosocial recovery. However, this activity has only recently been fully initiated, due to political divisions within the Municipal Council.

The SFL also began formally partnering with the United States Institute for Peace and the Fezzan Libya Organization for its Output 3 conflict reductions activities in Sebha. USIP conducted a Conflict Mapping for Sebha that resulted in several early warning indicators to monitor, as well as suggestions for peacebuilding interventions. Following the Sebha "reset", explained below, FLO will begin its core conflict management work with local peace structures in Sebha and the broader Fezzan region. Conflict needs assessments in Bani Walid and Tripoli helped launch the SFL's Output 3 work in these areas, with Aktis Strategy as the SFL's partner in both cities, and work began September 2018. During the Tripoli assessment process, the Tripoli Crisis Committee (TCC) emerged as a viable counterpart for SFL conflict reduction, and more recently Aktis have begun to develop partnerships with the Tripoli Reconciliation Committee and the Tripoli Projects Committee.

Ahead of the planned SFL interventions in Tawergha, the SFL worked with PCi to conduct a social peace assessment, which focused on identifying how the Facility can be implemented in the city in a manner that reinforces social peace, rather than undermining it. The social peace benefits should impact Tawergha, as well as its neighbouring communities, and the effect would hopefully resonate nationally. The SFL is working closely with UNSMIL to coordinate our forward planning for Tawergha with their ongoing political dialogue efforts.

The SFL Board endorsed findings of an independent Strategic Review completed in June, which included a proposal to "reset" SFL operations in Sirt and Sebha. In these cities the Review judged that the lack of an agreed stabilization goal placed strategic success at risk even if operational activities were successfully delivered. These "reset" processes seek to agree with stakeholders in each city a plausible stabilization goal, and to identify the investments needed to attain the goal. Within these it would also seek to identify the top-priority investments for the SFL to make.

In both these cities the Review noted that the needs far exceed the resources available under present SFL allocations. In Sirt this is because of the extensive damage sustained during the liberation from Daesh, following earlier destruction in 2011. In Sebha the needs are also enormous because of recent rounds of serious combat occurring since late 2017. There is, therefore, an expectation that these "reset" processes will entail not only the review of existing SFL allocations but also the provision of supplementary SFL investments.

As part of the "reset" process, the SFL and its implementing partners have updated Conflict Assessments for Sirt and Sebha and begun consulting with local and national stakeholders in the lead-up to the workshops which will establish the new stabilization goals and investment plans. For cities where there was no such need to "reset" strategic direction, e.g. Ubari and Benghazi, UNDP proposed, and the Board approved, a "stock-take" to review the SFL's effect and the state of the city now. These stock-take exercises might also lead to the conclusion that some modest continuing support—under all Outputs—would be prudent to sustain the stability gains. However, it would not attempt to revisit existing allocations. In these cases, the Review noted that in effect a local stabilization goal had been established (e.g. in Ubari the goal has been to strengthen the iconic peace deal from February 2015).

Finally, in July the Board also mandated the SFL to update its Social Peace Assessment for Tawergha. As of December, this update was under way, and some of the emerging findings are presented below. A more detailed outline of Output 3 work in each area of SFL engagement follows below.

BENGHAZI



Benghazi Steering Committee. November 2018.
Photo Sirt Municipality.
Photo: ©PCi

The SFL Annual Report for 2017 noted that the SPP in Benghazi has been inactive, and conflict reduction interventions remained difficult in 2018. However, in April 2018 the SPP began to operate again in the city. PCi, the SFL's Output 3 partner in Benghazi, hired a Project Officer to assist the SPP with its renewed conflict monitoring and mediation initiatives. The Project Officer has worked with the SPP to try to restart activities, though the political situation made work challenging.

In November 2018, a steering committee was appointed in Benghazi to renew development partnerships with international organizations. The committee met with several members of the SFL-supported SPP to create a work plan for joint stabilization activities in the coming weeks and months. Both parties also agreed on a process for the SPP to renew its registration as a non-governmental organization.

In the meeting with the Benghazi Steering Committee, the SPP emphasized the importance of removing Explosive Remnants of War (ERW) in Benghazi. They highlighted the rising community tensions resulting from the deaths and injuries caused by these ordnances. In one week, three citizens lost their lives in such incidents.

Stock-take Process

The SFL is working with PCi on the Benghazi "stock-take" mandated by the Board, recognising that since the original SFL allocation was approved in 2016 the city has sustained considerable additional combat damage. The stock-take is now in a planning phase. The plan is to engage with stakeholders in Benghazi in a two-stage process:

Stage 1: Quick investments and trust-building

a) Separate consultations for infrastructure rehabilitation investments

The PCi conducts consultations with stakeholders inside Benghazi, and separately with IDPs outside the city, to identify a list of investments that would be supported by all groups.

Following these consultations, the SFL would move to quickly deliver another round of Output 1 infrastructure rehabilitation investment drawn from the list.

b) Trust-building and bridge-building investments

Through the SPP, PCi will implement training, small grant activities, and continued mentoring as an entry point to groups within Benghazi, focused particularly on young people, women and IDPs living in Benghazi, including topics they identify as important for their prospects. This way, the SPP will become more representative, more competent in conflict management, and better placed to foster discussions about shared priorities around local stabilization.

The PCi will conduct similar training for Benghazi IDPs in Tripoli and Misrata, again with an emphasis on young people and on women, focusing on bridge-building and on topics they identify as important.

c) Surge support for the Municipality in coordination and planning

Stage 2: Consultations on a stabilization goal and plan (phased, to happen over a longer period of time)

When more inclusive conversations become possible, the SFL and PCi will draw together groups from inside and outside Benghazi that have been trained and mentored. In the first instance, activities should be based on their shared experience (e.g. women/youth focused activities) using development as an entry point; once trust has been built, the SFL will work to foster discussions that help them develop a vision for stabilization in Benghazi, with a view to working on a set of shared priorities. Once a stabilization goal and investment plans are agreed, the SFL may provide Output 1 funding to launch the plan.

KIKLA

Ms. Fatma Masoud, a member of the Ubari Municipal Council, attends the inauguration of the Women's Centre in Ubari. Photo: ©UNDP/Ali Alshareef

Throughout 2018 the SPP in Kikla was active and it met at least once a month. Happily, there were no major events to report.

In Kikla, the SPP worked to execute a Social Peace Grant to rehabilitate a lecture theatre and a training room in Al-Shouhada School. This community space hosts large groups for lectures, workshops, meetings and seminars. The events, which are largely attended by youth, work to raise awareness of key issues affecting the community; the training promotes skills development; and community dialogue activities in the space increase trust between the community and local authorities.

Events in 2018 included:

a workshop on women's awareness of political semantics and political life (12 March 2018, 50 attendees)

a meeting with the UNDP engineer, MOP representative, SPP members, Municipality members to assess the post-implementation phase of the SFL (15 March 2018, 65 attendees)

Celebration of Demining Awareness Day (4 April 2018, 130 attendees)

A meeting that with the Ministry of Economy (9 May 2018, 150 attendees).

Additionally, the SFL-sponsored Women's Forum in Kikla continued to meet in this space throughout 2018, providing a place for open dialogue for the participants.



UBARI

Since January 2018, the SPP in Ubari continued to meet at least once every two weeks. Despite the ethnic divides that posed social cohesion challenges, building on tangible benefits from SFL Output 1, the SPP had a positive effect on the relationship between the social councils and the different identity groups in the city. All parties are concerned to sustain the fragile peace to collectively benefit from the positive impact that stabilization and development projects may have on their city.

The involvement of the SPP in defusing tensions, and the inception of the Social Accountability Mechanism (active in receipt of equipment and monitoring implementation of civil works), have also meant that the partnership has gradually gained legitimacy within the city. Coupled with the crisis management workshops that brought together representatives from the Social Councils, the SPP and youth, the Partnership now has an ability to tackle the escalation of conflict head-on as well as reporting on any issues that arise during implementation. It has also been proactive at communicating with PCi and UNDP alike, drafting statements of its own when needed to prevent issues from escalating or affecting inter-ethnic relations.

In 2018, the SPP in Ubari also established its Social Accountability Mechanism. Members from the Social Accountability Mechanism were regularly present at the delivery of SFL-provided equipment to ensure the timely implementation of these projects and the recipient's satisfaction. This monitoring process has assisted with the overall stabilization measures for the city, and the Mechanism has great potential to broaden the scope of its activities in the coming months.

UBARI



Youth Reform Movement protesting in Ubari. November 2018. Photo: ©PCi.

In November, the southern region witnessed a formation of a new movement called “Ghaddab Fezzan” translating to “Fezzan Anger”. This movement calls for the rights of the people of the South of Libya, including the expected service delivery from the Government such as security, electricity, solid waste collection and health care. The was formed in Ubari and claims to represent the rest of the southern region. Amongst other actions, the group threatened to close off the Southern oil fields if their demands were not met.

In the same month another group, the “Ubari Youth for Reform Movement” was formed. Unlike Ghaddab Fezzan, it is demanding rights through peaceful protests. The group held a demonstration in Ubari’s main square, where they threatened to “escalate” actions if their demands were not met by local authorities.

Once these two groups arose, the SPP in Ubari immediately began monitoring their actions and any possible tensions they could cause. They found that Ghaddab Fezzan resented the Ubari Youth Reform Movement and thought the competition between the two groups would inhibit impact.

The SPP is now working to mediate between the two groups and ensuring that the demands of each are heard. At the same time, they are encouraging both groups to operate peacefully. The SPP convened a meeting with both groups and helped them identify their respective needs. At the meeting Ghaddab Fezzan and the Ubari Youth Reform Movement agreed that they are on the “same side” and should not oppose each other. The SPP is continuing to work with both groups to create an action plan for both movements to collaborate and continue to promote their demands without resorting to violence or any confrontational actions that might lead to conflict. The SPP is continuing to monitor the situation searching for entry points to mediate conflict and attempting to ensure that the protests remain non-violent.

The PCi worked with the SPP to identify a Social Peace Grant project to support social entrepreneurship in Ubari. The grant was to provide sewing equipment for women in Ubari’s SFL-sponsored Women’s Centre, which was rehabilitated by the SFL. PCi helped “activate” the newly established Women’s Centre by having women from all ethnic groups cooperate in a sewing business training course. Moreover, the SPP members also organized a women’s handicraft and cultural day in Ubari under the label “Peace Through Her”, a process that brought together members of all tribes, encouraging social peace and improving relationships with some of the community’s marginalized groups.

At the Women’s Centre, the SFL’s partners in Ubari conducted a three-month training course from August to October 2018. This training brought together 60 women from the Tebu, Tuareg and Arab tribes to work and learn together in harmony despite their differences, in a space where that they would not have otherwise met.

SIRT

Operating with assistance provided by PCi under SFL Output 3, the SPP in Sirt relocated inside the city in early 2018. The SPP has met fortnightly, with plans for the frequency to increase as project needs require. Its activities during the reporting period included monitoring all SFL school projects by observing the site handover process. The Social Accountability Mechanism, established by the SPP, continues to monitor the delivery of SFL service infrastructure rehabilitation projects. The Mechanism has 36 participants, including 10 women, and it has been actively involved in the receipt of equipment delivered by UNDP and monitoring SFL civil works projects. The group attended the completion and handover of works at the following facilities in Sirt:

- Takrift School in District Two
- Sana Yousef School in Jeeza District
- Alduhayr School in Alduhayr District; and
- The Sirt Polyclinic in Alduhayr District

In November and December, the SPP heard increasing complaints about the Civil Registry in Sirt. Residents claimed it was impossible report directly to the Civil Registry, and instead were required to pay private companies to complete the paperwork for registry filings. The SPP formally raised the issue with members of the Municipal Council, who explained that recent economic reforms, which allow for new social benefits, have caused a high demand on the Civil Registry and a sizable backlog. This is why they are accepting the assistance of private companies to process claims.

In an attempt to lessen tensions, the SPP and Municipal Council are working with the Civil Registry to better communicate the situation to the community through town hall meetings and other opportunities for dialogue. The SPP has reported to the SFL that these communications have improved the situation.

In 2018, the SFL identified a Social Peace Grant opportunity in Sirt. The Grant will pay for equipping of a hall at Al-Markazeia School to provide students the opportunity to use modern learning methods through technology. It was developed in tandem with the Municipality, and it will deepen the impact of the SFL, as it focuses on providing the school, refurbished by SFL, with equipment and a dozen training courses ranging from HIV/AIDS prevention and internet information security to women's rights and graduate employment. The training has been identified to meet the needs of young people in Sirt and it will be accompanied by experts in socio-psychological rehabilitation of post-conflict families of victims and other vulnerable groups.

The equipment needed for the implementation of the Social Peace Grant was handed over to the SPP March 2018. However, the activity was not fully implemented due to delays linked to divisions in the Municipal Council of Sirt. The Council is not fully operational because of political fractures linked to members' competing alliances to Eastern and Western Libya.

As of December 2018, the state of the Municipal Council remains the same, but the SPP secured agreement to begin work on the activity despite the divisions within the Council. The list of active and boycotting members is presented in Table 12 below:

SIRT

The list of active and boycotting members is presented in Table 12 below:

Boycotting Members	Active Members
Ms. Haniya Abukhris	Mr. Mokhtar Al-Maadani (Head of MC)
Mr. Abubaker Al-Jallab	Gaith Salem
Mr. Ibrahim Mlaitan	Saleh Aayadah
Mr. Khaled Ben Hussein	

Sirt “Reset” Process

To begin the “reset” process PCi conducted a new conflict assessment of Sirt, which found that security has improved in the city over the past 12 months. Participants in the October 2018 Conflict Sensitivity Update for Sirt reported:

An increasing sense of law and order in the town with the partial return of uniformed police and traffic wardens.

Renewed commercial activities.

Greater visibility of women in day-to-day civic activities.

Overall improvements in social services with schools reopening, traffic lights working again and improved electricity water, sanitation and waste management services.

However, much more work is needed to revitalize the city. The SPP is building on a good working relationship with the Municipality to move the process forward and provide additional assistance.

In the last quarter of 2018, the SFL and PCi worked towards a shared understanding of conflict dynamics amongst key parties in Sirt. The PCi will be specifically stressing with counterparts the important role of women in the process of establishing a stabilization goal and plans to achieve it. Consultation workshops with the broader community and the Municipality are scheduled for February 2019.

SEBHA

In Sebha the SFL is working with United States Institute of Peace and the Fezzan Libya Organization to deliver its Output 3 activities. The complex and perilous nature of researching and planning in Sebha has created challenges in the design and implementation of SFL activities in the city. The level of trust which Sebha communities have in municipal actors and local-level ministerial services offices is so low that communities would not engage with them. This represents one of the key challenges in driving the stabilization agenda in Sebha, but also highlights the overall strategic goal that is necessary: initiatives that engender trust-building between local authorities and communities.

These challenges notwithstanding, in December, USIP completed on a conflict assessment for the Sebha “reset”. In total, they trained FLO to conduct one technical FGD, four Town Hall Meetings (THMs), 10 community Focus Group Discussions (FGDs) and two Key Informant Interviews (KIIs). This involved approximately 150 participants, including those in the categories below:

- Technical FGD—including the mayor of Sebha Municipality, Sebha University representatives, the utility services offices and the education, health, water and sanitation sectors.
- THMs—local authorities present in technical FGD in addition to community leaders, wise men, school administrators, health facility managers, and local activists.
- Community FGDs and KIIs—Youth movements, civil activists, women’s unions and general community members.

Confidentiality and accountability were guaranteed prior to the commencement of all data collection activities and verbal informed consent was attained. Interviews were recorded and transcribed for analysis. The detailed findings were planned to feed into a workshop in January 2019, whose conclusions will form the basis for a “reset” report to the Board. Of particular interest at this stage, however, might be some overall recommendations from the pre-workshop research.

Strategic Recommendations for a Conflict Sensitive Approach

The findings of the assessment indicate the need to make a number of strategic considerations for a Sebha-specific conflict sensitive approach that will strengthen the impact of stabilization interventions. Moreover, they will help synergise interventions across sectors, needs, locations and constituencies. This will help to ensure the “reset” has a deeper impact in Sebha and overcomes some of the stabilization challenges identified above.

Stabilization as a First Step—Principally, it is critical that all SFL supported initiatives are developed from the departure point of stabilization being the foundation for longer-term peacebuilding. Interventions should be developed with the aim of addressing immediate community needs and strengthening trust in local authorities, at the same time as bringing communities together, to set in place the foundations on which recovery, coexistence, peacebuilding, and ultimately reconciliation and unity, can be built. This requires longer-term linking and the identification of interventions that will promote movement onto the next stage of the peacebuilding process. Critical to this will be effective monitoring of interventions, both for programmatic effectiveness and for conflict sensitivity compliance.

Cross-tribal Focus—Interventions must be designed with the explicit aim of delivering for all communities. This must take into account the various tribal and national relationships that exist and create tension in Sebha. The Municipal Council is known to be controlled by Awled Suleiman. Some residents, being from a tribe in conflict with the Awled Suleiman, distrust the Municipal Council because of tribal affiliations. Moreover, the community distrusts the Municipal Council because it has been unable and unwilling to provide necessary basic services, and that carries over into distrust and conflict with the Awled Suleiman tribe, holding them responsible for any council failures. Moreover, the marginalization of the Tebu and Tuareg adds a further layer of complexity to the situation which is compounded by the presence of non-Libyan Tebu and Tuareg as Sebha residents may resent any benefit to this population. This drives instability through tribal competition and poor relationships as well as the lack of cooperation between groups for available resources.

SEBHA

In order to ameliorate this tribal dimension, the SFL project should work closely with the Municipal Council and tribal leaders to improve transparency and accountability and provide cross-tribal involvement in decision-making processes. This could include: various training workshops for the Municipal Council and tribal leaders (e.g. conflict management, negotiation, good governance, political inclusion, transparency and accountability, etc.); advocacy on the need for inclusion (tribal, youth, women and other marginalized) in decision-making for stability and peace; conditionality of interventions (e.g. the required representation of all stakeholders in decision-making, transparent processes of decision-making); the establishment of planning and management committees for infrastructural initiatives involving representation from all stakeholders; and, the creation of incentives for cross-tribal collaboration (e.g. performance related programming, citizen's charter/social contract, service delivery surveying, social audits, etc.)

Addressing Youth Marginalization—Youth play a major role in the creation of instability in Sebha, either as a direct result of manipulation by older people or of their own volition. Much of this is due to their marginalization from decision-making processes and limited opportunities for the future and is exacerbated by the tribal issue. Ensuring youth are included in the development of SFL initiatives across all sectors could be an impactful way to initially increase their role in decision-making and demonstrate to those with decision-making power the benefit of engaging with youth. The development of youth committees in all SFL project interventions to bring together youth and elders in community projects could be a vehicle to overcoming intergenerational conflict and delivering infrastructure that helps to address some of the grievances of youth.

Support to youth-focused facilities (youth centres, vocational training centres, etc.) should also be prioritised and should seek to develop the necessary skills for engagement in decision-making processes and productive economic life (e.g. education and training in technical skills, business development/entrepreneurship, English and other language skills, life skills, conflict management, etc.). Specific efforts should be made to promote cross-tribal engagement of youth based on positive, community-focused initiatives—e.g. neighbourhood watch schemes, street clearing, community theatre, etc.

Prioritise Interventions that Link Outputs—In order to generate more complete stabilization impacts of interventions, the SFL project must move beyond a dominant focus on infrastructural provision (Output 1) to enhancing sustainability (through Output 2) and pushing forward the overall peacebuilding approach (through Output 3—see next strategic recommendation). It is critical that interventions link the three outputs, rather than working on outputs as separate actions, to maximise the impact of each output in order that the critical mass required for deeper stabilization is achieved. For example, where infrastructural needs are as a result of planning gaps specific infrastructure initiatives (Output 1) should be accompanied with the provision of planning capability (Output 2) in the relevant service sector. At the same time, infrastructure planners should be trained in conflict sensitivity and inclusive planning (Output 2) in order that trust is developed between local authorities and communities (Output 3). A further example might be the delivery of conflict management training to community leaders (Output 3) and local authorities (Output 2) and the creation of a community planning and user committee (Output 3) to work in collaboration with community outreach officers in the local authorities (Output 2) to plan and execute civil works that meet community expectations (Output 1).

Link Social Initiatives with Infrastructure—While addressing infrastructural priorities is a vital element of stabilization, an approach that prioritizes infrastructure provision will only go so far in building stability (i.e. they may help promote trust between local authorities and communities but may do little to address tribal tensions). Inversely, many social initiatives aiming to addressing communal conflict that drives instability fail because they are not sustainable and provide little or no tangible benefit and so are limited in appeal. In order to overcome this problem, it is advisable that social initiatives are linked with all infrastructure interventions as this will bring disparate groups together over common problems/interests (infrastructure needs). This will increase cross-community dialogue, enhanced shared ownership of city-wide resources, encourage joint decision-making, situate the Municipality (or other) as a unifying force, and ultimately deepen community capacity for conflict management. This will also facilitate the linking of outputs as highlighted above.

SEBHA

Social initiatives to augment infrastructural interventions might include: planning, user and management committees; youth committees; vocational training provision and livelihood creation; social audits; sports, arts and cultural events; community dialogue processes; conflict early warning mechanisms; civic education and participation training; local authority community relations mechanism; grievance redress mechanism; peace education programmes; etc.

All social initiatives must be designed with a clear appreciation of local dividers and connectors and include specific plans for mitigating dividers and strengthening connectors. They must seek to strengthen the linkages between outputs and generate social cohesion outcomes from infrastructure projects.

Develop cross-sectoral interventions—Where possible, to address problems holistically and maximize the impact of stabilization efforts, interventions should seek to work cross-sectorally. This would require effective coordination between service sectors, as well as with community leaders. The benefits of such an approach would be more comprehensive solutions to the problems facing Sebha which would lead to a reduction in siloed efforts, increased synergy and maximized impact potential and sustainability.

An example of cross-sectoral interventions might be investment into sanitation infrastructure in key health and education facilities, in conjunction with improved health care facilities to address sanitation based communicable illness and disease and educational support for awareness raising on these health issues. At the same time, engagement of the transport sector to improve the road drainage system and the security sector to enhance security throughout alternative transport routings, would result in a more holistic approach to dealing with this issue.

Effective Coordination—Addressing complex problems requires significant efforts in coordination. This is necessary because the various capacities required to deal with a complex problem are usually distributed across a range of actors (donors, INGOs, NGOs, local authorities, etc.), many with conflicting goals, while responses need to be flexible and dynamic. Furthermore, capacities required for such action may be limited or even missing so coordination must be paired with efforts to enhance predictive analysis capability, knowledge management and leadership and facilitation skills.

The SFL project may be well positioned to act as a convening body for coordination in the interim. However, for sustainability and greater legitimacy, it is critical that local Government develop the capacities, mechanisms and systems necessary for effective coordination to drive planning and implementation processes. Output two provides space for the SFL project to assist in this area. Nevertheless, while it is necessary to invest in various capacity development exercises (e.g. community engagement; planning; negotiation; accountability and transparency; etc.) this alone will not be effective in delivery governance efficiency, and therefore legitimacy. Rather, a systems approach should be taken to the development of capacity and support provided to ensuring that capability is built to the institutional level.

Adaptive Monitoring—Key to a conflict-sensitive approach is the monitoring process. Beyond merely monitoring progress against indicators in infrastructure interventions, the SFL project must adopt an adaptive approach to monitoring that explicitly monitors and assesses the interaction between project interventions and the context in which they are implemented (as well as surrounding areas that could be influenced by the intervention). Project-context interactions may be positive or negative and may be anticipated or unanticipated and systems must be put in place to effectively monitor these interactions to enable real-time adaptations to interventions as required. This will require a good understanding of the context specific dividers and connectors.

For stabilization programming in particular, it is crucial that efforts are made to understand if and how interventions are having the desired impact of improving stability. Likewise, it is critical that implementers are quickly aware of if and how interventions are having unanticipated impacts. This will enable implementers to adjust interventions to minimise risk of harm and maximise positive impacts.

BANI WALID

In Bani Walid, the SFL is working with Aktis Strategy, its Output 3 implementing partner, to move forward its conflict management and monitoring activities. Following a series of local engagements with key stakeholders, Aktis identified four major issues that the SFL has been working to help resolve:

1) The newly elected Mayor, Salem Ali Nueer, attempted to revive the Shura Council in a strategic move against the long-standing and powerful Social Council. The Shura Council is known for its views and interests conflicting with those of the Social Council whose influence stems in its strong connections to the Warfella tribe as well as local security actors. This raised concerns over potential divisions in Bani Walid with significant consequences on local peace.

The SFL deployed its local Coordinator to ease tensions with the Social Council and engaged directly with Mayor to provide assurances on the Facility's commitment for continued support to the Municipality for the restoration of service delivery, while advising the Mayor against any exclusion of key stakeholders as part of the peacebuilding process. The Mayor was receptive to the SFL's advice and have since expressed his continued commitment to work alongside the Social Council as a key partner in Bani Walid.

2) There were significant tensions between the Municipal Council and the Ministry of Planning, mirroring the greater challenge and distrust between local and central authorities. This is in addition to skepticism expressed towards foreign actors which has prevented Aktis from making progress on the implementation of Output 3 activities.

The SFL was able to facilitate a meeting between the Director of International Cooperation from the Ministry of Planning and the Bani Walid Mayor. SFL Coordinators and Aktis Strategy worked alongside the Municipality and local sector representatives to address issues of distrust. The SFL also engaged with the Mayor to underline the importance of Output 3 activities in Bani Walid and is working with the Mayor's office on facilitating a second meeting with the Ministry of Planning. The SFL Team encouraged the Mayor to further involve the Director of Planning in the coordination work. The Mayor also welcomed the SFL's initiative to involve the Ministry of Local Government as a key partner to support.

3) Frictions between the Mayor of Bani Walid, Salem Ali Nuer, and the Municipal Council have grown. The SFL held six informal meetings with key stakeholders, alongside other interviews with activists. These meetings revealed considerable disagreements over the manner in which Nuer is governing in terms of his leadership style and his consolidation of power internally within the Municipal Council. At least one of his employees has parted ways with him. Three members of the Municipal Council are agitating for the support of a fourth member to vote Nuer out of office as per legislative requirements. The SFL and Aktis are working to address this and the next issue in the coming weeks.

4) Tensions have developed between the Mayor and the Social Council of the Warfalla tribe. As in the case of the Municipal Council, the Social Council has perceived the Mayor as failing to fully appreciate its position and social authority. The Social Council did not invite the Mayor to its national meeting, held on 22 December 2018, in a notable snub to the Mayor. Several individuals have also reportedly attempted to intervene, but with no result to date.

TRIPOLI

As part of the strategic redesign of the SFL project, in the last quarter of 2018, the SFL worked with Aktis Strategy, on the restructure of their delivery team to better fit the updated project requirements for Output 3 in Tripoli. In view of the latest clashes in city in September and October, Aktis focused on delivering weekly conflict updates, keeping the SFL abreast of contextual developments and enabling effective monitoring of the emerging stabilization challenges. Ongoing interactions between the SFL and Aktis had a real-time value as they provided an opportunity to investigate ongoing queries and areas of concerns raised by the Facility. More widely, it enabled the SFL to assess the impact of conflict on infrastructure, local service provision, social cohesion and governmental legitimacy.

Aktis facilitated meetings between the SFL and the Ministries of Planning and the Local Government, the 13 municipalities of the Greater Tripoli. Additionally, Aktis conducted 27 formal interviews with representatives of the security sector, civil society organizations and the private sector to better assess conflict dynamics in Tripoli and look for opportunities for future dialogue between actors and communities.

The SFL conducted several informal meetings with stakeholders in December, and the Tripoli team attended several workshops and social events throughout Tripoli. These engagements increased the visibility of team members and ultimately are laying the foundation for collaborative work in the future.

The Tripoli Aktis team attended a workshop on waste management for the municipalities of Greater Tripoli and associated stakeholders. Participants presented proposals for how to resolve the waste crises and reviewed submissions. Attendance at this meeting was useful to understand a key challenge facing Tripoli, how stakeholders are approaching this challenge, and to engage more broadly with stakeholders.

The team attended the Municipal Festival in celebration of Libyan Independence, which demonstrated potential for a united action by Tripoli municipalities and was useful for informal stakeholder engagement.

The team met with the Tripoli Reconciliation Committee (TRC). The TRC are open to playing a role to support dialogue amongst municipal stakeholders during the transition and planning process. A follow up meeting is scheduled to take place in the coming weeks.

The team met with the Tripoli Projects Committee (TPC). They explained more about their approach to restarting locally contracted projects (parking garages, roads, etc.) which have been stalled by local disputes. The TPC often coordinates with militia leaders on this topic, and this engagement holds the potential to benefit project delivery by decreasing potential opposition to the project's goals. They were interested in working together to support successful municipal transition. The TPC will discuss internally which small and medium projects new mayors could focus on to successfully restart and complete. A follow-up meeting is planned.

Future Direction

In December, the Tripoli team gave a presentation of planned Output 3 activities to the Ministry of Planning. The Ministry of Planning was supportive of the proposed initiatives, which include robust support to the post-election transition process for the 13 municipal councils of Greater Tripoli. The Ministry of Planning noted that it would be useful to bring mayors together, but individual preparatory meetings will also be necessary to discuss details and build trust.

The team is working with the Deputy Minister of Local Government to organize a meeting of current mayors and members of the Tripoli Crisis Committee under their mandate to help initiate the municipal planning process. The team will hold an introductory meeting with the new Minister for Local Government in January 2019.

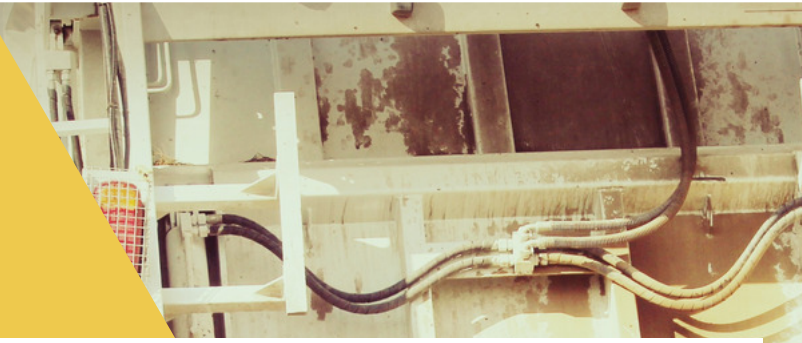
TAWERGHA

The SFL Board called on UNDP to update its social peace assessment for Tawergha in preparation for possible interventions in the city under phase two of the programme in 2019. The PCi conducted key informant interviews and focus group discussions with displaced populations of Tawergha in Benghazi, Bani Walid, Tripoli, Misrata and Tawergha to obtain a deeper understanding on the situation of the city and its people. Consultations included voices from residents of Misrata, notably women from the community.

As of December 2018, consultations were ongoing, however below are some of the emerging findings of the assessment, which is expected to be finalised in January 2019:

- Since the signing of the reconciliation agreement in June 2018, there has been a slow return of displaced residents back to the city of Tawergha. Approximately 180 families are said to have returned.
- Conditions in the city remain very difficult, with some calling the situation “unlivable”. A number of barriers are currently preventing the return of residents, including the lack of health and education services, fears over the pollution and spread of diseases, the lack of livelihood opportunities, and fears over personal security.
- Finding a source of livelihood upon their return to Tawergha is a major concern for IDPs. Prior to the crisis, the local economy in Tawergha was highly dependent on Misrata. Given that relations between the two cities have yet to return to their pre-crisis state, the collapsed local economy of Tawergha and the inaccessibility of Misrata (to Tawerghans) remains a fundamental barrier to return that must be addressed.
- Many Tawerghan IDPs fear that they will be vulnerable to arrest, detention or imprisonment at the hands of Misratan armed groups if they return to Tawergha.
- Many Tawerghan focus group participants expressed fear that the reconciliation agreement has largely favoured Misrata, and many now feel that the city of Tawergha has lost its autonomy. There is a strong belief among IDPs that Misratan authorities now have a mandate over the security and administrative structures in the city of Tawergha.
- Participants in the focus group discussions expressed resentment and mistrust in the local council of Tawergha, arguing that the local council was too overpowered by Misrata in negotiations and did not consult with IDP communities before, during and after negotiations. Some participants went as far as to accuse the local council of “betrayal”, “weakness” and “collusion” with Misrata against the interests of the Tawergha community.

CONTRIBUTION TO LONGER- TERM RESULTS



The SFL now has a revised Theory of Change (ToC), which connects a national Theory of Change and a local Theory of Change. The two are linked through reinforcing and balancing loops to depict the kinds of change processes described. In essence the outcome of the local ToC feeds into the impact sought at the national level.

Local Theory of Change

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

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

AND national partners in national service agencies allow engagement locally,
AND the SFL delivers civil works and equipment that meet local expectations,
AND an effective communications strategy is agreed with all partners and successfully implemented,
THEN the SFL is more likely to make a positive contribution to local stabilization, cohesion and local conflict resolution efforts
{OUTCOME}

National Theory of Change

IF national level state authorities and their agencies are less fragmented, more cohesive and perform better,
IF there is an increase in positive connections between the central and the local through local authorities, and
IF there is evident symbolic inter-city service connections, and these connections are visible and communicated,
AND there is a reduction in local conflicts and disagreements,
THEN this will strengthen public trust in (or credibility of) internationally recognised state authorities and foster national unity for all Libyan {IMPACT}

The ToC makes a range of assumptions, both at Outcome-Impact and at Output-Outcome level. Of the latter, two are susceptible to a degree of influence from UNDP and SFL Board members: The SFL engages effectively with local representatives of national service delivery agencies; and
An effective communications strategy is agreed and implemented.

CONTRIBUTION TO LONGER- TERM RESULTS

The former will be assessed by reporting from the relevant agencies at local level, with SFL intervention with their national leadership if required. The latter will be assessed by confirmation (usually in writing) of approval of the communications strategy by relevant partners, and participation in it where relevant. Its effectiveness may be assessed in part by the extent to which the local community identifies SFL support as relevant to the local stabilization goal.

The main assumptions underlying the ToC at Outcome-Impact susceptible to SFL influence include:

- National-level state authorities are less fragmented and more cohesive;
- Greater positive connection emerges between local and national authorities; and
- Evident symbolic inter-city service connections are made visible to citizens.

In addition, the ToC requires that additional assumptions beyond SFL influence hold:

- National authorities are prepared to align with local authorities and local stabilization goals;

- National resource flows to sub-national authorities are adequate, equitable and sustainable.

At Output-Outcome, in addition to the assumptions listed above, the ToC requires that:

- Uncontrolled IDP returns are avoided until return is safe;

National-level actors (and external players) do not act in SFL locations in ways that overwhelm local stability and resilience.

It is important to note that SFL regards the assumptions not as the necessary conditions for any change, or the underlying conditions or resources that need to exist for any planned change to occur. Rather, that the more these assumptions hold true the better the chances of greater success. Where these assumptions appear to be at risk, SFL shall respond either by seeking Board support to address the challenge, or by reducing our ambition, or both.

It is too soon to assess the accuracy of these judgements, but the SFL is already working to actions for the local ToC in all of its areas of implementation.

PROGRESS

The project so far potentially benefits over two million people, residents of the target locations and those displaced into them. With work in Tripoli and Bani Walid quickly progressing, the Facility could soon impact two million. However, it is too soon to say how many will actually use the facilities made available (as opposed to having access to them if the need arises), since it is too soon to have usage data.

The decision by the SFL Board to mandate the Facility to operate in further cities (Bani Walid, Tripoli, Tawergha, Kufra, Derna, Ajdabya and Ghat, subject to resources and security, with the first two given immediate priority and the next three the next in sequence) led to an expansion of the perception surveys. To preserve comparability, the same survey instrument and methodology was used, extending sampling to Bani Walid, Tripoli and Kufra. Provision was also made for sampling in Derna, but security challenges have so far prevented any survey in Derna.

The first combined report, drawing on data from all nine cities sampled (Benghazi, Kikla, Ubari, Sebha, Gharyan, Bayda, Bani Walid, Tripoli and Kufra) was produced in October 2018, reporting surveys carried out in June–July 2018.

This shows, among other findings, that:

- Violent crime and personal security remain citizens' most urgent concerns;
- Trust in the GNA rose significantly in Gharyan, Kikla and Sebha;
- Perceptions of Municipal Council performance improved significantly in Bayda, Sebha and Kufra;

- Perceptions of GNA performance increased significantly in Gharyan, Kikla, Sebha and Ubari;
- In all locations except Kufra perceptions of public services deteriorated;
- Perceptions of the GNA representing citizens' needs and interests improved significantly in Gharyan, Kikla, Sebha and Ubari, and remained at very low levels in the East of Libya (Bayda, Benghazi and Kufra);

Perceptions of GNA legitimacy improved significantly in Gharyan, Sebha and Bani Walid, and remained very low in the East (Bayda, Benghazi and Kufra).

Detailed statistical analysis indicates that it is not possible consistently to attribute to SFL activities the improvements in perceptions of the GNA. Analysis is complicated by the launch of SFL work in Sebha, hitherto treated as a “control location” for Ubari. The very sharp improvement in perceptions of the GNA in Gharyan, another control city, in early 2017—perhaps related to substantial GNA investment there—also complicates analysis. Men appear more likely to regard the GNA and representing their interests than women, though the effect is significant only at the 5 percent level and is not found for perceptions of legitimacy.



PROGRESS WITH OUTPUT INDICATORS

Results Framework Indicators and Progress as of December 2018

*As the Facility already began its transition in the summer of 2018, the results are measured against indicators set out in the new project document for SFL—Stronger for Libya.

Output 1: Basic Service Equipment and Light Infrastructure Delivered to Local Expectations			
Indicator	Annual Target for 2018	Progress in Q4 of 2018	Status
1.1 # of civil works projects completed	15		Ongoing
1.2. Of those familiar with SFL projects, the % who indicated the completed civil works projects met their expectations (Disaggregated data noting: age and sex)	N/A, Voluntas Panel Survey to begin in Q2 2019	N/A, Voluntas Panel Survey to begin in Q2 2019	Planned
1.3. # of equipment (goods) delivered	15		Ongoing
1.4. Of those familiar with SFL projects, the % who indicated the equipment/goods delivered met their expectations (Disaggregated data noting: age and sex)	N/A, Voluntas Panel Survey to begin in Q2 2019	N/A, Voluntas Panel Survey to begin in Q2 2019	Planned
Output 2: Immediate Capacity Support for Municipalities and Local Service Delivery Partners Provided			
Indicator	Annual Target for 2018	Progress in Q4 of 2018	Status
2.1. # of stabilization plans developed utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women's groups and peace centres, and youth, community and marginalized groups) with municipalities and local partners in targeted areas of SFL support	N/A, to begin in Q1 2019	N/A, to begin in Q1 2019	Planned
2.2. # of stabilization plans implemented utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women's groups and peace centres, and youth, community and marginalized groups) by municipalities and local partners in targeted areas of SFL support	N/A, to begin in Q1 2019	N/A, to begin in Q1 2019	Planned
2.3. The performance of municipalities on the OCA Framework (Scale 1–4)	N/A, to begin in Q1 2019	N/A, to begin in Q1 2019	Planned
2.4. The performance of agencies on the OCA Framework (Scale 1-4)	N/A, to begin in Q1 2019	N/A, to begin in Q1 2019	Planned
Output 3: Local Conflict Analysis, Dialogue and Mediation Capacity Strengthened			
Indicator	Annual Target for 2018	Progress in Q4 of 2018	Status
3.1. Degree of municipal authorities and local peace structure satisfaction with the conflict resolution support provided by SFL (5 = very high, 4 = high, 3 = fair, 2 = low, 1 = very low) (Disaggregated data noting: sex and age)	N/A, Voluntas Municipality survey to begin in Q2 2019	N/A, Voluntas Municipality survey to begin in Q2 2019	Planned
3.2. # of women, men, and youth involved in local conflict resolution efforts in targeted areas of SFL support	30 in each SFL supported Municipality	133 in 4 municipalities Men: 99 (74%) Women: 34 (26%) Youth: 28 (21%)	Ongoing
3.3. Bi-annually, # of local peace structures which have (a) updated their own local mechanism for conflict risk warning (weight 40%); (b) linked it with the Municipality stabilization plan once that exists (35%); and (c) participated in the conflict analysis update by the RPA (or contract) partner (25%).	N/A, to begin in Q2 2019	N/A, to begin in Q2 2019	Planned
3.4. # of stabilization goals developed	1	1	Stabilization goal developed for Bani Walid

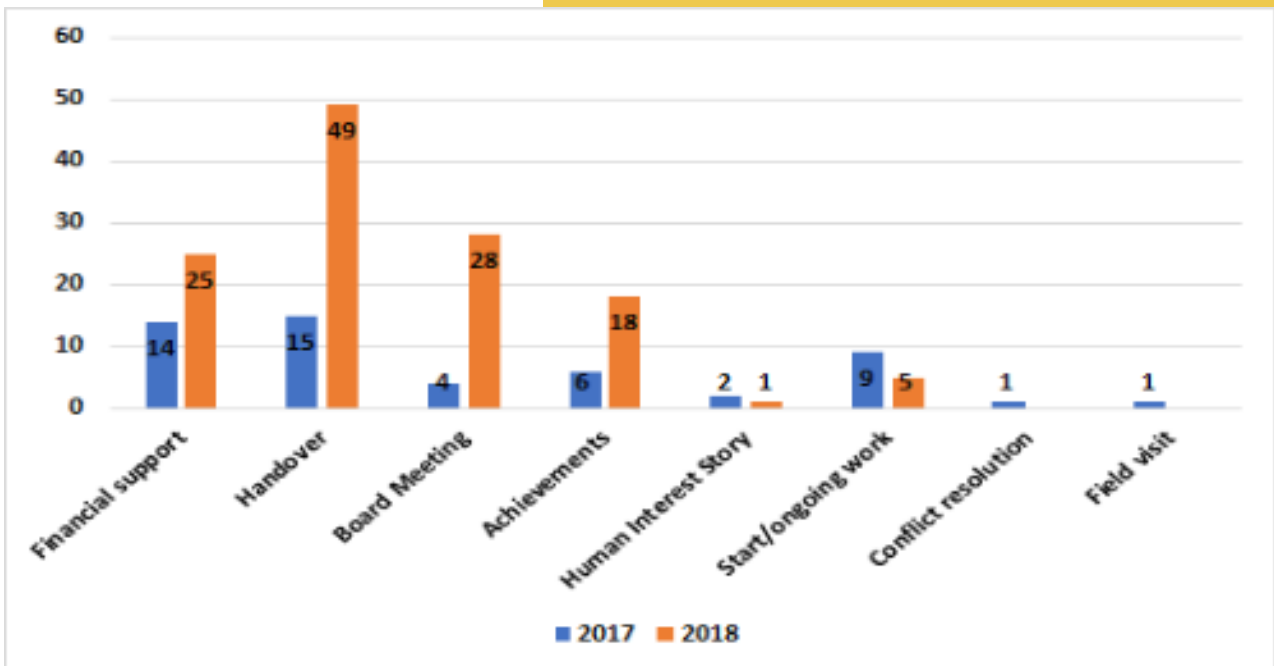
CROSS-CUTTING ISSUES

Communication

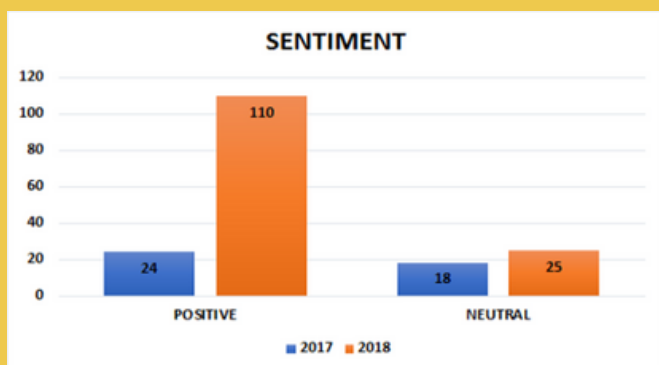
While not all-encompassing, our monitoring still offers a substantive overview of how Stabilization Facility for Libya fared in international and local media. The analysis is based on 135 tracked articles that contain SFL mentions in 2018. For social media, the Communications Unit analyzed content published on UNDP Libya social media platforms and Facebook pages of Libyan municipalities where the Facility is carrying out its activities. UNDP classifies tweets and Facebooks posts by number of views, retweets and likes in the case of Twitter, and likes and shares on Facebook.

UNDP published 135 articles on the SFL in 2018 (116 national media and 19 international). News article were the most used type of content. As for sentiment, 81 percent of comments were positive, and 19 percent were neutral. Arabic was the dominant language in articles (83 percent) and English was 17 percent.

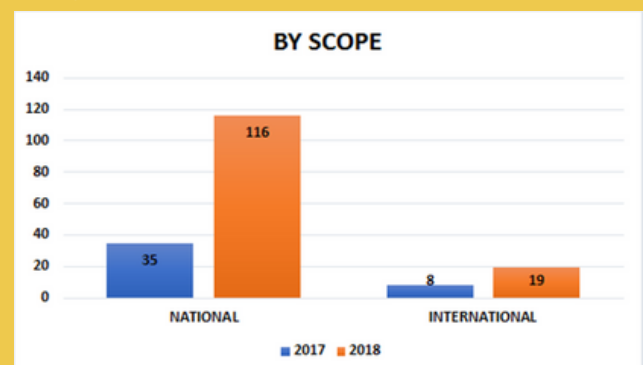
Below is a graph that shows Press Clips by Topic:



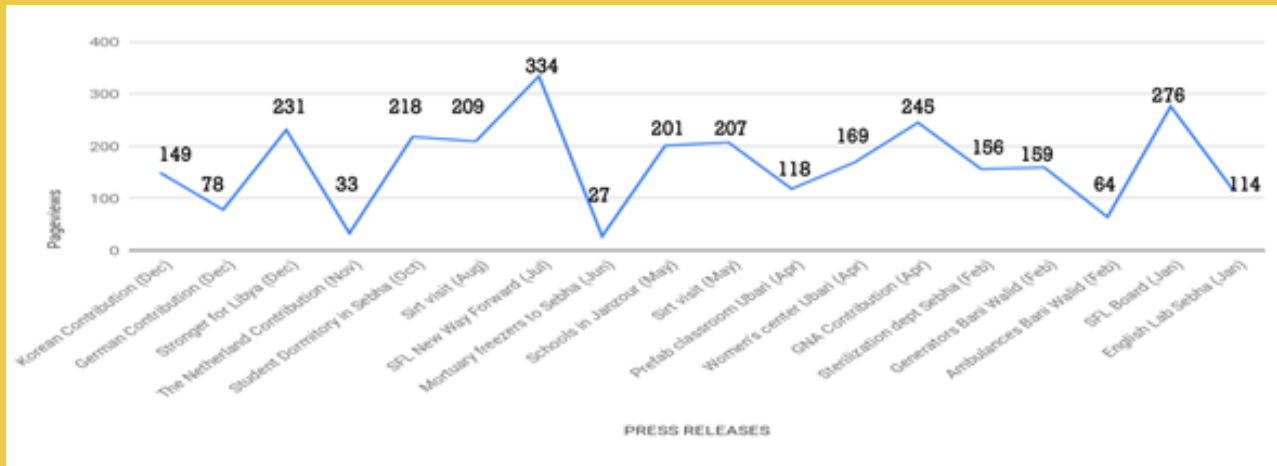
With an increase in overall press articles of the SFL in 2018, there was also more positive coverage in 2018 than the previous year. The diagram below shows positive articles versus negative articles in 2017 and 2018.



The Facility in 2018 also focused more national coverage of its achievements to achieve greater programmatic impact and raise perceptions of the work UNDP does in partnership with Libyan institutions. See the graph below.



In 2018, the number of visitors to SFL webpage increased. UNDP Libya published 18 press releases, and 8 human interest stories about SFL in 2018 on its page of the UNDP Libya website. It received 2,476 views, while in 2017 the webpage received 1,936.



In 2018, UNDP Libya posted about the SFL 43 times on Facebook (out of a total of 146 posts). Of these, 25 posts contained a photo and a link, 12 posts contained a photo, five posts contained a video and one post contained a photo and a video. There were 33 posts in Arabic and 10 in English.

The most popular Facebook post was the one with a photo and a link. It was related to the handover of the male student dormitory at Sebha University. It reached 7,485 people, earned 74 likes, 14 shares and 477 post clicks.

As for overall comments, 39 percent were positive (26 percent positive in 2017), 39 percent were negative, and 22 percent were neutral.

Of all the SFL locations, Sirt Municipality published the most about the SFL in 2018, with 21 posts. They were related to various topics such as visits of the UNDP Country Director, rehabilitation or handover of schools, the delivery of garbage trucks, and more.

There were 249 comments on the posts. Of the comments, 76 percent were positive, 19 percent were negative, and 5 percent were neutral.

Negative comments were mostly about the handover of schools. Some people stated that the funding came from stolen Libyan money. Other negative comments were related to SFL-supplied garbage trucks. Some people said that nothing changed since they heard about those vehicles. Others said that is only words and photos, they have not seen them working.

Ubari Municipality posted four times about the SFL in 2018. The posts were related to SFL achievements in Ubari through a video shared from UNDP Libya, and a post on a garbage truck delivery, the inauguration of the women's centre and the prefabricated school. There were 57 comments of which 56 percent were positive and 44 percent were negative.

Benghazi Municipality posted two times about SFL in 2018. Posts were related to the delivery of a rescue vehicle to the Civil Defense Department. There were six comments, of which 83 percent were positive and 17 percent were neutral. There were no negative comments about SFL on Benghazi Municipality Facebook page.

Bani Walid Municipality posted seven times about SFL in 2018. Posts were related to the delivery of garbage trucks, handover of a medical storage for rehabilitation, delivery of generators and handover of Hatim School to contractors for rehabilitation. There were 63 comments, of which 67 percent were positive, 28 percent were negative, and 5 percent were neutral.

Negative comments in Bani Walid were related to the delivery of generators and garbage trucks. Some people said that there was no change as far as garbage was concerned, others said that the trucks would be sold to the Eastern Region.

Janzour Municipality in Great Tripoli posted two times about SFL in 2018. The posts were related to the handover of schools to contractors for rehabilitation and to the visit of top UN officials to a school rehabilitated by SFL in Tripoli. There were nine comments, of which 67 percent were negative and 33 percent were neutral. Negative comments were related to the handover of schools and the visit of UN officials. One person said that there are visits but roads and other infrastructure is still in poor condition.

Tripoli Centre Municipality in Great Tripoli posted one time about SFL in 2018. The post was related to rehabilitation of schools in the Municipality. There were two comments. Both of them were neutral. They talked about other schools in Tripoli which are not part of the rehabilitation programme but need renovation.



TWITTER

The SFL had the two most successful tweets on the UNDP Libya Twitter page in 2018. The top tweet, with 33,725 impressions, was about the solar energy installed in 15 Libyan hospitals. (See below.)

The second most successful UNDP Libya tweet in 2018 was about a vaccination campaign in the SFL-provided prefabricated health centre in Kikla. It received 28,997 impressions. The tweet contained a video and the director of the campaign explained how the UNDP enabled the resumption of vaccinations in the town. (See below.)



INSTAGRAM

In 2018, UNDP Libya posted five times on Instagram about SFL. Posts were about women working in the Ubari Women’s Centre, the visit of a high-level UN delegation to a school renovated by SFL in Tripoli, a story about a student studying information technology at Kikla University, garbage trucks in Sirt and students in renovated schools in Ubari. The most successful post was about women sewing in Ubari. It earned 14 likes. (See image below.)



LINKEDIN

In 2018, UNDP Libya posted seven times about the SFL on LinkedIn. The posts were related to school rehabilitations in Tripoli, delivery of garbage trucks to Bani Walid, women sewing at the Ubari Women’s Centre, students in Kikla at an SFL-renovated school and UNDP visits to Sirt. The post that earned most likes (35) was related to rehabilitation of schools in Tripoli. (It contained a video.)



YOUTUBE

In 2018, UNDP Libya uploaded five videos about the SFL on YouTube. They were related to Kikla prefabricated health centre, SFL achievements in Ubari, students in a renovated school in Kikla with new furniture, children practicing Taekwondo in Kikla and garbage trucks in Bani Walid.

Gender

Mainstreaming

At the strategic level, the SFL's Local ToC calls on the programme to ensure that “concerns relating to protection, gender and inclusion are considered during the prioritization and sequencing of activities.” In practice, this means that stabilization activities always begin with gender-aware conflict analysis. The prioritization of activities always considers gender-differentiated needs assessments. Moreover, consultations with local authorities and other relevant local stakeholders always include women's voices. In this way, the SFL aims to equitably support men, women and youth at the national and local levels to deliver peace dividends to the broader Libyan public in all SFL locations.

SFL for Gender

In 2018, the SFL looked to expand its gender programming by launching “SFL for Gender”. This initiative builds, in part, on the important foundations of the Facility's work with PCi in Ubari on the Women's, which will be linked to broader efforts within UNDP Libya to scale-up gender programming. As a part of SFL—Stronger for Libya, Board members endorsed the interventions to enhance the impact of stabilization on women's voice and agency, and the impact of women's voice and agency on local peace processes. At the close of 2018, the SFL began work on the following three initiatives to enhance its work on gender:

- A gender review workshop to identify the key barriers to women's participation in public life in each location, to inform further interventions;
- A gender challenge function to enhance the voice of women in existing “Output 3” community mobilisation and conflict analysis and mitigation efforts, and their impact on women locally;
- A pilot of Women's Networks for Local Peace (WNLP) in the Fezzan, using a hub-and-spoke model based on Sebha with Ubari.

Activities under the above initiatives are expected to begin in the second quarter of 2019.

Partnership

The SFL is implemented in partnership with Libyan state authorities, municipalities, key NGOs such as FLO, other UN agencies, and other relevant stakeholders. Coordination with the UN Office for the Coordination of Humanitarian Affairs (OCHA) is required to ensure that SFL interventions build on humanitarian interventions identified in the Humanitarian Action Plan and any humanitarian appeals that may emerge over time. Deployment of Libyan personnel to targeted municipalities will support more effective capacity development and local ownership. Civil Society Organizations (CSOs) are able to contribute more effectively to local peacebuilding and recovery dynamics. The private sector will be encouraged and expected to play a key role in the rehabilitation efforts.

The UNCT encompasses all the entities of the UN system that carry out operational activities for development, emergency, recovery and transition in Libya. The UNCT ensures inter-agency coordination and decision-making at the country level. The Country Team allows for individual agencies to plan and work together, as part of the Resident Coordinator system, to ensure the delivery of tangible results in support of the development agenda of the Government. UNDP's prominent role in the UNCT ensures that other UN resources can be brought to bear as needed on the SFL.

The SFL works closely with like-minded implementation partners. Germany, the USA and the UK have plans to support local governance with new projects under design. Other partnerships and cooperation will be developed further on an as needed basis and include:

Coordination with EU-funded projects;
Security interventions including the UNDP Policing and Security Reform Project; and
World Bank and other partners that are working on fiscal decentralisation and public financial management.

CHALLENGES

Political, Security and Operational Challenges

During 2018 two large-scale trends in Libya affected much development, including the work of the SFL. These were recurring tensions in Tripoli between armed groups vying for control of lucrative locations and income streams; and expansion of the zone in which the Libyan National Army (LNA) exercised heavy control. The former broke out in serious fighting in September, having threatened open conflict earlier. This interrupted SFL civil works briefly, though all sites resumed work within a week of the truce brokered by UNSMIL on 4 September. The SFL ensured that its staff worked from home if the conflict affected their home areas or their routes to work and took regular roll-calls to confirm their well-being. Continued close liaison with contractors helped to ensure that they were aware of the situation, that they took proper account of the safety of their workforce, and that they resumed work as soon as it was safe to do so.

Tensions between armed groups in Tripoli also affected delivery of some equipment. SFL delivery of a garbage compressor truck to Sirt by road, for example, was intercepted by an armed group in Tajura. The SFL's response was to identify the group and work through the SFL Tripoli team to explain to its leaders why this action was bad for Libya and bad for Tripoli in particular. The group released the truck, which was successfully delivered to Sirt.

The expansion of LNA control affected SFL work in Sebha when the LNA took control of the nearby airbase and indicated an intent to dominate the region. This intent was not pursued, and the region remained a focus of conflict between tribally-based armed groups with frequently illicit income streams. In March fighting broke out again in Sebha, handicapping delivery of SFL support. SFL responded in a manner similar to the later Tripoli fighting, focusing on staff safety and sustaining the momentum of delivery as soon as safety permits. The tense relations between the GNA in Tripoli and the LNA-backed authorities in the East of Libya also affected the SFL's ability to deliver Output 3 activities in Benghazi. The Facility was nevertheless able to complete almost all Output 1 delivery thanks to an agreed modality in which it continued to work with civil servants at technical level in the Municipality.

In addition to the security and political difficulties noted above, SFL delivery of civil works were slowed by limited experience and capacity of local contractors. Additionally, the supply of specialized technical equipment, such as medical equipment, has been delayed by a lack of institutional capacities resulting in miscommunications around precise specifications.

LESSONS IDENTIFIED

Lessons Identified as of December 2018

At the close of 2018 the SFL a number of lessons were identified regarding stabilization in Libya:

- Local stabilization requires more than service delivery, being fully effective only when there is overall international community support for an inclusive political arrangement, with basic security and macroeconomic stability.
- While UNDP is proud to be valued as an impartial partner, providing quick and substantive advice once political deals are reached, in the context of Libya one sees a continuous need for renegotiation and flexibly. Perhaps more applicable to stabilization as such, than other interventions, it needs cautious but conscious engagement with political processes, in a way that would not contradict the impartiality of the humanitarian agenda, but recognizes the difference between humanitarian aid (impartial, neutral, independent, etc.) and stabilization's inherently political nature. What the SFL has found in its years of operation is that the boundary between stabilization and peace-building has become increasingly blurred as we move into "protracted stabilization" and beyond the more short-term pacification efforts.
- Sometimes, there are expectations that development/or early recovery projects would achieve, what cannot be achieved on the political track; however, this work should be pre-eminent—development may complement political negotiations, but it cannot take the lead. The impacts of development actors on peacebuilding processes depends largely on what is happening or not happening to the Track One negotiations—rather than vice versa.
- While improvements in service delivery and local level reconciliation are meaningful contributions to building trust, governmental credibility will come only with an overall political settlement.
- Stabilization efforts cannot have impact overnight; a longer-term approach is required, with basic levels of security in place and commitment to peace from key decision makers. This would help to ensure that local truce and cease-fire agreements prove sufficiently durable.
- While attempting to do something, local efforts alone can never bring lasting stability. Not only will national conflicts inevitably play out in local tensions, but also local economies depend acutely on national factors, as it was rightly highlighted in the paper (including, for Libya, national payments of salaries and stipends, national investment funding, and national action on banking sector liquidity).
- The SFL must view local dynamics in the context of the national picture. Therefore, we must link local (in)stability can contribute to national (in)stability. It is important to provide an avenue for central Government to reach out to all the regions and deliver services to citizens there—a connection between the regions of Libya that will be essential for stability in the future.

SFL, therefore, works to ensure that national Government engages positively with municipalities, both in the investment planning process—the basis for working out municipalities' priorities—and in the continuing provision of recurrent costs essential for the sustainability of the service delivery. They also aim to help Government's connections with municipalities to be politically constructive and models a two-way communication process where national authorities both listen to local voices and explain to them the national priorities.

Shift from working in conflict to working on conflict

The Strategic and Operational Review recommended this shift, which UNDP is implementing through the refocusing of its conflict analysis and resequencing of its operations. The new ToC also embodies this shift, which means that SFL seeks first to understand the peace deal underpinning sufficient stability in a city for the SFL to work there. On the basis of an understanding of the interests that promote peace and those that might undermine it, SFL–Stronger for Libya will aim to identify a local goal and plan that strengthens those interests promoting peace and reduces the potential of spoilers.

This is linked with a recognition that the SFL’s resources are tiny compared with the needs. Hence SFL–Stronger seeks more consciously to catalyze supportive investment from the national Budget and the public service delivery agencies active in a city. In this way the stabilization plan can credibly address the major issues without wildly exceeding the finances available.

Set political goals that reflect evolving reality

The SFL’s original goal was to enhance the legitimacy of the GNA. The Facility’s first two years’ experience indicated that its resources and ToC were not sufficient to achieve such an ambitious goal. The Strategic and Operational Review recommended that the top-level strategic goal of the new SFL–Stronger be made more realistic and directed attention to the importance of national unity for long-term stability.

The revised project document offers a revised goal, “to strengthen the legitimate and internationally recognized state authorities, and national unity for all Libyans.” This both reflects the evolution of the political context of the SFL and relates its goal more directly to the types of work it can undertake. The revised ToC then sets out how SFL–Stronger will make an appropriate contribution towards this fresh goal.

Sustainability

The SFL is constructed as an intermediate stabilization Facility, bridging the gap between short-term humanitarian aid and longer-term (and larger) reconstruction programmes. It has a duration in any location of 6 to 12 months; Output 2, for example, provides a capacity boost rather than capacity building. During the prioritisation process, however, the SFL has sought to confirm that facilities, once renovated, can be operated effectively; that staff are available, maintenance capacity in place where relevant, and a reasonable prospect of recurrent budgets.

Moreover, the SFL’s approach seeks wherever possible to support political sustainability of governance linkages it supports (e.g. between Government and Municipalities) and social sustainability of other connections it builds (e.g. between citizens and municipal and national authorities).

In late 2018, the Facility implemented added language to its standard handover documents (for equipment and civil works sites). These handovers now require agreements by the relevant end-users to provide financial resources and human resources to ensure that the equipment and rehabilitated facilities are used as intended (defined through SFL’s community consultations) and will be maintained for the long-term.

RISKS

Description	Type	Initial Risk	Countermeasures / Management Response	Residual Risk	Status
1. LPA bodies unwilling or unable to take political advantage of SFL opportunities.	Strategic	I=5, P=4	Close liaison with senior advisors to PC to help PC to reap potential benefits. Active communication of PC and GNA leadership role.	I = 4, P = 4	Slightly better
2. GNA is not endorsed by the HoR and is unable to establish itself.	Strategic	I = 4, P=4	The project can work with the Presidency Council in place given the Security Council Resolution 2259 (2015). The project has been launched with PC support (DSRSG handed over SFL ambulances to PM Serraj in April).	I=3, P=4	Prob. higher
3. Failure to deliver project activities undermines position of UNSMIL and UNDP within Libya.	Strategic	I = 4, P = 3	UNDP and UNSMIL to ensure project actions promised to GNA are realistic and delivered; project team to manage expectations.	I=3, P=2	No change
4. Adverse public reaction to international support to GNA.	Political	I = 2, P = 2	UNDP and relevant representative of the GNA working on visibility and communications strategy; all activities will be properly communicated; UNDP implementing media response based on emerging needs; DSRSG hand-over of ambulances to PM Serraj covered positively in press.	I=1, P=1	Slightly better
5. Deterioration in security situation negatively affects project delivery.	Security	I = 3, P = 3	Project team continually assesses situation and makes recommendations to project board on appropriate adjustments to project activities.	I=2, P=3	Worse
6. Safety and security threats to technical advisors.	Operational	I = 3, P = 3	UNDP continually assess security situation within supported institutions and adapt project activities accordingly.	I=2, P=3	Prob. higher
7. Resource mobilization does not succeed in fully funding all project activities.	Financial	I = 3, P = 2	Activities can still be started within Libya in the first agreed three locations plus new sites included whilst the team and UNDP management will continue to raise additional funds.	I=2, P=1	No change
8. Third-party contractors are unable to identify personnel for Libya.	Organizational	I = 4, P = 2	Company has proved good capacity so far in identifying qualified candidates. UNDP can utilize HQ rosters to provide additional candidates as necessary. Project team includes strong monitoring arrangements within contract. Alternative partnerships explored to mitigate impact.	I=2, P=2	No change
9. Recruitment and deployment of qualified project staff takes longer than expected.	Organizational	I = 3, P = 3	UNDP utilizes fast-track recruitment processes in line with UNDP rules and regulations; UNDP Project Manager recruited in October. Restructuring brought project functions into CO; stop-gap HR analyst in place to expedite recruitment.	I=2, P=3	Prob. higher

Notes:

P is the probability that the identified risk occurs (e.g. in risk 1, that the HoR actually refuses to approve the GNA).

I is the impact that risk occurring has on the project, as measured in the table below. Note that the impact of the project is intended to be greater legitimacy of the Government of National Accord and the Presidency Council (institutions established by the Libya Political Agreement, LPA), leading to greater stability in Libya and hence to reduced violence and more-sustainable development.

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

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

