

ANNEX 1. Description of Action¹

UNITED NATIONS DEVELOPMENT PROGRAMME

Empowered lives.
Resilient nations.**Strengthening Local Capacities for Resilience and Recovery****UNDP Libya****Project Title:** Strengthening Local Capacities for Resilience and Recovery**Project Number:** To be defined**Implementing Partner:** Tatweer Research (Output #3)**Start Date:** 1st May 2017 **End Date:** 30th April 2020 **PAC Meeting date:** 10.12.2015**Brief Description**

UNDP's project 'Strengthening Local capacities for Resilience and Recovery' is a three-year initiative aiming at supporting local authorities in Libya to respond to the many conflict and human mobility induced challenges - by strengthening the local resilience and recovery mechanisms - that impact negatively people access to essential services, sources of jobs and livelihoods, the social cohesion and security of communities.

The project is built around 3 outputs: (1) Better provision of basic services at local level and increase access for most vulnerable groups from host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees is ensured; (2) Local authorities and administrations are supported in fulfilling their role and responsibilities with a focus on enforcing local stability and community security (3) Local economic recovery/development, including job creation and livelihoods are supported.

It will be implemented directly by UNDP and it will focus on the following targeted municipalities: Murzuq, Sabha, Al Kufrah, Benghazi, Tripoli and Sabratha, among others.

Country Programme Document Outcome: Central and local government authorities are strengthened to provide better public services to citizens

Indicative Outputs:

- Output 1: Local capacities for service delivery
- Output 2: Strengthen community security and local model police
- Output 3: Livelihoods and local economic recovery/development

Total resources required:	USD 23,897,606.38	
Total resources allocated:	UNDP TRAC:	-
	EU:	\$ 19,607,400.00
	UN:	\$ 1,000,000
	Other donor:	-
	Government:	-
	In-Kind:	-
Unfunded (Resource mobilization is ongoing):	\$ 3,290,206.38	





I. DEVELOPMENT CHALLENGE¹

After the fall of the Ghaddafi in 2011, Libya entered a phase of transition from a highly centralised governance structure with a legacy of systematic human rights violations to a new semi-democratic system. The transition phase has been marked by deep political polarization and political fragmentation, culminating in open armed confrontations that erupted in July 2014. In December 2015, the UN brokered an agreement that brought opposing parties together in Tripoli, creating a unity government and presidency council to govern during a transition period of two years. At the time the Government of National Accord (GNA) pulled into port, Libya was ruled by two rival parliaments: the Islamist-dominated National Salvation government in Tripoli, and an internationally recognized parliament based in Tobruk, in the east. Fighting between the two sides has paralyzed the country, and allowed for the entry of the self-proclaimed Islamic State (ISIS) into the vacuum. The peace deal signed in December 2015 was supposed to see the rival parliaments cede power to the GNA, but both administrations view the new government with suspicion, and appear unwilling to support it. Effectively, Libya now has three governments, each backed by different militias and tribes.

One of the immediate and most dramatic consequences of the conflict has been significant displacement and re-displacement, particularly in the western outskirts of Tripoli, in the eastern city of Benghazi and the southern region of Obari. An estimated 434,000 people have been displaced in the country, presenting rapidly increasing humanitarian needs and putting pressure on public services, livelihoods and social cohesion in host communities. Libya also hosts an estimated 100,000 refugees and asylum seekers and an estimated number of migrants which ranges between 700,000 and 1 million. Furthermore, the conflict has triggered an acute deterioration in the country's human rights situation with reported indiscriminate shelling of civilian areas, the abduction of civilians, torture and reports of executions, as well as deliberate destruction of property, among other serious abuses and violations of international law in various parts of the country. Women, children, minorities, IDPs, migrants and refugees suffer disproportionately from the violence and insecurity permeating every aspect of their lives.

In the most affected areas, the delivery of basic social services is disrupted and the capacity of state institutions to maintain a safety net diminished. The conflict impacts service delivery systems in various ways: direct damage to infrastructure, attrition of staff and other staff-related issues (e.g. late payment of salaries), increased financial costs involved with operations and maintenance, breakdown in the institutional oversight and coordination, and more. These direct and indirect impacts exacerbate pre-conflict deficiencies that affected all public services in Libya across the board, and especially in the South. Many education facilities have been destroyed, particularly in the East, and health services are the most badly impacted as they depended heavily on foreign personnel that has since left the country. Water supply, sanitation and electricity services are also affected – though in an uneven manner across the country (with the West usually hit harder) due to direct infrastructure damages caused by the hostilities and the breakdown in operations and maintenance capacities of these state-run services. Service delivery has been historically centralized in Libya but with the conflict spreading and intensifying, newly created municipalities have been attempting to fill in the gaps of the centralized service delivery machinery, but face dire shortages of technical and financial means to do so.

The impact of the conflict on sub-national governance system has been largely uniform in the sense that with an increasingly paralyzed centre for policy-making and public finance management, local institutions, and chief among them municipalities, are seen among the

¹ For developing this project, UNDP availed of several assessment exercises conducted by or with participation of UNDP, starting with the *Rapid Diagnostic on Local Governance and Local Development* conducted by UNDP during the period March – June 2015 in 10 municipalities. UNDP also commissioned *Social Peace Assessments* in 13 municipalities (done by the Peaceful Change Initiative or PCI), which fed important localized data into an overall *Analysis of Instability and Insecurity in Libya* to be released by UNDP by end of 2015. UNDP produced two other very important studies in 2015 to understand the current context and plan an appropriate response, namely the *Women, Peace and Security Baseline Study* and the *Libyan CSO Mapping* (with UNICEF). Finally, UNDP also participated in the *Humanitarian Needs Overview* exercise conducted by the Humanitarian Country Team in 2015. Finally, UNDP constantly monitor and assess the conflict both at the national and local levels, including through the implementation of the Stabilization Facility in Libya - SFL. It provides very valuable data on the current situation of basic services in Libya and protection issues. Other sources of information and analysis were also found in recent World Bank, IMF, UNSMIL and other development partners and are cited when used in this programme document.

population as the main guarantors of their basic needs still being covered. Municipalities are making efforts to respond to these high expectations and try to strengthen local coping mechanisms against the debilitating effects of the conflict. This implies reinforcing local crisis response mechanisms (through Local Crisis Committees² for example) and increasing partnerships with other local governance actors to face the immediate consequences of the national crisis and prevent further localized conflict.

Yet, all local governance actors are plagued by critical capacity gaps that limit their ability to assume heightened responsibilities and are also hit by dwindling central government support, whether financial, technical or else. The current local governance system remains centralized – but with a central government that is, with every day passing, less capable of fulfilling its command, control and guidance roles. On the one hand, executive bodies of line ministries at municipal level enjoy limited deconcentrated authority and continue organizing the delivery of most public services as per the modalities of a centralized state system. On the other, the newly-elected municipalities, with a stronger veneer of legitimacy than both central governments, find themselves having to address the population's humanitarian and development needs but with limited responsibilities and resources devolved to them to organize an effective response. Relations between the two levels of government vary from one location to another, but in general have been deteriorating since the conflict started. These relations are now marred by limited contacts, poor coordination (even at the local level between executive bodies and municipal councils), failing trust, absence of guidance on the division of responsibilities (even when this is more needed than ever due to the crisis context), decreasing and unpredictable financial support and limited to non-existent technical and capacity development assistance.

Security-related entities have also become powerful actors in local governance. This does not concern so much the national police or the Army (when present), but rather the myriad of brigades or militias that the country now boasts. While the prerogatives and actual performance of the national police in keeping law and order have been severely impacted by the conflict,³ there is evidence of growing consolidation of municipalities with informal armed groups in many locations. If the common and most stated purpose for such rapprochement is a desire to preserve community security in a context of collapse of the rule of law and exploding criminality, the reality seems to be that in certain localities, municipal officials and armed groups may also find common political and economic interests in aligning their powers and actions.

Horizontal relations between municipalities are marked by both negative localized conflict trends leading sometimes to violent confrontations (especially in the Nafusa Mountains and in the South), but also by positive collaboration on matters related to security, service delivery, culture and sports.⁴ Yet, formal inter-municipal cooperation to spur local development is mostly unheard of, except where supported from outside (e.g. Greater Benghazi planning process with ACTED assistance). Unresolved border disputes between municipalities (especially after the creation of nearly 80 new ones), growing tribalism in a context of dereliction of national identity, the inexistence of governorate institutions and the absence of formal template to sustain inter-municipal initiatives, explain the weak level of horizontal integration in Libya.

This overall analysis of the local governance system in Libya gives the picture of a dynamic situation that is increasingly distinct from the vision set forth in Law 59. The basic principles of local autonomy in decision-making, public-private partnerships (in the broader sense, including civil society and communities), citizen engagement, inclusion and accountability in local governance remain to be well understood and applied by all concerned stakeholders. While municipalities appear as increasingly powerful local actors (for a good part because central government's authority is quickly dissolving), their leadership over other key stakeholders is not well established everywhere (in particular in the South vis-à-vis tribal structures) nor sufficiently organized, making the whole local governance edifice fragile and prone to dysfunctions vis-à-vis the ongoing crisis.

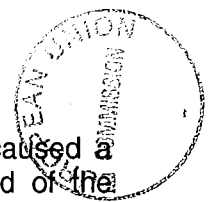
Libya's economy, almost entirely dependent on oil and gas exports, struggled during 2015 as the country plunged into civil war and world oil prices dropped to seven-year lows. In early 2015,

² Local Crisis Committees provide non-food items and food aid to people in needs, including irregular migrants in detention centers and refugees.

³ 50% of the municipalities surveyed considered the role of the police in maintaining law and order as weak, mostly limited to traffic control.

⁴ 8 out of 10 municipalities surveyed report some form of collaboration with their neighbor(s) but only 1 in 10 had joint development planning.





armed conflict between rival forces for control of the country's largest oil terminals caused a decline in Libyan crude oil production, which never recovered to more than one-third of the average pre-Revolution highs of 1.6 million barrels per day. The Central Bank of Libya continued to pay government salaries to a majority of the Libyan workforce and to fund subsidies for fuel and food, resulting in an estimated budget deficit of about 49% of GDP. Libya's economic transition away from Ghaddafi's notionally socialist model has completely stalled as political chaos persists and security continues to deteriorate. Libya's leaders have hindered economic development by failing to use its financial resources to invest in national infrastructure. The country suffers from widespread power outages in its largest cities, caused by shortages of fuel for power generation. Living conditions, including access to clean drinking water, medical services, and safe housing, have all declined as the civil war has caused more people to become internally displaced, further straining local resources. Recent assessment findings show that overwhelmingly stable employment in the public sector is the major contributor to household income. The consequences of the historical lack of economic diversification of the Libyan economy and the continuing plunge in oil revenues are undermining the standards of living of the population, compounded by the sharp rise in the costs of basic goods and services, contributing to widespread frustration and despair. The private sector remains embryonic and the risks of doing business in Libya are among the highest in the world. Efforts to diversify the economy and develop the private sector and to tackle the current estimated unemployment rate of 19.9 %, including different SME Funds and SME incubators, as well as skill and vocational training of youth, have been dampened by the political context and breakout of conflict.

Given the peculiar situation of Libyan economy, dominated by hydrocarbon sector, Libyan workforce has been characterised for decades by a deep gap between higher level profiles and lower lever workers, with little involvement of Libyan nationals in blue-collar employment. This gap was being filled by migrant workers: 600,000 regular and an estimate of up to 1.2 million irregular migrants were living in Libya before the crisis. The migrants were the backbone of the economic activities, with some sectors like healthcare, agriculture and construction depending almost completely on foreign workers. The prolonged political and security crises forced migrants to leave the country heading towards Europe with additional migrants using the country as a spring board for crossing the Mediterranean Sea. This has created opportunities for human smuggling networks to expand inside Libya. Facilitating irregular migration is becoming a flourishing business across the country. Recent report released by Clingendael's⁵ Conflict Research Unit (CRU) shows that smuggling and management of migrants in Libya is a way to acquire financial resources. Many unemployed young people are also involved in smuggling activities.

While Libya continues to see repeated waves of instability and unpredictable upsurges in violence related to the on-going political struggle over the national leadership, there is also a growing challenge to the every-day security of Libyans, refugees and migrants.⁶ The spread and mass ownership of weapons is the primary driver of insecurity in Libyan towns which suffer unprecedented rise in murder rate and accidental killings, along with armed robbery, extortion, kidnapping, violent land and property conflicts, and more.⁷ IDPs, refugee, migrants and minorities who lack personal, tribal or community connection to their place of residence are usually more vulnerable to interpersonal violence than average Libyan citizens. The dangers for migrants and refugees crossing through Libya are many and can include extortion and exploitation, bonded labour, rape and sexual violence, torture and abuse by human smugglers, criminal gangs, armed groups, border guards and others. Migrants and refugees are often vulnerable to arbitrary detention for indefinite periods of time in deplorable prison conditions, with little access to water, food, healthcare, sanitation and hygiene. An estimated 19 migrant detention centers are managed

⁵ Only God can stop the smugglers' Understanding human smuggling networks in Libya , CRU report 2017: Netherlands Institute of International Relations.

⁶ UNDP's Rapid Diagnostic showed that municipal leaders interviewed ranked by order of priority the following drivers of criminal violence: 1. increase in the circulation of arms; 2. drugs and human trafficking; 3. ineffective policing, and 4. arrival of IDPs and irregular immigrants.

⁷ The 2017 Humanitarian needs overview notes that "The humanitarian crisis is being further exacerbated by the continued erosion of the rule of law, leading to increased criminality and human rights violations, occurring with impunity. Abduction, kidnapping, arbitrary arrest and detention occur frequently. In locations across the country, occupying militia groups have assumed the role of law enforcement in the absence of police. According to a Human Rights Council report (February, 2016), the Libyan judicial system has been the target of violent attacks with judges and prosecutors being subject to killings, assaults, abductions and threats, causing the system to come to a halt in many areas, particularly in eastern and central regions, and compromising the ability of courts that are open to function."

by the Department for Combatting Illegal Migrants, with many more under the control of non-State actors.⁸ There is little oversight and monitoring of the functioning of these detention centers and migrant detainees often do not have access to any legal assistance or due process rights.

II. STRATEGY

The project aims at responding to the many conflict and human mobility induced challenges - by strengthening the local resilience and recovery mechanisms - that impact negatively citizens' access to essential services, sources of jobs and livelihoods, the social cohesion and security of communities. Target beneficiaries are host communities – including internally displaced persons (IDPs) and returnees – migrants and refugees. It considers the priorities set by the European Commission in the joint Communication "Migration on the Central Mediterranean Route: Managing flows, saving lives" released on 25 January 2017, confirmed and further developed by the European Council in the Malta Declaration issued on 3 March 2017.

The Project's Theory of Change assumes that if essential service delivery is provided, ensuring that livelihoods capital is preserved with increased income-generation and livelihoods opportunities for the most vulnerable, with capacities for local authorities and rule of law institutions strengthened, the population groups (host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees) can effectively cope with and mitigate the risks of irregular migration and be strong drivers of resilience-building and development efforts.

The theory of change that underlies the project rests on a number of interconnected assumptions, principles, and lessons learned from the global approach and experiences⁹ of the partner agencies (EU and UN) in similar contexts and in their ongoing work in addressing migration related issues, as detailed below.

1) *Just as emergency relief activities are crucial to saving lives by responding to the most urgent human needs, integrating development investments within humanitarian operations is crucial to the first efforts of a community to address displacement situations.* Calls for humanitarian and development actions to better work together are not new, but are becoming all the more urgent given the scale of today's displacement crisis and the clear limitations of the current system: Humanitarian appeals for emergencies are systematically underfunded; short-term humanitarian funding cycles are inadequate to respond to long-term displacement situations; and displacement often means severely curtailed rights and limited opportunities for the displaced, as well as stretched public services and competition for vulnerable groups in host societies. Consequently, there is growing recognition of the importance of development investments from the outset of a crisis to prevent displacement from becoming protracted, and as part of resolving protracted displacement situations, by identifying joint strategies with humanitarian actors that strengthen resilience and minimize the dependency of displaced populations on humanitarian assistance.

2) *Restoring and strengthening resilience in families, communities, and institutions is urgent and as essential as humanitarian relief and establishes key building blocks for further recovery and reconstruction.* The resilience-based approach also implies a shift from an artificial cluster-based model of intervention to a more comprehensive and integrated response that makes of local and national systems a priority. Resilience, is defined by UNDP as an inherent and acquired condition achieved by managing risks over time in ways that minimize their negative impacts, build capacities to manage and sustain development momentum and maximize transformative potential. Protracted crises are not only challenging the standard humanitarian assistance model but, above all, the prevailing crisis prevention system. The adoption of a resilience-based approach has implied an important shift from assisting "needs" and "symptoms" to addressing "risks", "vulnerabilities" and "root causes" of the crisis. This shift has an invaluable importance as it implies a substantive investment in capacities to prevent, mitigate and cope with presents and future shocks.

⁸ Investigation by the Office of the United Nations High Commissioner for Human Rights on Libya, 23 February 2016 (A/HRC/31/CRP.3).

⁹ UNDP Programme Guidance Note on 'Municipalities and People on the Move. Cities' Development Policies for Successful Local Management of Migration and Displacement.'



3) *With adequate support, municipalities in Libya can better plan, lead and coordinate efforts at achieving progress where people need it most (services, social cohesion and security, economic livelihoods).* Local governments do not have an exclusive mandate over all the above and need to work with other formal and informal actors that also play an important (and sometimes even more preponderant) role in these areas, such as the local executive bodies of line ministries for running public services, clan structures and civil society in reducing conflicts and preventing violence, and private sector in generating jobs. Above all, the role of local governments as conveners of local problem-solving, including displacement-related issues, and recovery-planning coalitions can have a direct effect on social peace and help strengthen the social contract. A related assumption is that local stakeholders have inherently the inclination and abilities required for collaboration and for developing collective responses but often need safer and more inclusive spaces for expressing these abilities.

4) *Early economic revitalization through job creation and restoration of basic services are key to effectively stabilize communities and keeping peace immediately after conflict, thus facilitating early recovery and steady return to sustainable development, including those areas with potential, on-going or recurring violence.* Short-term work created through emergency employment and MSME (Micro, Small and Medium Enterprise) recovery projects can provide rapid improvements to community infrastructure and services, enabling access – for both host and migration communities - to markets and social services. Emergency employment, particularly when coupled with MSME recovery support, can also help crisis-affected people to develop or regain sustainable livelihoods assets and contribute to the revival of the local economy until the private sector can grow to absorb the labour supply at stable market-clearing wages.

5) *Social and public infrastructure rehabilitation projects, if approached comprehensively, can support affected citizens to come together to rebuild their communities, strengthen partnerships with local authorities, reflect their own priorities in broader recovery and development planning and acquire new knowledge and skills that empowers them to expand their opportunities and choices.* Community infrastructure rehabilitation is an important entry point for mobilizing communities around initiatives that help restore access to markets and essential services for the entire community.

6) *Local governments play a significant role in ensuring local stability and security for the entire population in the selected locations.* Strengthened collaboration between local authority staff, immigration officials and rule of law institutions is needed to effectively identify potential victims, provide necessary assistance to current victims. Training must be provided to front staffs to equip them with relevant skills and tools to identify signs of irregular migration and understand the appropriate follow-up actions.

Against the above theory of change, one of the main contributing factors for the rising influx of migrants through the Central Mediterranean route is the prolonged instability in Libya. Libya lies at the crossroads of the Central Mediterranean route and represents the departure point for 90% of those seeking to travel to Europe. Smugglers and traffickers exploit an unstable political situation and fragmented control over the territory and borders. They may also contribute to the instability in the country by their actions and human rights violations, thereby increasing the vulnerability of migrants. Progress towards a stable political situation is essential to secure a sustainable future for Libya and stability for the region: Finding a lasting solution to Libya's governance and security challenges continues to be a priority for Libya itself, for the EU, its Member States and international partners, and the key to an effective and sustainable long term response to the migration challenge.

The project will prioritize activities and investments at the local level that can reduce conflict-induced vulnerabilities, for host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees across Libya. More broadly, it will undertake activities and investments that can address pre-conflict horizontal inequalities between regions and social groups, that are related to gender, age or ethnic status. It will target six municipalities: Tripoli, Sabratha, Sabha, Murzuq, Benghazi Al Kufra. Selected locations were identified according to three criteria: 1. Locations along the migration routes and along the Coast where main departure points to Europe are located; 2. Locations presenting a higher potential for economic development; and 3. Areas affected by internal displacement and return. The project – which will be implemented through conflict-sensitive approach - will offer support to local actors in achieving concrete results in three areas: 1) service delivery; 2) social cohesion and community security; and 3) livelihoods and local economic recovery/development.

For this specific project, UNDP will conduct conflict analyses where do not currently exist, or update such analyses where they are already available, and develop a conflict sensitivity implementation plan and risk management framework. Conflict analyses and conflict sensitivity monitoring will be conducted throughout the project period. UNDP, including members of the programme implementation team, will actively coordinate on conflict sensitivity initiatives and will report the results to the Conflict Sensitive Assistance Forum in Libya, being the co-chair of it. UNDP will also include specific reporting on conflict sensitivity in its regular reporting, and will ensure that its staff is trained on conflict sensitivity and that the implementation team will include a conflict sensitivity adviser.

Efforts will be made to maximize linkages between these three areas of work including through active participation to the Technical Coordination Groups and Steering Committees. Yet, the local context will guide the exact shape of the support to partner municipalities against detailed assessments (including on local conflicts/dynamics) which will be conducted at the beginning of the project and updated regularly throughout the implementation. A phased approach, whereby local actors engaging in participatory planning and decision making processes under the auspices of their municipalities, would prioritize areas/sectors where they wish the project to intervene first, will be pursued while respecting the steering committee / project board's decisions governing the implementation of the project (See below Chapter VIII – Governance and Management Arrangements). The project is organized around three components (or outputs), further divided into a few intermediary activity results striding the three years planned for implementation.

III. RESULTS AND PARTNERSHIPS

UNDP's project 'Strengthening Local capacities for Resilience and Recovery' is a three-year initiative aiming at supporting local authorities in Libya to respond to the many conflict and human mobility induced challenges - by strengthening the local resilience and recovery mechanisms - that impact negatively citizens' access to essential services, sources of livelihoods, the social cohesion and security of communities.

The three outputs will be delivered primarily in targeted municipalities through direct support by UNDP, in cooperation with CSOs and INGOs and government institutions as well as other development partners active in targeted municipalities. Most activities planned under these three outputs can be initiated even in the absence or very low capacity of a unified central government.

Output 1: Ensure better provision of basic services at local level and increase access for most vulnerable groups from host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees *Objective: The responsiveness of local institutions in delivering essential public services to crisis-affected populations and in leading recovery processes, is strengthened*

The mounting humanitarian needs in Libya and increasing risk that the central state ceases to function and growing fiscal pressure, calls for quickly upgrading the capacities of local actors to support the resilience of the local service delivery systems (health, education, water, electricity, sanitation, urban infrastructure, etc.) and to improve its performance to the extent possible. This requires supporting local problem-solving mechanisms to relieve bottlenecks in the rehabilitation, operations and maintenance of local services and facilitating partnerships between central and local authorities as well as state and non-state actors, with special attention given to municipal leadership in that process. In a context of scarce financial resources and contested state legitimacy, the project will support municipalities in identifying, planning, leading and coordinating efforts to achieve resilience in local service delivery and socio-economic recovery; as well as in improving the access and quality to public and social services.

Improving the resiliency of service delivery under duress means also guaranteeing that host communities – including IDPs and returnees – as well as refugees and migrants across Libya have equally access to services that are better tailored to their specific needs. Under this output, a coordination mechanism as well as division of labour will be established to avoid overlapping among partners. While UNDP focuses on rehabilitation/reconstruction, IOM will be working on quick impact maintenance of infrastructure and GIZ will complement with local governance

capacity building. It will also complement with the ongoing UNDP's Stabilization Facility for Libya (SFL) project and UNICEF's support in basic service delivery (Education and WASH).



Proposed activities:

1.1 Support municipalities in identifying, planning, leading and coordinating efforts to achieve resilience in local service delivery and socio-economic recovery

- 1.1.1 Establish and train 6 municipal facilitation teams – in coordination with the Ministry of Local Governance - to facilitate immediate needs analysis, planning and implementation of the activities – Linked to Activity 1.1.3;
- 1.1.2 Identify urgent priority projects in the 6 municipalities to support resilience in access to services through participatory process, based on a fast-track needs assessment. This activity includes feasibility studies for infrastructure works and preparation of procurement related documents (i.e. Bill of Quantities and technical specifications);
- 1.1.3 Establish and run municipal development informal working groups/desks - with a special focus on human mobility (IDPs, returnees, migrants and refugees) at large (i.e. Human-Mobility Desk);

1.2 Improve access and quality of service delivery lines for socioeconomic resilience and recovery

- 1.2.1 Support selected rehabilitation / reconstruction needs on critical health, education and public facilities (i.e. hospitals, primary medical clinics and schools, as well as public facilities for the benefit of the general public including streets, roads, sidewalks, street and road lighting systems, parks and recreational facilities, and other public buildings, among others) in 6 targeted municipalities, including provision of equipment for essential service delivery.
In parallel, strengthen gender-sensitive and age-sensitive municipal service delivery, including housing, solid waste management, sewer and sanitation system, and human rights protection through small and medium infrastructure-related projects.
To ensure a flexible and responsive approach to the needs of the target groups and key stakeholders, specific activities will be selected according to the results of the needs assessment and conflict analysis and proposed to the Project Board / Steering Committee for approval. Indeed, main selection criteria is to secure an equal access to host communities - including IDPs and returnees – migrants and refugees. The three main cities (Tripoli, Benghazi and Sabha) will receive an highest financial support than the minor ones (Sabratha, Al Kufra and Murzuq).

Output 2: Support local authorities and administrations in fulfilling their role and responsibilities with a focus on enforcing local stability and community security

Objective: Municipalities and local communities have enhanced local stability and community security

While complementing the ongoing activities of EUBAM on border management and UNDP's as well as UNSMIL's security sector support in Libya, the project will pilot activities focused on addressing local conflict, deepening social cohesion and improving community security for local communities. It will do so through introducing and strengthening municipal capacities to more systematically identify, assess and mediate to resolve local conflicts in close collaboration and through the engagement of local communities and traditional social structures. It will introduce relevant approaches for deepening social cohesion to be utilized by municipalities, local communities and civil society organizations. It will also aim to work with rule of law and security actors to manage the impact of irregular migration on local communities, protect the rights of migrants, and if possible, introduce deterrents to abuses of rights and behaviour drastically harmful to the local community.

Several assessments and perception surveys in Libya have been supported by UNDP and other international actors to determine the current security situation in Libya and priorities. These assessments indicate individuals rely on themselves and their own community to provide security,

including mediation through tribal elders to resolve conflict. There is also a clear expectation for the police and army to play a greater role in establishing peace and security in the country and for formal justice institutions to provide justice services.

Libya's formal justice system institutions have been substantially damaged by years of autocratic rule, system collapse during the revolution, and post-revolution conflict and insecurity. Although there is evidence to suggest that reliance on informal justice and security arrangements has increased post-revolution in response to the justice and security vacuum, recent studies indicate that Libyans nonetheless crave the restoration of state in such roles, and an independent judiciary. Thus, this project aims at providing a pilot support on community security through engaging with local security directorates (Police, Mol and Municipalities).

Proposed activities:

2.1 Provide technical support to the rule of law institutions

- 2.1.1 Conduct a Rule of Law assessment in the 3 selected municipalities. The scope of the assessment will include a process-oriented analysis of the local justice systems, including their interactions with irregular migration. Focus will be on identifying administrative, leadership, and structural weaknesses in the chain; on assessing the inter-relationship between formal and informal actors; and on mitigating the risk of strengthening informal actors over legitimate state authorities. Conclusions will aim to identifying key interlocutors and points of engagement that will strengthen governance, professionalise, and reduce fragmentation in the sector. The result of the assessment will guide the definition and implementation of the following related activities, including precise clarification of beneficiaries, types of equipment and assistance to be provided, etc.;
- 2.1.2 Provide technical assistance and capacity building support – along with essential non-lethal equipment – where most needed. The intended beneficiaries for this activity will be solely limited to representatives of legitimate state institutions (i.e. Ministry of Interior, Ministry of Justice, police and judicial police, border management agencies). Assistance will be allocated both to central authorities (i.e. the national policing headquarters, Public Prosecutor, Supreme Court) and local-level institutions (police stations, local courts), as defined by the Rule of Law assessments, so as to strengthen chain of command and prevent fragmentation and duplication within the criminal justice chain. Activities will also pursue the enforcement of the local police capacity to receive and process complaints from citizens and migrant/refugee population, so as to enable them to ensure public order and local security.

2.2 Establish 'model police stations'

The Director-General of the Regional Security Directorate (regional police HQ), and the relevant departmental heads of the National Security Directorate (national police HQ) will be engaged. Based on the process analysis of the Rule of Law assessments, the specific recommendations of the assessments will be presented and discussed with the intention of piloting essential advice, training, and equipment to one police station within the selected municipality/ies. The aim will be to strengthen the police's handling of the criminal justice chain and of migrant processing, via creation of one 'model police station' to act as a pilot project for reform. The design of the 'model police station', will aim to adhere closely to the unique Libyan policing context, and overcome those institutional dysfunctions unwanted by Libyans through the adoption of 'best practice principles'. Based on this engagement, one 'model police station' roadmap per municipality will be created, which will guide the definition and implementation of the following related activities:

- 2.2.1 Provide essential equipment to local police to support coordination among rule of law institutions and refurbishment of local police facilities in pilot municipalities;
- 2.2.2 In coordination with the Ministry of Interior and its central Training Administration, support model police stations through training for local police and local rule of law institutions in pilot municipalities, notably on anti-corruption, transparency and migrants' rights, as well as on tolerance building and social cohesion to mitigate tensions between migrants, refugees and host communities.



- 2.2.3 Facilitate dialogue and engagement between local police institutions and community leaders such as 'wise-men committees' ('A'yan al-baladiya).



Output 3: Support local economic recovery/development, including job creation and livelihoods

Objective: Opportunities for diversified jobs and livelihood opportunities for youth and vulnerable groups (including women) are enhanced through inclusive and participatory local economic recovery.

This output will complement the ongoing programmes (community resilience funded by private sector and stabilization projects of UNDP supported by multi donors) in support of recovery programmes of municipalities. Under this Output, the project will aim to stimulate a process of economic recovery in target municipalities and support local economies to gradually transition towards a sustainable and equitable process of development. It will do so through introducing/institutionalizing and launching a local economic recovery/development process at the target municipalities which will encompass the assessment of the target local economies and the identification of areas of potential growth and bottlenecks that undermine such potential. It will support the development and implementation of local economic recovery/development strategies that focus on stimulating growth in potential sectors and will support initiatives to establish and stimulate growth of micro, small and medium enterprises in such sectors with a focus on youth, women in host communities - including IDPs and returnees - migrants and refugees. Activity 3.1. will be implemented in partnership with Tatweer Research which is already active in the Libyan context – including in partnership with UNDP – and aims to foster the Knowledge Economy for Libya by especially nurturing the country's bright young minds and supporting entrepreneurs. The company has already launched the Tatweer Entrepreneurship Campus program, which kicked off last February, building a 500 sqm entrepreneurial coworking space, a startup competition, and a community building program that includes periodic capacity building workshops and training programs. In addition to 23 researchers that Tatweer uses for different projects, the company has built a dedicated team of 10 professionals for this project, including 2 MBAs in Entrepreneurship, 1 Msc in Management, and 2 Certified PMPs.

Coordination mechanisms will be established with IOM and UNHCR and local authorities for addressing reintegration issues of migrants and provide technical support to authorities in Libya.

Proposed activities:

3.1 Support the creation of new MSMEs including businesses with a social impact in sectors with high LER/LED potential

- 3.1.1 Conduct local economic survey, including on livelihoods and MSME situation, to identify high-potential actions and economic sectors to drive job creation and contribute to resilience of local communities; and map the evolution of the local economy over three years. This activity will be implemented by Tatweer Research and it will result in a comprehensive mapping exercise that aims to capture the current entrepreneurial ecosystem in the country as well as existing startups in the country. The findings will be published on a website (www.EoL.ly), and will serve as a benchmark that can be used later to measure the added value and the impact at the end of the project.
- 3.1.2 Organize demand-driven apprenticeship programme in partnership with private sector companies with a focus on Oil sector, Renewable energies, Energy efficiency and IT. This activity - implemented by Tatweer Research which will also contribute financially to it¹⁰ - will establish a start-up incubator that supports, coaches, mentors, and helps entrepreneurs to build their start-ups to address local challenges and create sustainable value adding job opportunities. Due to lack of local experience, incubators will be lead by expats at the initial phase. Those expats will be shadowed by local talents to ensure that smooth knowledge transfer takes place, and to eventually turn incubators into sustainable, locally managed entities.

¹⁰ Tatweer will complement – not through UNDP and outside the scope of the EU-UNDP delegation agreement - some of the activities under the Output #3. .

Incubators will support general entrepreneurs while favouring the use of technology in the provided solutions to maximize the social and economic impact. Incubators would start in Benghazi in 2017, expand to Tripoli in 2018, and to Sebha in 2019. The incubators will be physically located in the co-working spaces that Tatweer Research is already establishing (TEC Spaces). Specific Renewable Energy Entrepreneurship Incubators (REEI) will also be established – especially in relation to the Activity 1.2.1 – to capitalize on the great potential for the renewable energy sector in Libya, and the interest of both, UNDP and Tatweer Research in building the renewable energy sector in Libya through developing local talent skills and empowering the private sector to take the lead. The incubator will include a technical and business training center / workshop to cater for technicians, engineers, and entrepreneurs. Tatweer Research has already started training electrical engineers to take the lead on this project. The Renewable Energy Entrepreneurship Incubator and the Training Centers will launch in Benghazi in 2017, and will expand to Tripoli in 2018, and to Sebha in 2019.

- 3.1.3 Provide business start-up training and cash grant support to selected viable businesses proposal in the selected sectors. This activity - implemented by Tatweer Research which will also contribute financially to it - helps start-ups at seed stage to grow their businesses and scale up by offering small grants to those start-ups. A 'TEC Seed Fund' will identify and address gaps in financing markets for entrepreneurs and demonstrate to investors the potential for profit by creating opportunity for the private sector to flourish. In addition to investing capital profitably – which can have important demonstration effects – the fund will also promote and disseminate international commercial best practices in Libya, including from Europe. The ultimate goal for this fund is to create parallel private investment funds to co-invest in start-ups and help them grow, which will amplify the socioeconomic impact of the Output.

3.2 Enhance self-reliance and livelihoods stabilization for vulnerable and marginalized groups

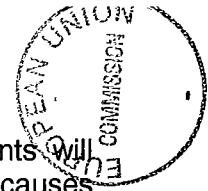
- 3.2.1 Support local CSOs and vocational and skills training institutions to conduct skills profile of beneficiaries (i.e. host communities – including IDPs and returnees – migrants and refugees) and increase their enrolment in vocational/skills development programmes, with a focus on infrastructure sector. This activity is directly linked to the activity 1.2.1, whereby trained jobseekers will be offered access to jobs and livelihoods in the infrastructure-related works through the Libyan private sector. Indeed, additional areas of vocational training will be considered according to the results of the local economic survey (Activity 3.1.1) so to ensure that the matching between trained persons and employment opportunities through strengthened partnerships with the private sector is increased.
- 3.2.2 Support municipalities and local actors in matching manpower needs in the recovery/development of the economy with the current working skills available – Linked to Activity 1.1.3.

Overall, this output is designed and will be implemented following a three-track approach as follows:

i) Stabilizing income generation and emergency employment: This track of employment activities will aim to consolidate security and stability. Proposed activities will typically target specific conflict-affected individuals. The emphasis will be on short-term responses, where required of a temporary nature, that provide a quick peace dividend to targeted, high-risk youth, returnees, IDPs, migrants and others with urgent needs or running a high risk of exploitation or abuse, particularly women, youths (boys and girls). In addition to contributing to stabilization and relief, direct employment programmes will also make first valuable contributions to reconstruction and recovery. These programmes will help kick-start economic and social recovery and restore livelihoods. Programmes include emergency temporary jobs, such as cash-for-work and public employment services, as well as basic livelihood and start-up grants (including cash aid/grants).

ii) Local economic recovery for employment opportunities and re/integration of migrants, IDPs, returnees: this track of employment activities will focus on promoting employment opportunities at





the local level, in key municipalities where reintegration of returnees, IDPs and migrants will ultimately take place. Rebuilding these communities provides opportunities to address root causes of conflict and facilitate longer term reconciliation. The scope of participating economic actors will be wider, and capacity and institution development become central objectives. These activities include: i) capacity development of local governments and other local authorities and institutions (including customary institutions), providers of business services and other associations; ii) community driven development programmes comprising participatory investments in local socio-economic infrastructure and social and productive programmes; and iii) local economic recovery programmes consisting of consulting community groups regarding private sector development and direct employment support services, such as financial development and microfinance programmes. The development of special economic zones may be also taken into consideration during the implementation of the project.

iii) Sustainable employment creation and decent work: The goal is to promote sustainable long-term development that sustains “productive employment and decent work”, while respecting fundamental human rights, promoting gender equality and attention for marginalized groups. While most interventions in this track continue to have a role as the country’s recovery progresses, it is important that work in this field starts immediately in Libya, balancing the need for quick action with the importance of sustainable impact. Key programmes include: i) support active labour market, labour law and investment policies and to employment generating sectoral policies; ii) support for financial sector and business development services; and iii) promoting labour-related institutions that enhance employability, social protection and other aspects of labour administration.

Coordination

The project will be implemented in close cooperation with national and international actors active in Libya: Active consultation will be secured with local authorities and the Tunis-based humanitarian community for Libya, including the UN Country Team (UNCT), and the UN Office for Coordination of Humanitarian Affairs (OCHA). UNDP will closely coordinate – ex ante – with relevant UN organizations (i.e. IOM and UNICEF, among others) and international partners to secure the complementarity of the planned activities. A specific division of labour was agreed upon with EU funded partners, IOM, GIZ and UNICEF:

- Regarding infrastructure, while IOM, GIZ and UNICEF actions will concentrate on quick impact maintenance of basic infrastructure of an overall value less than USD 50,000, all rehabilitation of infrastructure of an overall amount superior to USD 50,000 will be covered under UNDP action. GIZ local governance capacity building will complement – in some municipalities - UNDP’s activities.
- UNDP is the only agency implementing its action in the area of rule of law and police both at the central level with the Ministry of Interior and in selected municipalities.
- Regarding livelihoods and economic recovery, UNICEF concentrates on life skills training targeting the youth, while IOM concentrates on business and financial skills development, UNDP’s action is the only agency concentrating on highly skilled job development in the emerging markets and specific area of IT, renewable energy, energy efficiency and the oil sector while non-skilled labour will be directly linked and concentrated on construction and rehabilitation of infrastructure that UNDP will be implementing.

The action will nevertheless require close collaboration with a larger set of stakeholders: Municipalities and municipal councils, MSMEs, CSOs, chambers of commerce, business unions, line ministries including the Ministry of Labor, Ministry of Interior and Ministry of Local Government, Ministry of Education and Ministry of Health, among others.

Specific synergies will be ensured with ongoing projects and programmes, in particular the EU Trust Fund supported actions in Libya, such as the 'Strengthening protection and resilience of displaced populations in Libya', adopted in June 2016 and implemented by a Consortium led by the Danish Refugee Council (DRC); and with the Regional Development and Protection Programme for the North Africa, funded by the European Commission under the EU Trust Fund for Africa and the Asylum, Migration and Integration Fund (AMIF). Moreover and with regards to the Output 2, UNDP will closely coordinate with UNSMIL’s security sector support in Libya as well as with EUBAM’s ongoing activities and future plans.

Several EU funded interventions are addressing critical needs on health and education, water and sanitation, child protection and non-food items distribution. Regarding the health sector, complementarity will be addressed with the projects implemented by WHO and GIZ, especially regarding the provision of basic health care interventions in detention centres, disembarkation points and to local communities. In education and child protection, complementarity will be sought with the programmes implemented by UNICEF.

Special complementarity will also be sought with the UNDP-implemented Stabilization Facility, where good practices developed in this Facility can be used to develop actions notably as regards the improvement of access to basic services and the realisation of light infrastructures. Complementarity will be also enhanced with the IOM-implemented programme Repatriation Assistance for Vulnerable Migrants Stranded inside Libya & Promoting Stability in Libya's Southern Regions, both for the capacity building/community stabilisation actions implemented in Sabha and Qatrun and for the Assisted Voluntary Return component. Synergies and complementarities will also be sought in the framework of other EU funded programmes working in the field of Local Governance; special cooperation with the VNG-implemented Programme Libya Local Governance and Stabilisation Project, especially in the actions aiming at improving local authorities' capacities and with the EU Public Administration Facility II (for the part related to the activities financed in the framework of the Nicosia Initiative, with the aim of implementing small interventions in infrastructures and basic services delivery).

Risks and Assumptions

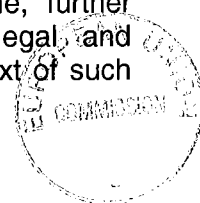
The project will need to operate within the context of Libya's protracted insecurity and instability. The conflict environment can be expected to affect UNDP's ability to deliver project's activities in various ways, for example by limiting access. Consideration of the direct impact of conflict on the Project is detailed, and will continue to be updated, within the project risk log (See Annex 1).

Project design has been informed by the conflict analysis conducted by UNDP (Analysis of Instability and Insecurity in Libya, October 2015). Hence, project activities have already been designed with a focus on some of the structural causes of conflict – including the need for responsive service delivery, effective and accountable local governance, community security and peacebuilding, and the promotion of attractive economic opportunities. Preventing, managing and resolving violent conflict is at the core of UNDP's approach in this project and UNDP does not seek to work around conflict (a principle applying commonly to humanitarian action for example). Rather, though this project, UNDP will seek to exploit any opportunity to positively affect conflict dynamics – and not just through specific so-called “peacebuilding” activities.

At the same time, the project will seek to avoid contributing inadvertently to fuelling conflict drivers by sticking to recognised principles for do-no-harm such as by maintaining a close and dynamic understanding of the context in each target location, by keeping equality of participation across community divides, as well as by building in in all activities adequate consultation and communication with the community at large.

A number of specific considerations have also been identified to make this project conflict-sensitive:

- *Need for tailored approaches to each local area:* there is a high level of diversity between municipalities regarding development issues, drivers of conflict and power dynamics. While the project will follow a broadly similar approach country-wide, it will be necessary to ensure that this approach is also responsive and adaptable to the peculiarities of each location.
- *Importance of including informal local actors:* municipalities are fairly new entities within Libya – where informal community leaders, such as tribal leaders, wise men, religious leaders and others often play important roles in the community, particularly in terms of addressing disputes and insecurity. It will be essential to include these actors in project activities, to ensure that they do not act as spoilers and to strengthen the relevance and legitimacy of municipal actions.
- *Sensitive approach to strengthening the role of municipalities:* municipalities and local communities play a growing role in public affairs and this process should be strengthened in principle to nurture resilience, peacebuilding and recovery. At the same time, further decentralisation in Libya now would suffer from an uncertain political, legal, and administrative framework. Hasty efforts to strengthen local authorities in a context of such



great instability could exacerbate centrifugal tendencies. To counter this, while strengthening local capacities, the project will also focus on developing relations and cooperation between the central and local levels, and work to resolve administrative uncertainties affecting this relationship where possible.

Stakeholder Engagement

Identified target groups and beneficiaries are:

- A significant percentage of the population of target municipalities including people affected by the conflict, IDPs, refugees and migrants will be directly supported by the project, benefiting from better access to services, increased community security and more livelihood opportunities.
- More precise estimates of the number of beneficiaries will be provided at a later stage during the development of a full project document.
- Youth, including young women (including migrants) accessing opportunities to develop their professional skills and find sustainable jobs. More precise estimates of the number of beneficiaries will be provided once the specific municipalities are selected.
- Municipal councillors and municipality staff (especially at managerial and technical level), staff of executive bodies, staff and volunteers of local CSOs and local business owners in 15 municipalities, benefiting from capacity development, policy advice and increased partnerships and resources to achieve their missions and objectives.
- Policy-makers and managerial staff in central institutions directly supporting local governance processes, benefiting from policy advice, capacity development and increased interaction with local actors.
- Rule of law and security actors involved in holding human traffickers accountable and protecting migrant rights.

Sustainability and Scaling Up

In the first year or so, and for as long as the conflict brings direct negative consequences onto people's livelihoods, UNDP will ensure that project interventions in pilot locations maximize efforts undertaken by both municipal and national authorities to respond to local needs and strengthen resilience. The sooner such capacities are developed and viable systems are put in place whereby concerned Libyan institutions and groups can devise and implement their own solutions to conflict-induced challenges (and assuming that Libyan public finances will remain available to support these efforts), the sooner will UNDP be able to phase out its support and move it to other locations or, should stability prevail, shift the balance of its support towards more strategic areas of reform design and implementation. Nevertheless, given the current crisis context in Libya, progress on sustainability and details of an exit strategy for UNDP's technical and financial investments will happen gradually and remain highly prone to reversals.

IV. PROJECT MANAGEMENT

The project will be implemented through the UNDP Direct Implementation Modality (DIM) with Tatweer Research as a partner for part of Output #3. Tatweer is established under Libyan Commercial Law in 2010, and it is owned by the Libyan Local Investment Development Fund (LLIDF). This is a sovereign fund created by the Libyan Investment Authority and Central Bank of Libya. Tatweer Research was selected according to UNDP's criteria and already assessed in its financial, technical and implementation capacities. An MoU between UNDP and Tatweer was already signed to frame the partnership including those proposed activities within this project. Based on previous experience, UNDP may partner with International NGOs such as PCI and

Aktis, for conflict as well as economic assessments at local level under Output #1 and #2. Overall, UNDP will ensure the direct procurement for the activities under the project.

Effective management of the Project will be critical, given its importance, size and complexity. To this end, UNDP will secure a high-quality project management system while ensuring risk management and project approaches sensitive to the conflict and political environment in Libya. UNDP will closely coordinate with the project's partners to provide needed information and to enable smooth and speedy financial and operational transactions to facilitate timely implementation of the project. UNDP will maintain regular interactions with UNDP staff presence in Tripoli and selected municipalities for monitoring, quality assurance and as needed, grievance management. Third party monitoring will also feed into UNDP's monitoring work. UNDP will prepare annual narrative and financial reports and end of project reports consolidating inputs from the responsible parties as well as to convene project board meetings.

To ensure the project is implemented according to corporate policies the following functions will contribute directly to the implementation of the project activities. The project team – located in project-dedicated space within the two UNDP offices in Tunis and Tripoli - is comprised of project management & technical functions as well as support functions at different levels to ensure that procurement, HR, and finance services are efficiently and effectively delivered to meet project needs and conform to UNDP policies and procedures – to ensure checks and balances and segregation of duties are in place. Those functions included:

Project Manager, P4:

The project will be managed by the Project Manager who will report directly to the UNDP Libya Programme Coordinator and will be based in Tunis with missions to Tripoli and targeted locations. The Project Manager will have the overall responsibility for day-to-day management of the project including timely and efficient delivery of the project technical, operational, financial and administrative outputs and substantive project inputs specifically linked with the decentralization and local development agenda as well as with the Libya Stabilization Facility; overall coordination of resilience and recovery UNDP actions, regular outreach and coordination with the project beneficiaries, coordination and quality assurance of expert inputs and products; regular coordination among project partners to ensure coherence and complementarity. The project Manager, will be charged 100% to the project budget for three years.

Oversight Engineer, P3

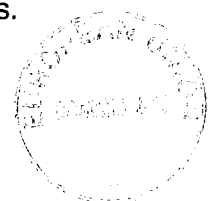
The Oversight Engineer will be based in Tunis and provide overall monitoring and quality control of infrastructure rehabilitation including ensuring quality of the technical specifications required in the procurement process. The Oversight Engineer will be 50% charged to the project budget for a period of 2 years.

Programme Analyst, P2

The Programme Analyst will be based in Tunis and will be responsible for project implementation oversight and operationalization of the linkages with other similar initiatives and projects, as well as for the implementation and oversight of the project activities. The Programme Analyst is responsible for management of UNDP programme within the thematic/sectoral areas assigned. The Programme Analyst provides analysis of political, social and economic trends and leads formulation, management and evaluation of programme activities and provides policy advice services to the project. The Programme Analyst will supervise and lead Programme Associate and coordinates his/her activities and the activities of the assigned projects' staff. The Programme Analyst works in close collaboration with the operations team. The Programme Analyst will be charged 20% to the project budget for 3 years.

Local Project Coordinators

3 Local Project Coordinators – based in Tripoli, Benghazi and Sabha - will be responsible for strategic programme planning, coordination and implementation of project activities at the country level. She/he will be responsible for the efficient coordination of project activities, including planning processes and timely delivery of results taking into consideration agreed upon work plans. Programme Coordinators will be charged 100% to the project budget for 3 years.



Site Engineers

6 Site engineers - based in Sabratha, Tripoli, Sabha, Murzuq, Benghazi and Al Kufra – will be responsible for the day-to-day technical oversight of the infrastructure-related activities. She/he will be responsible for the efficient coordination of site activities, technical monitoring and reporting according to the work plan. Site engineers will be charged 100% to the project budget for 2 years.

The project team also includes functions that will contribute to the overall implementation of the project. These functions include:

Operation Management Team

Due to the volume of operations foreseen in this project two functions are required to ensure efficient and effective project implementation. The segregation of duties will ensure checks and balances as per UNDP Policies and Procedures. Two posts required are:

Operations Manager, P4

Operations Manager will ensure proper coordination of operational functions between the project and country office, ensure on-going evaluation and readjustment of operations related to the project and CO taking into account changes in the operating environment. This post will be charged 15% to the project budget for 3 years.

Operations Associate, SC 3

The Operations Associate will work closely with the CO Operations Manager to ensure high quality and accuracy of work. The Operations Associate will work in close collaboration with the Operations, Programme and projects staff in the CO and UNDP HQs staff to exchange information and ensure consistent service delivery. The key functions of the Operations Associate will include: 1) Implementation of operational strategies; 2) Support to finance & operations processes; 3) Implementation of operational plans; and 4) Support to knowledge building and knowledge sharing. Twenty percent (20%) of the cost of this post will be charged to the project budget for 3 years.

Project Finance Team

Due to the volume of financial operations foreseen in this project two functions are required to ensure efficient and effective project implementation. The segregation of duties will ensure checks and balances as per UNDP Policies and Procedures. Three posts required are:

Finance Analyst, P2

Finance Analyst will ensure that all financial interactions conform to UNDP rules, regulations and procedures. Fifteen percent (15%) of the cost of this post will be charged to the project budget for 3 years.

Finance Associate, SC 3

The project Finance Associate provides assistance to the project, ensure full compliance of financial recording with UNDP rules and regulations. Follow up on project administration, travel arrangements, logistical arrangements and provide accounting and administration support to the project. Ensure proper documentation for supporting documents and the proper recording and receipting of project good and services. Twenty percent (20%) of the cost of this post will be charged to the project budget for 3 years.

Human Resources Associate, SC 3

The Project HR Associate, under the guidance and direct supervision of the Operations Manager, provides leadership in execution of the full range of HR services ensuring transparency and integrity. The HR Associate promotes a collaborative, client-oriented approach and promotes the maintenance of high staff morale. The HR Associate will lead the support staff of the HR Unit in relation to all Project Staff. The HR Associate works in close collaboration with the operations, programme and project teams in the CO and UNDP HQs staff for resolving complex HR-related issues and information delivery. Twenty percent (20%) of the cost of this post will be charged to the project budget for 3 years.

Procurement Support Team

The project envisions large volume of procurement services including the rehabilitation of damaged infrastructure; the procurement of equipment and supplies; and contracting local and international capacities to meet project requirements. Thus, the project will finance three positions in the area of procurement to efficiently and effectively meet the project needs within the UNDP policies and procedures – to ensure checks and balances, segregation of duties are all in place. These functions include:

Procurement Specialist, P3

The Procurement Specialist will be responsible for the effective delivery of procurement services in order to obtain the best value for money. The Procurement Specialist will oversee procurement services for the project and provides solutions to a wide spectrum of complex issues related to procurement. The Procurement Specialist promotes a collaborative, client-focused, quality and results-oriented approach to the project. The Procurement Specialist works in close collaboration with the Management Support and Business Development, Operations, Programme and the project teams to successfully deliver procurement services. The Procurement Specialist will be charged 30% to the project budget for 3 years.

Procurement Associate, SC 3

The project Procurement Associate will work closely with the CO Procurement Specialist to ensure high quality and accuracy of work. The Procurement Associate promotes a client, quality and results-oriented approach in the Unit. The Procurement Associate will work in close collaboration with the Operations, Programme and projects staff in the CO and UNDP HQs staff to exchange information and ensure consistent service delivery. The key functions of the PA will include: 1) Implementation of operational strategies; 2) Support to procurement processes; 3) Implementation of sourcing strategy; and 4) Support to knowledge building and knowledge sharing. Twenty percent (20%) of this cost will be charged to the project budget for 3 years.

Consultants will support implementation of activities highlighted in the project document. The specific breakdown of technical advisors or consultants will be identified once the assessment for the area selected is conducted. Consultant advisors may be recruited under a third party contractor. The number of individual consultant maybe deployed part time as needed. If the security situation permits, advisors may be recruited, or transitioned, to UNDP consultancy contracts.

In implementing this project, there are several categories of costs that are envisaged for the functioning of the Project Office, including:

- **Travel:** To secure a smooth implementation of the activities, the project foresees a cost – including DSA and travel fares - for a 3-days mission, twice a year, from Libya to Tunis for the 3 coordinators. Moreover, it foresees a cost – including DSA and travel fares - for 3-days travel, twice a year, to Tripoli for Libyan project staff. One-day trip for international staff from Tunis to Tripoli and local transportation is also included. See Annex III and related justification for more details.
- **Project Office:** To efficiently implement activities, this project includes expenses related to office rent, office security, communication and internet, stationary and other office supplies, and office equipment maintenance.
- **Equipment and supplies:** The project foresees a cost for purchasing of IT equipment and office furniture, including maintenance costs for the project-related staff.

Implementation arrangements: there are four main elements that should be considered in the implementation arrangements:

- **Access:** The implementation of the Output #1-related activities will be one of the most visible elements of overall project. The capacity of municipalities is also very low especially for implementing capital investment funds. Therefore, delivering these infrastructure-related interventions will require contracting companies to undertake the works as well as

independent engineers and technical experts on the ground. Given the constraints on movements and communications created by the conflict, UNDP will deploy technical capacity at the local level composed of engineers and technical experts for quick assessment followed by immediate delivery. National and International experts will be contracted through third-party arrangements which will allow the experts to work inside Libya and for greater operational flexibility at the local level. This means that instead of UNDP hiring staff, they will be hired by a third-party company but will report to UNDP. (The third party arrangement for the deployment of national and international experts inside Libya is already in place in UNDP and operational).

- **Speed:** The project activities aim to be implemented within 36 months. However, quick-wins are critical to the Libya local authorities. This implies the capacity to process procurement of equipment and contracting in a rapid manner. UNDP will manage an Operations team specifically dedicated to delivering the activities, and benefits from the fast track modality, and long-term agreements with specific companies to ensure that procurement of works and goods will take place fast.
- **Monitoring:** The monitoring of the activities on the ground will be undertaken by staff contracted through the third-party mechanism and will report to the Project Manager.
- **Risk-informed Decision-making:** To ensure a risk-informed and conflict sensitive project implementation, the project will permanently assess the situation in the country and relate it to the actual project implementation. The project will look at following critical risks: (1) political context and possible political leverage; (2) the security situation; (3) the project risks (i.e. conflict sensitivity); and (4) the operational risks.

V. RESULTS FRAMEWORK¹¹¹²

Intended Outcome as stated in the Programme Results and Resource Framework:

Primary Outcome: Support local authorities in Libya to respond to the many conflict and human mobility induced challenges by strengthening the local resilience and recovery mechanisms

Outcome indicators as stated in the Results and Resources Framework, including baseline and targets:

SP Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings- Indicators: 6.1.1, 6.1.2, 6.2.1, 6.4.2,

Applicable Output(s) from the UNDP Strategic Plan:

SP Outputs 3.1, 3.4, 3.5, 6.1, 6.2 and 6.4

Project title and Atlas Project Number: Strengthening Local Capacities for Resilience and Recovery

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3 (FINAL - Aggregated data)	
Output 1: Better provision of basic services is ensured at local level and access increased for most vulnerable groups from host communities – including internally displaced population (IDPs) and returnees –	1.1 Number of new coordination mechanisms at the municipal level developed / implemented (P.A.5 – R.5)	UNDP	0	2017	-	-	At least 6 (1 per location)	Project reporting and third-party monitoring Risks: Deterioration of the political and administrative/financial situation
	1.2 Increase in access to essential health (and public) services according to sex, age and legal status(P.A.3 – IV)	UNDP, WHO	N/A	2017	-	5%	10%	Project reporting, third-party monitoring and perception survey Risks:

¹¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹² The logical framework related to the action will be refined and agreed upon during the first three months of implementation of this action, in order to ensure compliance with the logic of intervention and the Monitoring and Evaluation Framework developed by the Trust Fund's North of Africa Window and adopted by the members of its Operational Committee on 16 December 2016

¹³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

as well as migrants and refugees	1.3 Number of infrastructure-related activities completed	UNDP	0	2017	2	3	At least 6	Project reporting and third-party monitoring Risks: Procurement delays due to customs processes,
Output 2 Local authorities and administrations are supported in fulfilling their role and responsibilities with a focus on enforcing local stability and community security	2.1 Number and share of staff that participated throughout a training (P.A.3/4/5 – R.1)	UNDP	To be defined during assessment	2017	To be confirmed after assessment			Project reporting and third-party monitoring Risks:
	2.2 Share of directly supported institutions that have acquired new or better capacities (by type of capacity)(P.A.3/4/5 – R.2)	UNDP and Mol	To be defined during assessment	2017	To be confirmed after assessment			Project reporting and third-party monitoring Risks:
	2.3 Reduced number and intensity of conflicts reported between local host populations and migrants (P.A.3 – V)	UNDP and Mol	To be defined during assessment	2017	To be confirmed after assessment			Project reporting and third-party monitoring Risks: External actors incurs
Output 3 Local economic recovery/development including job creation and livelihoods is supported	3.1 Increased number of local business incubators and economic literacy centres for most vulnerable people or those living in disadvantaged areas established and fully functional (P.A.4 – I)	UNDP and national/international institutions	0	2017	1	2	3	Project reporting and third-party monitoring Risks:
	3.2 Increased volume of funding reached out to most vulnerable people or those living in disadvantaged areas (breakdown by gender and target groups) (P.A.4 – I)	UNDP	N/A	2017	To be confirmed after assessment			Project reporting and third-party monitoring Risks:
	3.3 Number of vulnerable individuals earning income from temporary jobs, by gender and age	UNDP	0	2017	To be confirmed after assessment			Project reporting and third-party monitoring Risks:

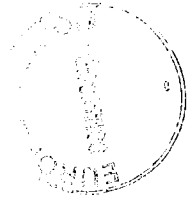


VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP	TBD
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	TBD
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	TBD
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	TBD
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	TBD
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual	Annually, and at the end of the project (final report)		UNDP	TBD



	<p>targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>				
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	<p>UNDP</p>	<p>TBD</p>

Evaluation Plan¹⁴

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation	EU	-	-	July 2020	GoL, Tatweer, 6 municipalities,	USD 50,000 – Project budget

¹⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹⁵¹⁶

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Specific activities by Year			RESPONSIBLE PARTY	Budget Description
		Year 1	Year 2	Year 3		
Output 1 <i>Better provision of basic services is ensured at local level and increase access increased for most vulnerable groups including migrants is ensured from host communities – including internally displaced population (IDPs) and returnees – as well as migrants and refugees</i>	1.1 Support municipalities in identifying, planning, leading and coordinating efforts to achieve resilience in local service delivery and socio-economic recovery					
	1.1.1. Establish and train 6 Municipal Facilitation Teams – in coordination with the Ministry of Local Governance - to facilitate needs analysis and planning/implementation of the activities – Linked to Activity 1.1.3.	X	X	X	UNDP CO	Grants, Consultants, IT equipment, communication, supplies, travel, accommodation, workshops, miscellaneous
	1.1.2. Identify urgent priority projects in the 6 locations to support resilience in access to services through participatory process, based on fast-track diagnostics + feasibility studies (BoOs and Tech. Specs.)	X			UNDP CO	Grants, Consultants, IT equipment, communication, supplies, travel, accommodation, workshops, miscellaneous
	1.1.3. Establish and run municipal development working groups/desks with a special focus on migration, IDPs, returnees, refugees and migrants (i.e. Human mobility desk)	X	X	X	UNDP CO	Grants, Consultants, IT equipment, communication, travel, supplies, miscellaneous
	1.1.4. Conduct conflict-analysis in each of the targeted municipalities to inform the EU-funded activities (Only 6 municipalities)	X	X		UNDP CO	Grants, Consultants
	1.2 Improve access and quality of service delivery lines for socioeconomic resilience and recovery					

¹⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.2.1 Support rehabilitation / reconstruction needs on critical health, education and public facilities in 6 locations as prioritized by assessment, including provision of equipment for essential service delivery + strengthen gender-sensitive and age-sensitive municipal service delivery, including housing, solid waste management, law and order, health care, education and human rights protection through small and medium infrastructure projects	X	X	X	UNDP CO	Consultants, contractors, miscellaneous
Output 2 Local authorities and administrations are supported in fulfilling their role and responsibilities with a focus on enforcing local stability and community security	2.1 Provide technical support to the rule of law institutions 2.1.1. Conduct a RoL assessment in the 3 selected municipalities including selection of beneficiaries and activities 2.1.2 Provide technical assistance and capacity building support including essential equipment	X			UNDP CO	Grants, Consultants, travel, accommodation, workshops, miscellaneous Grants, consultants, contractors, miscellaneous
Output 3 Local economic recovery/development including creation and job livelihoods is supported	2.2 Establish model police stations 2.2.1. Provide essential equipment to local police to support coordination among RoL institutions and refurbishment of local police stations 2.2.2 Provide support to local police stations through specialized training 2.2.3 Facilitate dialogue and engagement between local police institutions and community leaders 3.1 Support the creation of new MSMEs including businesses with a social impact in sectors with high LER/LED potential 3.1.1. Conduct local economic survey, including on livelihoods and MSME situation, to identify high-potential actions and economic sectors to drive job creation and contribute to resilience of local communities; and map the evolution of the local economy over three years 3.1.2. Organize demand-driven apprenticeship programme (Incubator and REEI Incubator) in partnership with private sector companies with a focus on Oil sector, Renewable energies, Energy efficiency and IT – Linked to Activity 1.2.1		X	X	UNDP CO UNDP CO UNDP CO	Grants, consultants, miscellaneous Grants, Consultants, contractors, miscellaneous Grants, consultants, workshops, communication, miscellaneous Grants, Consultants, communication, printing/publication, travel, accommodation, workshops, miscellaneous Grants, Consultants, communication, travel, accommodation, workshops, miscellaneous



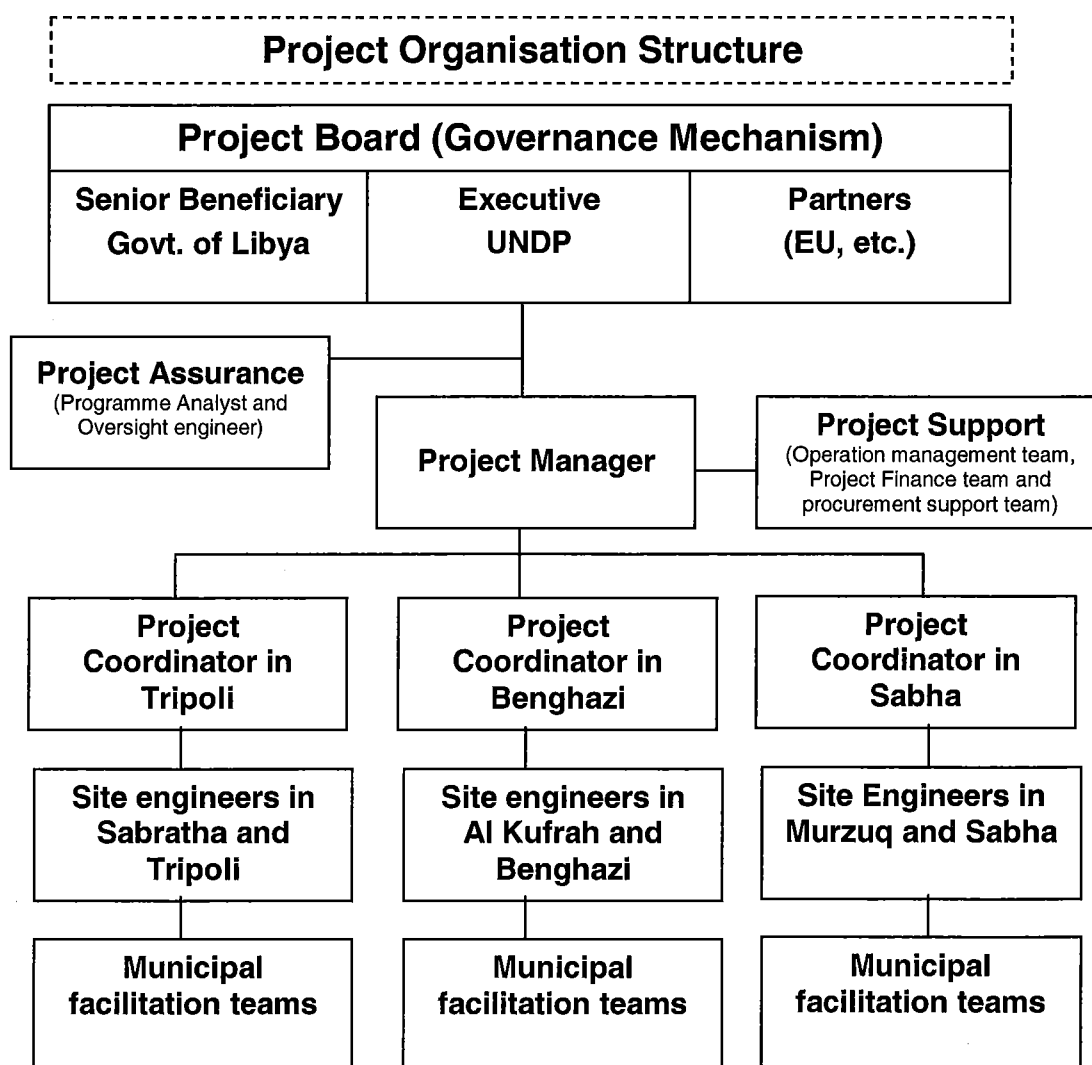
	3.1.3. Provide business start-up training and cash grant support to selected viable businesses proposal in the selected sectors		X	X	UNDP CO, Tatweer Reserach	Grants, Consultants, IT equipment, communication, supplies, travel, accommodation, workshops, grants, miscellaneous
	3.2 Enhance self-reliance and livelihoods stabilization for vulnerable and marginalized groups					
	3.2.1 Support local CSOs and vocational and skills training institutions to conduct skills profile of beneficiaries and increase their enrolment in vocational/skills development programmes, with a focus on infrastructure sector – Linked to Activity 1.2.1	X	X	X	UNDP CO	Grants, Consultants, IT equipment, communication, supplies, travel, accommodation, workshops, grants, miscellaneous
	3.2.2. Support municipalities and local actors in matching manpower needs in the recovery of the economy with the current working skills available – Linked to Activity 1.1.3	X	X	X	UNDP CO	Grants, Consultants, communication, workshops, miscellaneous



VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will establish the Project Board as oversight and advisory authority, representing the highest body for coordination, strategic guidance, oversight and quality assurance. The body will facilitate collaboration between UNDP, donors, government partners and other stakeholders for the implementation of the Project. The Project Board will review and endorse the Annual Work Plans (AWPs), will provide strategic direction and oversight, will review implementation progress, and will review narrative and financial progress reports. The Project Board will be convened by UNDP and meet at least on a 6-monthly basis.

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



UNDP will also participate the Steering Committee for the EU programme T05-EUTF-NOA-LY-03 "Managing mixed migration flows in Libya through expanding protection space and supporting local socio-economic development" which will govern the implementation of the EU-funded

activities. It will be chaired by the EU Delegation and will include implementing partners (IOM, UNDP, UNICEF, UNHCR, and GIZ) as well as Libyan authorities involved i.e. Local municipalities, Ministry of Local governance, Planning, Interior, etc. The EU's Steering Committee will review the programme risk matrix and relevant measures, give strategic guidance to the partners and take stock of their actions. The Steering Committee will meet twice a year. Additionally, UNDP will also attend a Technical Coordination Group (TCG) composed of the implementing partners and chaired by the EU Delegation. The TCG will meet regularly (every two months) and UNDP will share, on that occasion, the results of the local conflict analysis along with the implemented activities in the previous period and inform on those to come (i.e. quarterly report – See above monitoring plan).

The responsibilities of the Project Board¹⁷ include:

- Endorsing proposed interventions, ensuring that these are in line with the strategic priorities of the Government and complementary to other efforts undertaken in areas of intervention. All interventions shall be selected on the basis of the criteria below:

1. Geographic balance to cover areas from the East, South and West Libya and according to the 6 selected municipalities;
2. Functioning local authority structure in place in the municipality;
3. Commitment by the local authority to peace and political process;
4. Area affected by and/or prone to conflict;
5. Identified needs can be addressed through quick-impact interventions;
6. Stable enough security situation for implementation of activities to take place;
7. Highest impact or catalytic value of the interventions.

- Reviewing the feasibility, conflict sensitivity, gender sensitivity and appropriateness of proposed interventions;

- Providing policy guidance where required;

- Identifying obstacles to implementation and impact and agreeing on steps to address these;

- Ensuring that minimum levels of funding are available to have an impact in areas of intervention;

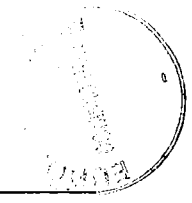
- Undertaking financial scrutiny of interventions, in particular to ensure their cost effectiveness;

- Reviewing periodic progress and financial reports;

- Reviewing risk mitigation measures (including in relation to financial management).

¹⁷ It may coincide with the EU's Steering Committee



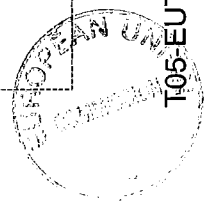


IX. ANNEXES

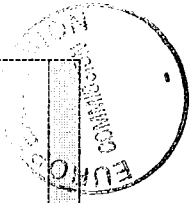
1. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

Annex 1. Risk Analysis

Risk category and description	Likelihood			Impact			Vulnerability	Gap analysis	Control/mitigation	Expected/Residual	Accountability / owner (who)		Monitoring focal point
	L	M	H	L	M	H					HQ	CO	
Strategic and political													
Unclear programme positioning/ strategy	X				X		Medium	UNDP does not have a developed overall strategy for Libya, only disjointed approaches (civic engagement, constitution, LGLD, etc.); CPD outdated.	Write overall UNDP Programme Strategy for 2016/2017 (also as preparation for next CPD) so that project is better framed	Nil	RBAS BPPS	CD	CD
Lack of legitimacy of national counterparts			X		X		Medium	Both governments are now in principle illegitimate and local partners (municipalities) could refuse to cooperate in activities involving them.	Use of DIM Dealing only with technical level of ministries, still respected by local actors	Low	-	CD	NPC
Coordination													
Weak coordination and synergies with other development partners working in same area	X				X		Medium	Donor coordination group is nascent and only information exchange for now; it needs stronger leadership.	Present Rapid Diagnostic results and prodoc to potential donors and collaborators to reflected in prodoc. Support German leadership of donor coordination group once PM is in place.	Low	-	CD	CTA
Insufficient internal oversight, coherence			X		X		Medium	Limited CO human resources, absence of DCD-P, split between Tunis / Libya teams,	Appoint LGLD focal point in each programme area and project; PM to hold weekly meetings (until DCD-P appointed)	Low	-	CD	CTA
Communications													
Negative media perception/reporting	X				X		Medium	CO communications capacity weak, remote presence, biased Libyan media	Recruit communications consultant/company for the project	Low	-	CD	Comms Sp.
Lack of visibility/under-reporting			X		X			CO M&E/communications capacity weak, difficulty to get reliable reports from Libya	Recruit communications consultant/company for the project, establish structured reporting system, allocate funding to M&E.	Low	-	CTA	PMS
Programmatic													
Lack of funds/resources			X			X		Donor funding for Libya is historically limited (NCC) and donors waiting for progress on GNA.	Resources mobilization strategy Capitalize on work already done, mobilize HQ and ARH support for UNDP global experience	Medium	RBAS BERA BPPS	CD	Projects Coordinator



Risk category and description	Likelihood		Impact			Vulnerability	Gap analysis	Control/mitigation	Expected/Residual	Accountability / owner (who)		Monitoring focal point
	L	M	H	L	M					H	HQ	
Slow delivery		X				X	Slow establishment of programme infrastructure and difficult context; limited detailed assessment of local partners' needs and capacities due to difficult access.	Fast track, dedicated operations staff in Tunis and Tripoli; first limited batch of locations (6); build upon delivery structure used for SFL	Medium	RBAS	NPC	PMS
Lack of visible results/impact		X				X	Programme works mostly on service delivery and economic development	Include seed funding for capital projects, grants, etc. and include rapid response elements in AWP for each output	Medium	BPPS	CTA	NPC
Low quality of implementation		X				X	Lack of site oversight; lack of quality control;	Deploy rapidly Cluster Teams through manpower company and Tripoli team; follow stringent M&E plan	Low	-	CD	NPC
Obstruction from stakeholders for diverse reasons		X				X	Many power-holders, not all official and many are armed. Many red lines on what can be done locally in certain thematic areas.	Sign MoU with municipalities; mobilize programme boards at central & local levels to solve obstructions; engage with as many stakeholders as possible for different activities; training of staff and partners on conflict sensitive programming	Medium	-	NPC	Field Coordinators
Operational												
Restrictions on access to certain beneficiaries		X		X			Difficult access to migrants and refugees, especially those in unofficial detention.	Partnerships with NGOs, IOM Make support to Libyan citizens higher and more visible than to refugee / migrants	Low	-	NPC	Field Coordinators
Restrictions to capacity assessment	X					X	Potential reluctance of some municipalities for yet more assessments	Start with assessments already conducted; weave assessments with training; develop simplified assessment methodologies	Low	BPPS	CTA	NPC
Diversion of funds, fraud, corruption		X				X	Remote management; high prevalence of corruption in Libyan context	Mostly DIM, limited capital / grant funding, advances threshold, use establish grant fund mechanism	Low	-	CD	PMS
Inadequate staff profile, lack of capacity		X				X	Difficulty to find qualified staff matching specifications for some in-country locations	Flexible approach in each location with focus in priority on areas where cluster teams are qualified; use of partnerships.	Low	-	CTA	NPC
Security & safety												



Risk category and description	Likelihood			Impact			Vulnerability	Gap analysis	Control/mitigation	Expected/Residual	Accountability / owner (who)		Monitoring focal point
	L	M	H	L	M	H					HQ	CO	
Threats and attacks against UN facilities		X				X	Medium	Tripoli project office only partially used; no SRA in other areas of the country.	Programme located in third-party facilities (Tripoli municipality for national team, cluster municipalities for field teams)	Low	-	CD	FSA
Programme personnel casualty or injury, threats						X		Field locations become too risky at some point due to increase in conflict or direct threats	Select locations with low to medium risk for violent escalation Insurance, Relocation, Incapacitate Use of armoured vehicles only in certain locations including for contractors Sharing UNDSS info with contractor's security focal points	Medium	BMS	CD	FSA

