



Stabilization Facility for Libya

Annual Report 2020

1 January – 31 December 2020



BENGAZI (LIBYA). During handover of Al Kikhia Cultural House. *Photo: ©UNDP Libya*

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Executive Summary

During 2020, the SFL continued its operations in nine municipalities: Benghazi, Ubari, Sebha, Sirte, Bani Walid, Ghat, Tawergha, Kufra, and Derna, in addition to 13 municipalities in greater Tripoli. During the first half of 2020, the SFL work was hindered by COVID-19 measures imposed by the Libyan government with the declaration of a state of emergency in March 2020, particularly in Benghazi and Sebha where some contractors were not able to access construction sites. The provision of equipment was also affected by the disruption in the global supply chain which led to a notable delay in delivery lead-time of the purchased goods. The national lockdown and COVID-19 measures also affected the planned activities under Outputs 2 and 3 where the Implementation modality shifted to online platforms in lieu of face-to-face gathering. However, the civil works were fully resumed during the second half of 2020 and most of the contractors managed to deliver within the scheduled timeframe.

In early 2020, SFL managed to conduct community consultations for two municipalities, Derna and Tawergha, which led to the identification of local stabilization goals and investment plans. Engagements with local NGOs continued throughout 2020 in Sebha and Ghat to support Output 3 interventions. A new contract with INGO Promediation was concluded in Q3 to provide support on conflict analysis, dialogue facilitation, meditation services, and support community consultations in the south of Libya covering Ghat, Sebha, Ubari and Kufra. Furthermore, SFL engaged with Handicap International, another INGO, to provide mental health and psycho-social support in Tripoli, Benghazi and Misrata.

In March 2020, UNDP started to reprogramme some of its financial resources to respond to the outbreak of COVID-19 in coordination with the Health Cluster. The SFL COVID-19 response plan was targeting seven municipalities namely Tripoli, Sebha, Ghat, Benghazi, Kufra, Derna, and Ajdabiya through the provision of medical equipment, establishment of isolation centres, and installation of medical oxygen plants. SFL also provided support to increase awareness on COVID-19 prevention, treatment, and safety protocols through social media platforms. Also, with SFL support, a local NGO in Sebha supported the establishment of a website designed to facilitate COVID-19 symptom assessment and provide guidance on the procedures for a suspected case.

Under Output 2, the support provided to Kikla to develop its local development and resource mobilization plan that was started in July 2019 was concluded in early 2020. In 2020, the methodology and approach developed for Kikla, began to be replicated in the municipalities of Bani Walid and Derna, and Sebha. A detailed plan for the roll out was developed for the three municipalities to complete the support and produce the final products by mid-2021.

For Output 1, SFL completed 114 projects throughout 2020, while work continues for 45 projects and 42 projects were newly initiated. The completed projects include 25 schools and one university benefiting 14,500 students. In the health sector, SFL rehabilitated 2 hospitals, and 3 health clinics to enhance access to health facilities for 2.1 million people in Derna, Sebha, Tripoli and Sirte. SFL also supported seven municipalities in greater Tripoli on solid waste management through the provision of equipment with an estimated 1.39 million beneficiaries. In addition, SFL improved access to water and sanitation through the completion of a water well network and through provision of multiple pumps, generators, tankers, and sprayers benefiting approximately 840,000 people in Benghazi, Ghat, Derna,

and Sebha. Furthermore, SFL provided solar streetlights along 1.5 km of road benefitting the Tawergha population of 24,000.

Financially, SFL had resources of \$33.7m available for 2020 (including \$2.7m received from the EU through a separate project, S USC). The total delivery of expenditures and commitments made in 2020 is \$27m leaving only \$6m to be rolled over into 2021. The total resources mobilized in 2020 was only \$5.3m while the funding gap was \$28m.

I. Financial Summary

Donor Contributions Received (US\$)

Donor Countries	Total	2016 - 2018	2019	2020 (as of Dec)	Pledged
Canada	1,115,241	1,115,241			
Denmark	1,540,456	1,540,456			
EU ¹	12,972,206	12,972,206		2,739,200 ²	
France	2,049,168	2,049,168			
Germany	34,452,362	32,062,876		2,389,486 ³	
Italy	3,146,432	2,212,389	391,155	542,888	
Japan	6,512,273	4,101,558	2,410,715		
Netherlands	3,309,364	3,309,364			
Norway	5,343,485	3,474,867	1,348,921	519,697	
South Korea	4,193,000	3,000,000	500,000	693,000	
Switzerland	800,713	800,713			
United Kingdom	4,036,771	3,105,094		931,677	
United States	8,000,000	8,000,000			
Libya	5,000,000	5,000,000			5,000,000
Total	92,471,471⁴	82,743,932	4,650,791	5,076,748	5,000,000
Total with hard pipeline					97,471,471

¹ EU contributed US\$ 4.8 million to SFL through S USC (Stability, Unity, Social Cohesion Project) in Q3 2020. Not reflected here as it will be reported separately under S USC project. In 2020, the first tranche of \$2,739,200 was received

² This amount is not added up to the total contributions received for accounting purposes only, as it has been reflected under S USC project

³ MOFA contribution to Political Dialogue Project through SFL

⁴ The real amount was available for SFL in 2020 is \$ 92,821,185. This is calculated based on the total amount reflected in the above table (92,471,471) plus the first EU tranche received under S USC (\$2,739,200), minus the MOFA contribution to the Political Dialogue Project channelled through SFL (\$2,389,486)

Fund Utilization by Output as of 2020 Quarter 4 (US\$)

	Q1	Q2	Q3	Q4	Total
Output 1	3,536,261.06	1,879,237.00	3,620,863.86	3,661,831.20	12,698,193.12
Output 2	65,288.35	332,313.94	144,717.87	235,882.50	778,202.66
Output 3	113,757.96	329,734.20	471,830.71	1,888,715.61	2,804,038.48
Proj. Management	796,013.05	1,096,328.89	556,509.40	700,812.20	3,149,663.54
DPC	208,199.46	220,425.98	390,604.96	463,888.69	1,283,119.09
GMS	362,134.59	299,418.08	393,788.59	527,753.61	1,583,094.87
Total	5,081,654.47	4,157,458.09	5,578,315.39	7,478,883.81	22,296,311.76

Summary Financial Status

	Total	2016-2018	2019	2020
Contribution Received	92,471,471	82,743,932	4,650,791	5,076,748
Expenditure	72,712,047	28,371,023	22,044,712	22,296,312
Commitments	12,901,851			12,901,851
Amount Utilized	85,613,898			
Remaining Balance	6,857,573			

Funding Gap

SFL Financial Summary	mil US\$
Total Funds Received since 2016 up to end of 2021	92.47
Funds Spent on Phase 1 (B) between 2016 and 2018	28.4
Funds carried over to Phase 2 (C= A-B)	64.07
Projected / Budgeted Expenditure for Phase 2 (D) as per the Project document	92.9
Funding Gap (D-C)	28.8

II. SFL Output 3

2020 started with the emergence and rapid spread of the COVID-19 pandemic which posed significant public health risks and a sizeable challenge to the governments in Tunisia and Libya. On March 2nd Tunisia reported its first case of COVID-19 and immediately began to implement restrictive measures including the suspension of international flights and the limiting of all public gatherings. Similarly, in Libya the Presidential Council in the West and Libyan National Army in the East declared a state of emergency and announced the closure of air, land and maritime borders, in addition to imposing a curfew. By mid-March, both Tunisian and Libyan authorities imposed a total lockdown on their populations, only allowing essential movements within cities.

In view of the above, some of the SFL's Output 3 activities had to be deferred. SFL has worked closely with Presidential Council to monitor the introduction/lifting of any measures and to mitigate possible delays in delivery. Despite the interruption of normal activities, the project made significant progress during the first half of the quarter and reoriented toward COVID-19 response in the following months. At the same time, many of the planned activities moved to an online platform instead of in-person gatherings and were able to continue late in the second quarter. Output 3 activities detailed below include:

- Community Consultations and Conflict Management
- Broadening and Deepening SFL Interventions
- COVID-19 Response
- Capacity Building

Community Consultations and Conflict Management

A pillar of the Stabilization Facility's work is the facilitation of dialogue and community engagement, both with UNDP as well as amongst the disparate stakeholders. These efforts are the key to ensuring UNDP is able to have the trust and cooperation of the communities in which it works and their support for and input on the infrastructure and equipment provided by the Facility and its international partners. Despite the public health concerns in 2020, SFL and its partners were able to maintain engagement with the communities and Output 3 work, after a brief pause, was able to continue.

In the context of the overall efforts to increase support for stabilization in Libya "deeper" and "broader", three community consultations were organized by the SFL in early 2020 – one for Derna and two for Tawergha – bringing together a wide range of community stakeholders including local council representatives, representatives of major public service companies, respected tribal elders from the community and local civil society organizations.

For Tawergha, the community consultation followed the Technical Consultation which was hosted by the Ministry of Planning in Tripoli at the end of December 2019. The second consultation was an opportunity for the community to apply a conflict sensitive lens to identified public sector needs and prioritize interventions that are most relevant to stabilization. Consultations in Derna and Tawergha revealed an active and deep commitment from sector representatives and local Civil Society Organizations (CSOs) to support restoration of basic services and encourage the return of Internally Displaced Populations (IDPs).

A stabilization goal and a plan to attain it was produced, providing the basis for a broader range of stakeholders to play a role in the process of rebuilding Tawergha and Derna. In **Tawergha** the local stabilization goal included the “sustainable return of displaced communities who have not found attractive alternatives.” Three specific priorities were identified to attain that goal:

1. Basic social services rehabilitated to promote return of IDPs
2. Support to vulnerable groups is provided through mental health and psycho-social support programs
3. Support for local CSOs to promote improved livelihood opportunities

During the consultation for **Derna** the local stabilization goal was identified:

“Derna is a beacon for science, culture and sport within a framework of coexistence, of all its various cultural components, with all views being met with acceptance”

The identified interventions included a list of civil works and equipment for the restoration of basic service delivery in the water, sanitation, health and education sectors, in addition to a number of community cohesion activities with the objective of enhancing community dialogue, supporting youth and women as well as encouraging the voluntary return of IDPs.

In **Ghat**, local CSO partner “I am Libyan My Son Is A Foreigner” has taken a key role with successful efforts to ensure conflict sensitivity of the SFL’s interventions. The partner conducted three key technical consultations and two town hall meetings in early 2020 to address concerns over the fair and equal distribution of equipment and infrastructure intended for the rehabilitation of the water sector. Consultations continued in the second quarter in small groups permitted by local guidance and with social distancing measures in place, bilaterally, and remotely. As all of the pumps could not be shipped and installed at the same time, an order needed to be established and agreed to prevent conflict over prioritization of these resources.

The team worked closely with the General Water Company, municipality and mukhtars of Ghat to put together an operational plan for immediate implementation by the SFL’s Engineering Unit. The Ghat security directorate worked closely with the partner to ensure the safety of the cargo as well as the proper execution of the agreed implementation plan through regular field visits.

Plans to host community consultations for **Kufra** and **Ajdabiya** in the end of March 2020 were postponed due to measures introduced by Tunisian and Libyan authorities restricting travel and limiting public gatherings. The stabilization team was able to conduct online consultations with senior technical staff from the Great Man-Made River (GMMR) relating to the system’s ability to supply water, the potential provision of pumps for wells in the East and West for supplying water to major cities, and the development impact this would have. The specification for pumps was provided for procurement.

In **Tripoli**, toward the end of Q2, the SFL facilitated a discussion with the Abu Salim municipality in Tripoli following the retreat of LNA forces from the area. Plans were made to assess the damage and quickly identify opportunities for UNDP to move in quickly to demine and remove rubble, and then restore necessary public services. The Stabilization Facility’s

quick action is supporting a speedier recovery and the return of previously displaced residents to the area.

The Stabilization Facility continued its partnership with FLO in **Sebha** and its surrounding areas. The partnership is based on conflict analysis, dialogue facilitation and building the organization's capacity to provide peaceful mediation in local conflicts. In Q1 and Q2, FLO was one of the Facility's main partners that shifted to supporting the COVID-19 response. In Q3, medium-term development planning got started in Sebha and FLO has also taken the role of supporting this Output 2 activity.

With respect to regular Output 3 activities, FLO worked with SFL's international conflict expert to update the methodology and tools for conflict mapping in Sebha. The partner continues to provide safety and security updates to the Facility, as well as notify the SFL team when there are local issues that may need to be addressed. Community consultations continued to be hosted in 2020 as all groups of Libyans, including marginalized groups and public service company representatives, were encouraged to participate.

In Q3, the Facility entered into a partnership with INGO **Promediation** in the South of Libya to conduct conflict analyses, facilitate dialogue between target groups, provide mediation services, and support SFL's community consultations. This partnership will target the localities of Ghat, Ubari, Sebha and Kufra. The inception phase was conducted in the second half of Q3, setting implementation methodology, structure of the project team, targets and deliverables, and a workplan and establishing an approach to facilitating dialogues and conducting conflict analyses. Critical details relating to the approach to working with specific target groups – including minorities, youth, and women – were developed. In addition, collaboration between the Promediation team and United Nations Institute for Training and Research (UNITAR) began, and Promediation is supporting the UNITAR mission on the ground in Libya (subsequent section on UNITAR engagement).

Promediation also used the inception period to assess the challenges and risks for each specific location and implementation began in Q4 with a field-based conflict assessment report. This covered all four locations and established specific activities and priorities for the engagement going forward. A regional conflict analysis and overview was conducted simultaneously to provide support for the Facility to develop a coherent and sustainable regional approach in the South.

Broadening and Deepening of SFL Interventions

As part of the *deepening* of SFL interventions in communities where the Facility has been working, engagements have progressed beyond basic services to provide a substantive improvement in quality of life. One aspect of this is the introduction of mental health and psycho-social support (MHPSS) which was identified through community consultations as an urgent need. The ongoing conflict has caused suffering among Libyan communities, thus SFL will provide support designed to:

1. Preventing the deterioration of mental health and psychosocial well-being of community groups (including vulnerable groups, migrants and IDPs)
2. Improve the capacities of CSOs to design, develop and implement quality social/MHPSS services for communities in Libya to help enhance community cohesion and security.

INGO Handicap International (HI) was selected as the partner to implement this support in Tripoli, Benghazi and Misrata. The partnership is intended to provide direct MHPSS services to beneficiaries, people in the community suffering from the effects of conflict and trauma. Crucially for the Libya context, this engagement also includes the provision of community awareness sessions on psychosocial distress, common mental health disorders, and referral mechanisms. The partner will also provide capacity development to local organizations to be able to provide direct services to vulnerable young women and men, and support in building a network of NGOs/CSOs that specialize in MHPSS to be deployed across affected communities.

In the third quarter, HI began conducting consultations after identifying beneficiaries through sponsored Facebook posts and broadcasted radio advertisements. Four psychosocial workers have provided 135 individuals suffering from mental health challenges with 377 consultations. These have been conducted remotely for individuals in Tripoli and Misrata until health and security issues are improved. One community awareness session was conducted in Benghazi. Most participants in this session reported improved understanding about psychosocial distress and mental health. In the fourth quarter, these activities were intended to be scaled up, however final results/progress are still pending reporting by the partner.

To ensure continuity and sustainability of this intervention, identification of local CSOs to implement these activities began in the third quarter. HI will work with and mentor a local CSO. A call for proposals was published and bilateral meetings with pre-identified NGOs were conducted. Twenty-three NGOs submitted proposals and three were chosen. The bulk of training is planned for the first quarter of 2021.

Also providing MHPSS, local partner Atwar has continued to provide services despite the pandemic restrictions. The organization had been providing its services in the Tommina Center serving Misrata and Tawergha, which was rehabilitated by UNDP. During the pandemic, Atwar has adapted its activities to provide coaching sessions online. The partner is also contributing to the community Healthline, reaching out to vulnerable people in Tawergha and the western region including women, disabled and autistic children, and others not receiving the type of services they usually do.

The *Big Brother Big Sister* program also launched in Sebha. The program matches university students and recent graduates with high school students to mentor; both groups are considered beneficiaries as the mentors receive training. The objective of this program is to establish a diverse network of youth with similar interests and the desire to be agents of change in their respective fields. The desired outcome is not only to promote and prepare high school students for university, but also to foster cross-tribal and communal links.

The selection criteria were established for mentors, the program was advertised online, and participants were selected. In mid-2020, an online training was conducted for mentors. At the same time, registration for high school students was opened and targeted 200 students. Ten groups of 20 students were created and an online training was held. Mentors came out of training developing their own plans and content for their students and methods to measure their success. They were able to include local civil society institutions including the Sebha Debate Club, the Boy Scouts, and Girl Guides. The engagement is helping to offer new perspectives for youth and promote dialogue.

COVID-19 Response

At the request of the Stabilization Facility's donors, the project redirected its efforts and resources toward preparation and response to the COVID-19 pandemic in the second quarter of 2020. UNDP virtually met with CSO partners across Libya to discuss the pandemic response by region and by city. These discussions addressed how the partners could get involved in supporting the work of the local authorities to fight the pandemic and prepare the local response by helping to inform the public. Partners identified helpful initiatives that could be funded through the low-funding grant mechanism. These included the production of PPE, awareness campaigns, and even a website.

In **Sebha**, a website was created in partnership with FLO and the National Center for Disease Control. The website hosts a symptom assessment tool tracks the number of cases and specific locations. In addition, 29 thousand people in Sebha received reliable health information about COVID-19 prevention, treatment and safety protocols via SFL's local Facebook page. Posts also encouraged Libyans to stay safe and follow guidelines to protect themselves from COVID-19, as well as pointed out the impact the virus would have on life in Libya.

Website link: <http://sncd.ly/>

To introduce the idea of social distancing, partner organizations wore uniforms and made themselves available in public spaces to set up and enforce lines and social distancing. This was coordinated with the municipality and the Ministry of Interior. A community helpline was also established to identify potential cases and connect doctors that could advise and deploy support to the community. Thousands of families utilized the helpline daily. The Stabilization team facilitated the CSOs work on the ground by coordinating with municipal authorities.

Capacity Building

In February, the local CSO partners were invited to Tunis to take part in the Output 3 Implementing Partners workshop implemented by the Stabilization Facility. The meeting was an opportunity to provide the participants with a clear understanding of the program's objectives, discuss the theory of change, and review the terms of reference for their engagement with the SFL. The second part of the workshop focused on a presentation and a review of the indicators and drivers of conflict produced by the Libya Scenario Analysis Working Group in the end of 2019. The outcomes of the discussions were used to guide the selected partners and identify/design a wide range of conflict reduction strategies for peacebuilding and community cohesion in Libya.

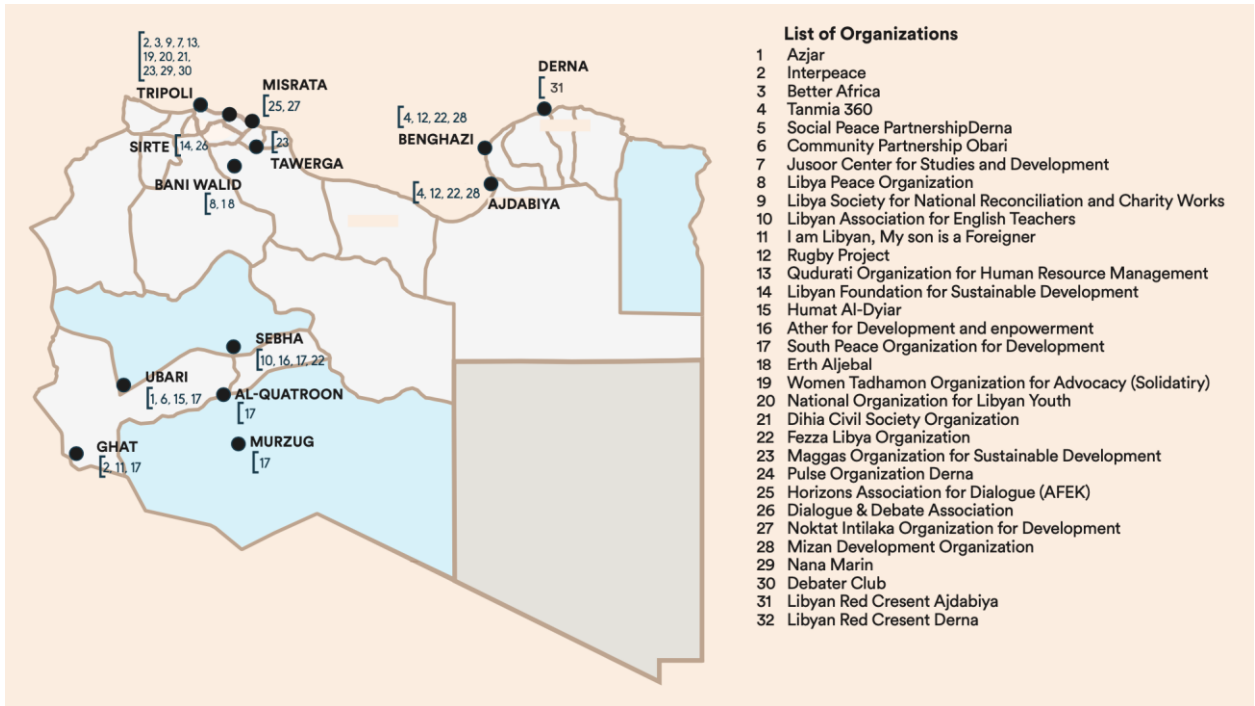
SFL launched its partnership with UNITAR in 2020 to support the advancement of local CSOs' capacities with the aim of establishing a locally led and sustainable mechanism of conflict resolution. Under Output 3, the Facility's aim is to transition to a supporting role with local CSOs leading in conflict analysis, dialogue and mediation work thereby enabling a sustainable apparatus to serve Libyan communities. UNITAR's role is essential to ensure the CSOs, many of which are newly formed peace structures, have the capacity and skills to carry out the required work while UNDP and international organizations aim to have a lighter footprint.

UNDP worked closely with UNITAR to finalize a capacity development plan targeting local CSOs the areas of organizational management and conflict management. CSOs which were identified through the “Solicitation of Information Process” were subjected to a capacity assessment to evaluate their baseline competencies and adapt the training plans to their needs. A total of 34 local CSOs in all regions and cities where SFL works were selected to take part in the program.

In Q3, online sessions were held with 32 CSOs from 13 cities and towns. The 11 sessions were used to learn about participating partners, analyse the needs of specific CSOs in terms of capacity building, as well as gathering their inputs and views to formulate a strategic vision forward. Key topics discussed included humanitarian assistance, community cohesion, peacebuilding and dialogue, human development, opportunities for women and youth, and regional groups.

During the different sessions and drawing from their own experiences, participants shared their views on the opportunities, challenges and obstacles faced by Libyan CSOs in their daily work. In addition, by working together, participants were able to identify learning opportunities and training needs to deepen their knowledge and enhance their skills in technical areas, more specifically, on conflict analysis and project management. From these areas of focus identified by CSO members, UNITAR and SFL agreed on and designed thematic training workshops delivered online. Each thematic area required at least four training sessions in addition to mentorship sessions during which local CSO partners were tested on their knowledge and asked to apply the training to their implementation strategy. The workshops held include:

1. Conflict Analysis
2. Stakeholder Mapping
3. Conducting a Risk Assessment
4. Proposal Writing: Introduction to basic project concepts



Participating CSOs by location

III. Output 2: Capacity Surge

Support to municipal transition capacity

Kikla Medium-term development plan

SFL was instructed by the Board to support the municipalities' transition away from direct support through the Facility. Technical expertise has been provided to support Kikla in the development of a forward-looking plan for local development and investment. The plan aimed to be marketable to government ministries relevant for service delivery and the provision of public goods, and to private investors for enterprise, livelihoods and improved quality of life-related opportunities.

The particular approach in Kikla focuses on direct support to the municipal authorities to develop a plan themselves or in collaboration with social actors and other partners. In this way, the Stabilization Facility can transition out of the municipality with assurances that the Municipality will continue interventions to support medium-term development supporting local stabilization goals and thus contribute to national stabilization. A consultant developed a methodology and approach that included the creation of a local Task Force, made up of key representatives from the municipality that worked directly with the consultant over a period of several months to produce the five-year development plan and resource mobilization strategy.

The Plan covers the five-year period of 2020-2024. The primary objectives reflected in the plan are to improve quality of life, promote reconciliation and encourage the return of the displaced local population. The process was launched in July 2019 with a kick-off meeting in Tunis and final editing was completed in March 2020.

The participatory process led to the selection of four development priorities considered most critical to enhance the well-being of the population of Kikla. A second participatory filtering process led to the identification of twelve priority projects to be implemented as a matter of urgency over the next five years.

1. Environment and Infrastructure (5 water projects)
2. Social Development (4 projects)
3. Local Economic Development (1 projects)
4. Institutional Building (1 projects)

The following table provides a summary of the projects with estimated cost references, local government contribution, funding gap and time frame for implementation.

Kikla Medium-term Development Plan (2020-2024)

Theme	# of projects	Total project budget US\$ ⁵	Municipal Contribution US\$	Deficit – Required Funding US\$	Likely sources of funding as identified by mobilization/marketing plan	Implementation Y1: 2020 Y2: 2021 Y3: 2022 Y4: 2023 Y5: 2024
Env & Infrastructure	5	2,140,000	670,000	1,470,000	Int'l community (including SFL) Libyan public sector	1, 2 & 3
Social Dev	4	410,000	78,000	332,000	Int'l community (including SFL) Libyan public sector & private sector	1 - 5
Economic Dev	1	500,000	67,000	433,000	Int'l community (including SFL) Private sector	1
Institutional Dev	2	90,000	11,000	79,000	Int'l community (including SFL)	1, 2 & 3
Totals		3,140,000	826,000	2,314,000		1 - 5

The task force developed a resource mobilization, marketing, and implementation monitoring plan that identified the key stakeholders, likely funding agencies and parties within the municipality that will be assigned the tasks of project fundraising, implementation and monitoring.

A launch event was planned in Tripoli with key stakeholders from the government, private sector, international community and national and international media invited. The objective was to raise awareness among the international community regarding the development needs of Kikla. A similar event for the launch was planned in Tunis but cancelled due to pandemic restrictions. The completed plan was published, and UNDP produced a five-minute [promotional video](#) to highlight the Kikla, Stabilization's successes in Kikla, and the plan's objectives.

In 2020, the methodology and approach developed for Kikla, began to be replicated in the municipalities of Bani Walid and Derna, and Sebha with a delayed start. This participatory

⁵ Figures rounded to the nearest US\$ 5,000

process is designed to support the municipal authorities, through the Task Force, to build an entry level municipal capacity to undertake similar tasks in the future, and enhance the capacity of the municipality to engage its citizens in decision making; in the process, this would support the process of social reconciliation and peace building.

The primary objective of the mission is to produce a strategic development plan in each of the new locations that provides:

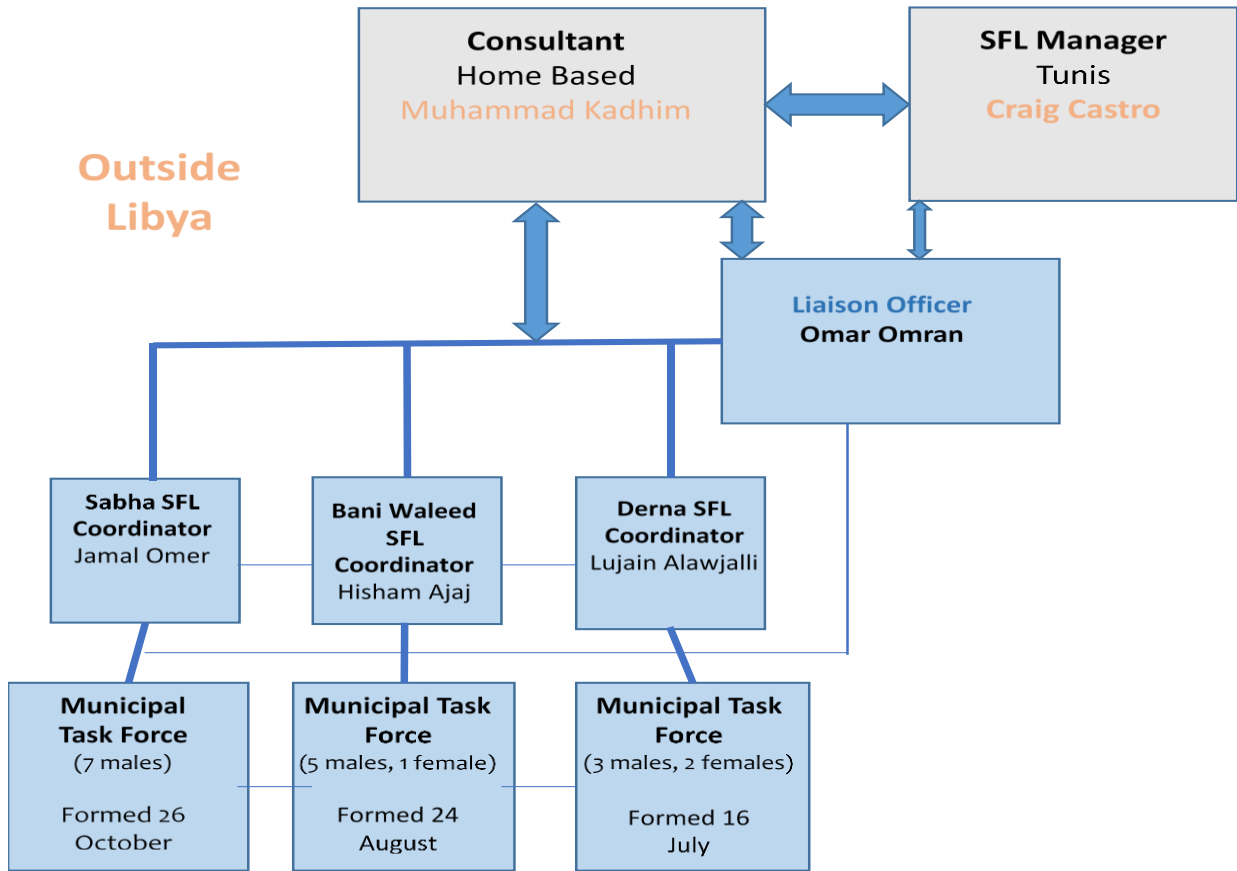
1. A clear diagnosis of existing challenges and priority development themes
2. A medium-term development vision and road map
3. A costed, priority-based project list that is linked to a concise marketing and implementation plan

Building on the Stabilization Facility's successful experience in Kikla, a fast-track, three-phase methodology was developed for 2020:

- I. Diagnosis of the existing situation and definition of development priorities
- II. Definition of development themes, strategy and direction
- III. Formulation of prioritized, costed and time-bound project lists and marketing plan

In mid-2020, the consultant organized a virtual meeting with the mayor of Bani Walid and then with Derna to explain the objectives of the support envisioned and assess their interest to work with the consultant. In the introductory meetings, the methodology, operational modality and guidelines for task force formulation were discussed with the mayors, both of whom then initiated the process to establish a Task Force in each location that works directly with the international consultant.

Schematic – Technical Advisory Support to Identification of Five-year Development Plan



During the third quarter, progress was made in Bani Walid and Derna, while initial work in Sebha was able to begin. Progress in Bani Walid has not been as significant as in Derna due to political turbulence within the municipality and between the municipality and the central government. Despite the unrelenting challenges to execution and progress due to COVID-19, the task forces in Bani Walid and Derna continue to use audio/visual communications and demonstrate commitment to and enthusiasm for the mission. Below are updates by location:

Bani Walid:

- The municipality task force was named and officially formed after being delayed due to COVID-19 restrictions of movement and gathering. The methodology, scope, operational modality was introduced to the task force by the consultant and phase one was launched. A full-day workshop including the taskforce, consultant and SFL coordinator for Bani Walid was held 22 September 2020 in Tripoli. This included the identification of challenges, definition of priority development themes and an initial SWOT analysis.
- Turbulence between the municipality and central government authorities again paused progress in the city. There is a risk that the allegations lodged by the GNA of corruption among the mayor and his aides may result in a full reorganization of the municipality and the appointment or election of a new mayor.

- Once the situation in Bani Walid allows, phase two, identification of development direction and themes, can begin. UNDP is closely following the evolution and has adjusted timelines to reflect the delays in the third quarter.

Derna:

- Work in Derna progressed with less delay in the second quarter with virtual meetings. In early Q3, the methodology, scope and operational modality was introduced to the taskforce and phase one was launched. Challenges caused by COVID-19 precautions caused slight delays in completing phase one activities – identification of challenges, definition of priority and development themes, and conducting a SWOT analysis. A full-day workshop was held on 12 September 2020 with the participation of the full taskforce, the consultant and the SFL Stabilization advisor for Derna. Phase one continued in October 2020 with the full SWOT exercise.
- Phase two is planned to begin in the second quarter of 2021, pending the completion of phase one activities according to schedule.

Sebha:

- In the third quarter, SFL's advisor in the south indicated that the municipality was ready to begin working with SFL on Output 2. Work in Sebha started with the municipality beginning to select the participants in the taskforce which was completed in the fourth quarter.
- The methodology, operational modality and guidelines for task force formulation was introduced to regional SFL coordinators. The mission scope and objectives were introduced to the mayor and senior aides.
- Once Sebha is caught up to progress made in Bani Walid and Derna, the three locations will engage in exchange to share experiences and phase one results. This is tentatively planned for early 2021.

The table below presents a summary of the actions planned in black, those concluded on or around target dates in blue, and those running late in red for the reporting period 2020.

Task	With SFL manager	Sebha	Derna	Bani Walid
Selection of municipalities.		Selected late September 2020	Selected middle of June 2020	Selected early August 2020
Discussion and approval of mission methodology, operational modality and guidelines for task force formulation.	Done, 1-15 June 2020			
Introduction of methodology, operational modality and guidelines for task force formulation to regional SFL coordinators		Done during November	Done during June	Done during June
Introduction of mission scope and objectives to mayor/senior aids.		Done late November	Done during June	Done during July
Naming of task force and official launch of work		26 October	16 July	24 August
Introduction of scope and methodology to taskforce and launch of phase one (<i>SWOT analysis, identification of challenges, definition of development themes</i>)		Not taken place yet	Initiated and underway	Initiated and underway
Conclusion of phase one (originally planned for early November 2020, now for end of January 2021)	Discussion to take place on progress and timelines	Unknown	Expected first half of January 2021	Expected end of January 2021

Organizational Capacity Assessment Initiative, Sirte

As reported earlier, the Facility initiated a process to support the design and piloting of municipal capacity assessments (utilizing Organizational Capacity Assessment approach) to be used to review the core competencies required by selected municipalities to effectively govern and manage their communities through improved service delivery and enhanced capacity to manage conflict. An assessment was conducted in **Sirte** and a number of priorities were identified that would be the focus of capacity surge support to the municipality. However, with the takeover of Sirte in early 2020 by LAAF and the establishment of a Steering Committee the plans were put on hold. Travel restrictions due to Covid-19 further complicated the possibility to follow-up on the work in Sirte. The intervention planned is currently on hold.

Support to Ministry of Planning

Training on design of health infrastructure in response to Covid-19 pandemic

During the reporting period, the SFL project provided capacity development opportunities for engineers working with the Ministry of Planning. To enhance the response to the COVID-19 pandemic, the SFL International Engineer coordinated with the World Health Organization (WHO) to organize training for the MoP and project engineers to become certified on Severe Acute Respiratory Infection (SARI) treatment facility design. The areas covered in the training included:

1. Overview of basic operational and Infection Protection and Control (IPC) principles in COVID-19 context
2. Designing SARI screening area and treatment centre
3. Repurposing an existing building into a SARI treatment centre (or STC)

Through this initiative, 16 UNDP Libya field engineers working in Sebha, Ubari, Beni Walid, Sirt and Tawergha have received training and three Ministry of Planning engineers are now SARI certified.

Design of isolation wards

Libya engineers working under the Stabilization Facility developed designs (Scope of Work – SoW) for the installation of containerized isolation wards to increase capacity of municipalities to manage the impact of the COVID-19 pandemic. Engineers developed designs for twelve-room and twenty-room isolation wards. The designs were provided to the Ministry of Planning to share with municipalities (Bani Walid, Benghazi, Kufra and Ajdabiya) requesting this support. During 2020, works related to rehabilitation of a diabetes healthcare facility in Bani Walid General Hospital to convert it into fully equipped isolation facility was underway. This was in response to the Bani Walid municipality's request to SFL. The designs include:

1. Staff Area
2. Triage
3. Waiting Area
4. Sampling Room
5. Mild and Moderate Case Ward
6. Severe and Critical Cases Ward
7. Waste Zone

Support to design of oxygen facilities

Engineers worked with a technical team from the Ministry of Health and prepared a Bill of Quantity (BoQ) for the installation of an "inhalation room" for Tajoura Hospital in Tripoli. The BoQs were submitted to UNDP Senior Management coordinating the UNDP response to COVID-19 pandemic. In addition, technical specifications were prepared during the reporting period for the production of hospital beds and oxygen cylinders based on request from the Ministry of Health.

Training of Ministry of Planning Engineers in Prince 2 (PRojects IN Controlled Environments)

In October, MoP and SFL engineers based in Tripoli participated in a five-day training on Prince 2 focused on building skills in project planning and monitoring. A total of six engineers participated in the training with five passing the test and receiving Prince 2 certification (one engineer had difficulties related to English language). Areas of focus included:

1. How to start, control, and close projects
2. How to manage quality
3. How to manage risk
4. How to deliver projects on time, within budget, and to the specified business case
5. How to tailor PRINCE2 to different project environments

Training Municipalities in Post Disaster Needs Assessments (PDNA)

Southern Tripoli was the site of battles after a military attack launched by the LNA. In April and May 2020, the LNA troops started to withdraw from the area after losing strategic strongholds positions. Currently, the frontline has been pushed far from the capital towards the east. However, it has been reported that LNA troops have planted landmines before retreating from southern Tripoli and these have caused considerable casualties. The prolonged war has caused significant damage to critical public infrastructure and civilian properties. The Tripoli-based Libyan government supported by international actors would like to initiate the demining, recovery, and reconstruction process to allow IDPs who fled the battle zone to return to their homes of origin. The Libyan government approached UNDP Libya officially to provide support.

In response, UNDP Libya through its stabilization instrument engaged in several discussions with the central and municipal governments to shape a common understanding of how to approach the recovery and reconstruction plan. All parties have agreed on the necessity to undertake a Post-Disaster Needs Assessment – or PDNA – for the war-affected municipalities to build a comprehensive understanding of the damage level and allow the prioritization process to begin. Therefore, UNDP jointly with the MoP arranged a meeting with the mayors of the five Tripoli-based war-affected municipalities in July 2020 to agree on a road map. The meeting concluded that the damage assessment exercise would require training for personnel, structured teams, and a clear business process.

To achieve the above-listed objectives for recovery in the war-affected southern municipalities, the following actions are to be taken:

- a) Assess the current capacity of the local municipalities to undertake a damage assessment
- b) Assist the municipalities to develop a road map for a PDNA including the required human resources
- c) Suggest a coordination mechanism with the line ministries, team structures, and a business process for the data collection and analysis
- d) Develop a sectoral-based template for data collection in coordination with respective line ministries and under the leadership of the MoP

UNDP recruited an international PDNA Expert to initiate the assessment exercise planned for the fourth quarter of 2020. The assignment was to support the MoP, and five Tripoli-based, war-affected municipalities to undertake the exercise through technical assistance, capacity development, and guidance. For the assignment, ten local focal points were nominated – five

from the MoP, and another five senior officials from the municipalities. The latter were responsible for leading and coordinating the assessment for each target municipality, while the MoP was to play an overall coordination role and facilitate engagement with the line ministries. The expected support from the Consultant included:

- a) Sensitization to the Post Disaster Needs Assessment methodology
- b) Assessment of the capacity of the local authorities to undertake a damage assessment exercise and propose rapid capacity development support to enable them to complete it
- c) Support the local authorities and MoP to define the SoW for the damage assessment and prioritize sectoral-based needs
- d) Design and share a structure for the damage assessment teams, their compositions, and communication lines
- e) Support the design of a sectoral-based data collection template for damaged infrastructure
- f) Support the local authorities in designing a needs assessment database (additional IT assistance will be provided for this task), data analysis, and report templates

Before initiating the PDNA exercise, it was essential to assess the capacity of the target municipalities in terms of their readiness to undertake the assessment. Therefore, capacity assessment questionnaires were prepared in Arabic and shared with the municipalities. Four of five municipalities returned the completed questionnaires, namely Ain Zara, Abu Salim, Al Sabiaa, and Qaser Ben Gashir municipalities. The following are findings based on the analysis of the completed questionnaires:

- Other than Qaser Ben Gashir, none of the municipalities were exposed to any form of training or capacity development programs relating to conducting a damage assessment.
- The human resource capacity of the municipalities, other than Qaser Ben Gashir, are very limited.
- All four municipalities have collected some damage data. However, the completeness of the data is not yet known.
- All four municipalities have completed some analysis of the completed data. However, it is unknown what analysis has been completed.
- All municipalities have reported a presence of unexploded ordinance/munitions (UXOs) in their territories.

Based on the findings, the following recommendations were made to meet the objectives of the assignment:

- Expose all municipalities to a systematic approach to field data collection through capacity development programmes, e.g., training, discussion.
- Deliver presentations on the PDNA process, in general, with a focus on disaster effects (damage and losses) and needs.
- Considering the limited resources available in Ain Zara and Al Sabiaa, they may have to acquire additional resources or outsource the task. Any additional human resources hired to collect data should be included in the training programme.
- The data collected by the Municipalities need to be reviewed to understand if the collected data could be used and what more damage data is required to complete the data set or if the collection of a whole completely new set of data is required.

During the fourth quarter of 2020, five online training sessions were delivered targeting the five southern Tripoli municipalities. The training was also attended by the officials from the MoP.

The following activities were covered during the presentations:

- a) Introduction and methodology of PDNA
- b) Estimating disaster effects
- c) Procedure for damage data collection
- d) Damage data collection questionnaires
- e) General discussion and question and answer

Following the completion of the training session, the target municipalities were asked to form site visit teams to collect data from the field. The teams were sector-based, therefore, each municipality nominated six teams (each team composed of two individuals) to collect data for individual sectors including health, education, community infrastructure, agriculture, housing, trade and commerce. The teams were equipped with templates/questionnaires designed to collect data taking into consideration the unique characteristics of each sector. The teams were also trained and provided with a manual for filling out the surveys.

By the end of the fourth quarter of 2020, two municipalities were heavily engaged in the PDNA exercise, Al Sabiaa and Ben Gashir. The first managed to submit the draft data collected from the field which is being verified, while Ben Gashir has made significant progress towards collecting the data.

Lessons Learned:

1. The limited resources available in Ain Zara, Abo Salim and Siwani represented a major challenge that hinders the progress of the PDNA. UNDP will consider recruiting local engineers for a short-term assignment to support the local authorities when there is shortage of human resources for any future assessment.
2. Considering the need for high-quality data in a PDNA, the enumerators need more experience and understanding of the assignment.
3. A certain percentage of collected data need to be vetted for a quality assurance.
4. Continual support must be provided to the enumerators for data collection, analysis, interpretation, quality assurance and disaster recovery planning.

IV. Output 1: Basic services and light infrastructure restored



SEBHA (LIBYA) Football field in rehabilitated Al-Wahda School: ©UNDP

As of 31 December 2020, SFL completed **298 of its 385 projects** in Benghazi, Ubari, Sebha, Sirte, Bani Walid, Tripoli, Kikla, Derna, Ghat and Tawergha; the remaining 87 projects are either underway or in development. Working with government partners, the Facility has been able to complete these activities which help to restore power grids and water and sewage networks; repair primary and secondary schools and rehabilitate universities; rehabilitate hospitals and clinics; enable municipalities to clear garbage from neglected streets; provide vital equipment, including ambulances to health departments; as well as assist with other municipal needs related to civil protection, public health, access to justice and more.

Below is a progress update on priority Output 1 investment projects in each of the locations as of 31 December 2020. For each location, the stabilization goal is included along with the priority sectors identified in the stakeholder consultations. The status of all projects can be downloaded [here](#) in a separate pdf document by city.

COVID-19 Response under Output 1

Immediately after the outbreak of COVID-19, UNDP joined the UN Response to the health emergency in coordination with the RC and WHO, building on the stabilization and resilience work. UNDP designed and implemented a three-level response for the short-, medium- and long-term with three components: assist on the health emergency, strengthen governance and crisis management at the central and local level, and support the socio-economic response with a focus on most vulnerable groups. The UNDP response has been implemented within the established mechanism for UN coordination (Health Cluster led by WHO and the RC) and with the Government of Libya (MoH, NCDC, MoP, MoLG) and local governments.

The response plan first aimed at increasing the responsiveness capacity of the healthcare facilities (rehabilitation, isolation and inhalation facilities), provide strategic equipment (testing, prevention and treatment) and support manufacturing of protective gear. By March 2020,

UNDP SFL, in coordination with the Health Cluster, identified seven municipalities (Tripoli, Sebha, Ghat, Benghazi, Kufra, Derna, and Ajdabiya) to provide COVID-19 support, including provision of medical equipment and the establishment of isolation facilities (see Annex I for full list of COVID-19 SFL supported projects⁶). The support in each municipality in terms of identifying the exact needs and developing specifications was conducted in close coordination with local authorities, WHO, MoH and UNDP partners on the ground to ensure that a conflict sensitivity approach was taken, including in identifying the needs or the location of isolation facilities.

Between March and December 2020, UNDP SFL managed to deliver five COVID-19 testing machines with 15,000 testing kits to the Ministry of Health, in addition to 22 Ventilators of which 10 were handed over to the WHO for distribution. An additional 20 Ventilators arrived in late 2020 and the distribution plan was established with the MoH. Also, by the end of 2020, 60% of implementation progress was reached for the isolation centre in Bani Walid, while the procurement process was initiated for isolation centres in Derna, Kufra and Benghazi. A medical oxygen plant was implemented in Bent Beya municipality to meet the demand of four southern municipalities for medical oxygen which is expected to be up and running by mid-March 2021. Furthermore, medical equipment for COVID-19 is expected to be delivered to Sebha and Ghat in the first quarter of 2021.

Benghazi

Population: 842,000

Board approved allocation: US\$ 10.66 M

Stabilization Goal	Community priorities
Developed through UNDP assessments and analysis as locations in the East have limited for civilian engagement. Restoration of public trust in the local authorities through improved public services delivery, increased civic engagement in the city rehabilitation and improved livelihoods.	Health, education, Municipal service, youth and women engagement, livelihood.

Total Projects in Benghazi	40
Completed	35
Underway	4
In Development	1

Since 2016, SFL has completed **35 projects** in Benghazi providing equipment and refurbishing public services in Benghazi. In 2020, four projects were completed in Benghazi. In June, 36 sewage submersible pumps were handed over to downtown pumping stations to improve the sewage system in city centre, which was not working properly and was frequently flooded with wastewater. These sewage water pumps benefit over 60,000 residents, by means of a clean city as the wastewater system is fully operational. Al-Ameer

⁶ This support is not included in the total number of SFL projects implemented as reported above.

school, which accommodates 800 students, was completed and handed over in July. Shohada Alsabri school was handed over in October. This school, serving 500 boys, is significant as it is only one in the Alsabri area, preventing the students from having to travel a long distance for education. Alkikhia Cultural House was rehabilitated and handed over in December. This historic building, initially built at the end of nineteenth century, was used as a cultural centre to host different activities, making it a hub for cultural events in the city. This rehabilitation will help to re-establish its cultural significance. Click [here](#) to read more on this cultural centre rehabilitation.

Rehabilitation works related to Benghazi Children’s Hospital were partially completed. The ICU and new-born wards were completed in November this year. Works related to patient rooms is underway and is expected to be completed in first quarter of 2021. This is one of the main hospitals in the city of Benghazi and it provides children’s health services to all the eastern cities in Libya. The hospital serves children from infants to the age of 14 years. Click [here](#) to see pictures and read more about the rehabilitation of this hospital. Installation of solar streetlights along 24 of km road was almost halfway completed. Rehabilitation works of Benghazi Library and Alhadayek Clinic also started around the end of the year. For COVID-19 support, works related to the rehabilitation of Jerdina Rural Hospital Isolation Centre was advertised in November.



BENGAZI (LIBYA) Inside Rehabilitated Alkikhia Cultural House. Photo: ©UNDP Libya.

Ubari

Population: 87,000

Board approved allocation: US\$ 7.65 M

Stabilization Goal	Community priorities
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Encourage the return of IDPs to Ubari and the local peace agreement through improvements to public services and infrastructure that all community groups have equally access to, especially women, youth and other marginalized groups. "Stock take and dialogue sessions in June 2019 resulted in updated priorities	Health, education, Municipal services, waste management, youth and support and community spaces.
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Total Projects in Ubari	23
Completed	18
Underway	3
In Development	2

All phase 1 projects in Ubari had been completed before the start of 2020. This year saw completion of rehabilitation works related to the Ubari Youth Social Centre and the library and cafeteria of Ubari University.

Installation of solar streetlights along 11 km stretch was near completion by the end of the year. Click [here](#) to watch more about how streetlighting is already opening up new horizons in Ubari. Construction works on the educational building for the Legal Training Centre also started in the latter part of the year. This facility will accommodate more than 400 students after completion and will serve as an extension of the Faculty of Law at Ubari University. Click [here](#) to learn more about this project.

Sebha

Population: 147,000

Board approved allocation: US\$ 7.25 M

Stabilization Goal	Community priorities
Improve social cohesion to achieve community consensus on legitimate paths to non-violent conflict mediation, avoiding division and conflict to promote prosperity in the region, development through dialogue and local government service to all social components.	Health, education, Water and sanitation, Municipal services, address tribal divisions and social cohesion.

Total Projects in Sebha	30
Completed	18
Underway	8
In Development	4

This year saw completion of eight projects in Sebha contributing to education, health, and the WASH sector. An ambulance was provided to Ghodowa village hospital at the start of the year. Four schools were rehabilitated: Al-Akaber, Omar Ben Al-Khatlab, Al-Quds, and Nusaiba schools were rehabilitated and handed over to the municipalities. These schools accommodate approximately 2,500 boys and girls. Krama Health Centre located in the Al-Tayyari neighbourhood, one of the most marginalized in the city, was completed this year and serves about 75,000 people annually. Almanchiya Health Clinic, which provides health services to over 60,000 people annually, was also completed in 2020. One block of Mahdeiya clinic was completed and handed over in October. This clinic provides health care, medical examination, and child vaccinations to more than 10,000 city residents monthly, including IDPs and migrants. In addition to city visitors from villages and cities of neighbouring municipalities, the clinic is especially frequented by poor families to get free examinations and treatment.



SEBHA (LIBYA) Block A of Mahdeiya Health Clinic after rehabilitation. Photo: ©UNDP Libya

In July, the WASH sector benefitted from the provision of three sewage suction trucks and three suction pumps. This will contribute towards better hygiene management in the city. In Ghodowa, a small village located about 70 km south of the city of Sebha, a project was completed at the end of 2020 that extends a pipeline from the western well to the public network to improve the water supply to the village. This village has been attacked by ISIS over the past year, causing the displacement of a number of its residents. This project benefits 4,500 residents from Arab and Tebu communities and also benefits foreign workers in the area.

Among ongoing projects, Al-Khansa and Al-Wahda schools were nearly complete by the end of the year. Ghodowa school rehabilitation also started in the last quarter of 2020. Three clinics – Tahrir Health Clinic, Tadamon Emergency Clinic, and Block-B of Mahdeiya Health Clinic – were also near completion. The UNESCO library rehabilitation was almost complete at the end of the year. Installation of solar streetlights was initiated by the year end. This streetlight project is 14 km long and covers 12 sectors from Sebha international airport to the downtown. It will benefit the entire population of Sebha as this covers the main and longest street in Sebha, connecting all neighbourhoods to each other.

Projects in development include the rehabilitation of two schools, a physical therapy centre, a stadium for youth and a training centre for women. Some of these were under evaluation whereas further processing of others is contingent upon fund availability.

Under COVID-19 support, procurement of ambulances and medical equipment was underway.

Sirte

Population: 145,000

Board approved allocation: US\$ 10.64 M

Stabilization Goal	Community priorities
Respond to the urgent service needs of all community groups, inclusive process to develop a shared and set of priorities for stabilization, improve the working relationships between local and national governing to allow the final integrated plans and activities to be implemented	Social cohesion and safety, health, education, sanitation, better functional municipal services

Total Projects in Sirte	42
Completed	23
Underway	2
In Development	17

In 2020, rehabilitation works of two schools and a health care unit were completed. A primary health care unit was handed over in March. Salem Alshorfi school, accommodating approximately 450 students, was handed over in December. Al-Yarmouk school, which has over 800 students, was completed in October. This school, in the east, was extensively damaged in the 2011 conflict and was the only school in the neighbourhood; it came to life after nine years due to its rehabilitation.



SIRTE (LIBYA) Al-Yarmouk school after rehabilitation. Photo: ©UNDP Libya

Rehabilitation of the cold chain refrigeration building started in the fourth quarter. This building will also be supplied with refrigeration equipment, which will be used for vaccines and medicine refrigeration. This will benefit the population of Sirte and its surrounding localities. This facility, which distributes vaccines and medicines to small health care units nearby, is on the southern edge of the city. It was damaged in 2016 due to fierce fighting against ISIS. Tale Al-Naser school, which consists of about 450 students, also started its rehabilitation work at the end of 2020. Advertisement was completed for rehabilitation of the Coast Guard building.

A contract for the Omar Ibn Al-Alas school was issued but works couldn't be started as the site handover to the selected contractor to begin implementation was blocked by another local contractor that had been initially contracted for this work in 2013. The SFL team in Sirte coordinated with authorities and Al-Manara school was selected as a replacement after consultation.

At the end of 2020, 15 projects in in planning phase to support education, health, public services, solid waste management, and WASH sectors were still on hold due to funding shortfalls. These include both civil works and provision of equipment. When additional funds become available, SFL will reassess the list with end users to ensure their relevance.

Support to the health sector provided by SFL has also helped Sirte to respond to COVID-19. Click [here](#) to see more on this.

Bani Walid

Population: 77,000

Board approved allocation: US\$ 3 M

Stabilization Goal	Community priorities
Urgent public infrastructures rehabilitated, and equipment supplied to build bridges between communities and promote peace with an idea of "One Libya".	Water, health, sewage, sanitation, and education

Total Projects in Bani Walid	28
Completed	23
Underway	1
In Development	4

In Bani Walid, SFL readvertised four different works related to different units of Bani Walid University. The scope of intervention was revised as some works were carried out by the municipality. All were under evaluation at the end of the year.

Rehabilitation of a diabetes facility within Bani Walid General Hospital started in the third quarter and was almost halfway by end of 2020. This will be converted into a fully equipped isolation facility to support Bani Walid’s response to COVID-19. To read more on how SFL support has been vital in Bani Walid’s response to the pandemic click [here](#).



BANI WALID (LIBYA) Ongoing works to establish isolation facility in Bani Walid General Hospital. Photo: ©UNDP Libya

Tripoli

Population: 1,700,000

Board approved allocation: US\$ 18 M

Stabilization Goal	Community priorities
Reconstruction and peacebuilding inclusively supported in the 13 municipalities of the Greater Tripoli area with an enhanced working relationship between mayors and central administration.	Health, education, waste management, water and sanitation, roads and municipal services.

Total Projects in Tripoli	157
Completed	144
Underway	10
In Development	3



TRIPOLI (LIBYA) People at work in rehabilitated medical storage in Al-Jalaa Maternity Hospital.
Photo: ©UNDP Libya

Multiple projects were completed in Tripoli during 2020, benefitting the health, education, and solid waste management sectors. Rehabilitation of two hospitals, Tripoli Central Hospital and Al-Jala Women's Hospital were completed in February. Service recipients of these health institutions go beyond boundaries of Greater Tripoli. Sixty-five sets of medical equipment were also provided and distributed among health clinics in all 13 municipalities of Greater Tripoli. Each of these medical equipment sets consisted of 11 different types of equipment ranging from ultrasound scanners to power backups.

Rehabilitation of 13 schools were also completed during 2020. These schools from Abo Salim, Garbouli, Al-Ssabriaa and Sidi Al-Sayah municipalities benefit over 7,000 students and brings the total number of rehabilitated schools in Tripoli to 72. Out of six remaining schools in Ben Gashir municipality, three were ready to be handed over, two were partially damaged and one was substantially damaged in the latest fighting in southern Tripoli. Prior to the escalation of this conflict, works for those schools were completed and were awaiting official handover. This damage will now be assessed and will be reinstated accordingly.

Serving greater Tripoli's waste management, 28 refuse collectors and seven tractor heads were distributed among seven different municipalities. This will directly benefit the nearly 1.4 million population of Abo Salim, Ein Zara, Souq Al-Gomma, Tajoura, Tripoli Centre, Hay Al-Andalus and Ben Gashir municipalities. Click [here](#) to learn more about the impact of this support in solid waste management challenge in Tripoli.

Rehabilitation works of Ali Asker, Tajoura Cardiology, and Abo Salim Hospitals were ongoing. Click [here](#) to read more about SFL's support to install a sewage treatment plant in Tajoura Cardiology Hospital. Post-conflict clearing/demining works in Ben Gashir and Al-Sabiaa municipalities was expected to start in early 2021. Similarly, demining in Abo Salim and Ein Zara municipalities was also in the pipeline.

Works to install almost 30 km eco-LED streetlights along the Second Tripoli Ring Road was advertised in last quarter of 2020. Around the end of the year, a project to improve the

condition of a 27.5 km stretch along the same ring road by means of surface marking and landscaping was identified. Since this place is frequented by people from Tripoli and all across Libya, these improvements will benefit the larger population.

Under COVID-19 support, 1,500 cartridges consisting of 15,000 testing kits were provided to the MoH in August. These were to be distributed to different regions across Libya. SFL also supported the WHO to transport PCR-reagents to Libya. Five units of COVID-19 testing machines were also provided to the MoH in October.



TRIPOLI (LIBYA) Covid-19 testing machines handed over to MoH. Photo: ©UNDP Libya

Ghat

Population: 26,000

Board approved allocation: US\$ 2.5 M

Stabilization Goal	Community priorities
Disaster relief: the SFL began its engagement with Ghat in June 2019 with the urgent need to provide disaster relief after a devastating flood caused destruction and displacement.	Immediate disaster relief beginning with solving water contamination to mitigate health risks and prevent further displacement.

Total Projects in Ghat	15
Completed	10
Underway	2
In Development	3

Throughout the year, the WASH sector in Ghat benefitted from the provision of multiple equipment. The city was crippled by severe flooding in the first half of 2019, resulting in the displacement of thousands of its inhabitants and extensive damage to private and public infrastructure in the city. In addition to equipment support provided in 2019, SFL further provided four sewage suction trucks, four water tankers, four pesticide sprayers vehicles, 21 diesel generators, 25 submersible pumps, four surface pumps, and four welding machines. These batches of equipment provided will enable the General Company for Water and Wastewater to improve people's access to clean water, overcome sewage floods, respond quickly to blockages in some network lines, and more importantly, to collect sewage from catch pits as many areas in the municipality still lack sewage infrastructure. Some of the equipment also helped the city in its response to COVID-19.

Sets of personal protection equipment for the firefighting unit were partially delivered during the last quarter; the rest are to be delivered early in 2021. Some of the equipment, which includes mobile suction pumps and deemed necessary for flood dewatering operations and maintenance of emergency nets, were kept on hold. Further processing is subject to availability of additional funding.

Tawergha

Population: 24,000

Board approved allocation: US\$ 3 M

Stabilization Goal	Community priorities
Sustainable return of displaced communities who have not found attractive alternatives through restoration of basic services presenting a barrier to return, provision of mental health and psycho-social support for returnees, and livelihood support	Social affairs and psycho-social support, reconciliation with Misrata community, education, healthcare, water and sanitation, waste collection, electricity, agricultural infrastructure, youth and sport, housing and utilities, vocational training resources, support for disabled persons, humanitarian assistance, and bridges

Total Projects in Tawergha	14⁷
Completed	6
Underway	8

⁷ Also includes 3 projects for Misurata

In 2020, three schools in Tawergha were completed. Al-Etihad Al-Afrike, Shohada Tawergha, and Um Al-Moamineen schools were completed and handed over during third quarter, benefitting 1,200 students. Tawergha computer lab was rehabilitated in the third quarter and this was further supported by the provision of desktop computers, furniture, and VSAT connection. There are two phases of solar streetlight installation projects in Tawergha for a total of 5 km. The first phase was completed in early 2020 and was 1.5 km long. Solar streetlights in Tawergha, and across Libya generally, have had a positive impact on security and stabilization, and are positively perceived by population. Click [here](#) to read more on how installation of solar streetlights improve stability and the path toward normal life in Tawergha. For the second phase of installation 3.5 km long, the site was handed over to the contractor to start the work.

Further equipment support identified for Tawergha were being processed for procurement. These include provision of a sewage suction truck, water tanker, and pesticide sprayers. Along with these, a request for a sewage suction truck, water tankers, and a sewer cleaner were also processed for Misurata.

Kufra

Population: 52,000

Board approved allocation: US\$ 2 M

Stabilization Goal	Community priorities
Not yet defined	Not yet defined

Total Projects in Kufra	9
Underway	3
In Development	6

In Kufra, works to install 9.8 km of solar streetlights started in the last quarter of 2020. A truck-mounted lifting basket crane was in process and expected to be delivered early 2021. Work related to the drilling of two boreholes is also expected to start then. A contract for the provision and installation of four transformers is also expected to be issued soon. GECOL will integrate these four transformers into their overall installation plan for Kufra, therefore benefitting all facets of the community. Other projects in planning consisted of rehabilitation works related to an airport terminal building, two schools, child play areas, and the provision of fire trucks. In the process of conducting comprehensive consultation in Kufra, these projects in planning will be revisited to ensure that any intervention agreed is significant and contributes to the stabilization goal. The timing of the implementation of these remaining interventions is also subject to availability of additional funding.

Derna

Population: 196,000

Board approved allocation: US\$ 2 M

Stabilization Goal	Community priorities
Derna becomes a beacon for science, culture and sport within a framework of coexistence of all its various cultural components with all views being met with acceptance.	Solid waste, water and sanitation, health, education, water, roads and bridges, historical centre, youth and sports, and local governance.

Total Projects in Derna	8
Completed	2
Underway	4
In Development	2

In addition to one regular ambulance already delivered in the first quarter, SFL provided another three ICU ambulances in the last quarter. This will strengthen the overall health service response in Derna. Three pesticide sprayer vehicles were also delivered in December 2020.



DERNA (LIBYA) Pesticide Sprayers with Vehicles for Derna. Photo: ©UNDP Libya

Garbage trucks, firefighting trucks, and a general incinerator were in the advanced stages of production by the end of the year. At the end of the year, a contract was issued for rehabilitation of Omar Al-Mukhtar school and is planned to begin in early 2021. Given the current funding stage, and that the board approved allocation for Derna was already exceeded, further consultation with Derna was done with projected estimates of activities' costs. Derna had strongly urged support for a cultural centre and school. To accommodate this, Derna issued a letter requesting to decrease the numbers of fire and garbage trucks to avail some funds for the cultural centre and a school.

Technical documents were developed to construct and equip an isolation facility with a 20-bed capacity in response to COVID-19 in Derna and was in the procurement process. Click [here](#) to watch how ambulances provided by SFL have helped Derna to respond to the COVID-19 pandemic.

V. Cross Cutting Issues: Challenges and Lessons Identified

Political and Security Challenges

During 2018, two large-scale trends in Libya affected the work of the Stabilization Facility. These were recurring tensions in Tripoli between armed groups vying for control of lucrative locations and income streams and expansion of the zone in which the Eastern-based Libyan Arab Armed Forces (LAAF) exercised heavy control. Serious fighting erupted in September, interrupting civil works briefly, though all sites resumed work within a week of the truce brokered by UNSMIL. The SFL ensured that its staff worked from home if the conflict affected their home areas or their routes to work and took regular rollcalls to confirm their well-being. Continued close liaison with contractors helped to ensure that they were aware of the situation, that they took proper account of the safety of their workforce, and that they resumed work as soon as it was safe to do so.

Military developments and armed conflict continued to be the predominant challenge in 2019. In February, the LAAF swiftly took control of most of the Fezzan region including areas of active SFL engagement. LAAF also occupied positions east of Sirt, challenging the stability of that city which hosts a vital oil export port. In April 2019, during the visit of the UNSG in Tripoli, the LAAF launched an assault on the city which led to persistent fighting in the southern municipalities, where SFL also works, through mid-2020. This led to the displacement of tens of thousands of families and the vast destruction of homes and public infrastructure.

In 2020, the main challenge was the coronavirus pandemic beginning to have an impact on the country in March, however armed conflict imposed disruptions and delays in key areas where SFL operates. Fighting in southern Tripoli continued until June 2020, when the Facility was immediately able to move in and begin demining to support the returns of thousands of displaced families. While the Stabilization Facility had continued to deliver in those areas where possible and with delays, the need for restoration of public infrastructure and services increased after the cessation of armed conflict in the area. In addition, the LAAF gained control of Sirte in early 2020 delaying project implementation. A municipal capacity assessment to be conducted in Sirte was indefinitely postponed after a steering committee was installed in place of the elected municipal officials.

Political dialogue and peace talks sponsored by the international community continued through the Berlin Conference in early 2020. A shaky ceasefire agreement was signed in August, and then a permanent ceasefire was signed in the end of October 2020 just before another round of dialogue virtually and then in Tunisia. Meetings focused on setting terms for a unified governance framework and national elections as soon as possible. While there was some optimism about the progress of the political dialogue and cessation of violence, the COVID-19 pandemic and economic crisis posed significant operational challenges for the implementation of Stabilization support.

Operational Challenges

In addition to the security and political difficulties noted above, SFL delivery of civil works, capacity assessment and enhancement exercises, community consultations and planning were slowed by multiple factors in 2020. In previous years, limited experience and capacity of local contractors proved to be one of the main hurdles. The supply of specialized technical

equipment, such as medical equipment, has been delayed by a lack of institutional capacities resulting in miscommunications around precise specifications. While SFL engineers are working closely with municipalities to improve these aspects in the procurement process, they are also building capacity of local actors to improve their ability to lead these processes in the future.

In 2020, SFL activity was limited by COVID-19-related restrictions on movement and public gatherings. Curfews were imposed reducing work hours in a day and non-essential domestic and international travel was prohibited in the early weeks of the public health crisis. Facility contractors as well as UNDP staff were impacted, and their work restricted as a result. In addition, SFL began to re-prioritise its operations to address the immediate need of preparing for the public health emergency. Due to usual import procedures and delivery obstacles, shifting implementation and procurement plans is not an easy task. While work continued at a slower pace, Stabilization Facility support to the public health infrastructure of Libya, as well as municipal officials, proved to be essential in the crisis the country faced. This mostly consisted of planning support and repurposing already provided assets and infrastructure.

In addition to capacity building of municipal officials, the Stabilization Facility has set out to improve the competence of local CSOs. The importance of this has been demonstrated in 2020 whereby the inability of UNDP staff to move between locations due to the pandemic restrictions increased its dependence on local actors. Plans to build the organisational capacity of local CSOs, and to enhance their conflict analysis and management skills to form the sustainable base for Output 3 activities were delayed in Q1 and then conducted remotely instead of in person. The program SFL developed with UNITAR to train and improve the capacity of local NGOs that UNDP may be able to engage began online in Q2. This work is critical the implementation of Output 1 activities in a way that is does no harm nor favours certain segments of the communities where the Facility works. The Facility is optimistic that the training will be just as impactful remotely as it would have been on-site in Libya.

Lessons Identified as of December 2020

During 2020, SFL has identified a number of lessons regarding implementation of stabilisation activities in Libya:

- Before initiating activities planned through community consultation, communicate with municipal and national authorities. On several occasions, communities advocated for specific support to UNDP, as well as governing authorities at the local and national level, that was approved by the Facility. SFL is able to save time by avoiding overlapping efforts and redirect resources to other priorities. In Bani Walid, provision of dental and medical equipment was agreed to by the Ministry of Health so SFL removed it from the list of pending projects, used the funds for other pending work, and avoided losing time by initiating a redundant procurement process.
- Despite the continued armed conflict and polarisation, local dialogue and conflict management consultation is possible and actors will eagerly participate. However, it requires excellent facilitation and extensive preparation, meaning that Output 3 processes are not quick and CSO capacity building is especially imperative. While lists of desired Output 1 investments may be made quickly, taking the time to ensure that the package is well-designed to enhance the position of those sustaining peace, and to broaden it through genuine inclusion, is essential if the SFL is to achieve its stabilisation impact.

- The model of stabilisation developed during the SFL strategic review reflects the needs of Libya's complex, fractionated and fluid conflict. It differs from the way UNDP is coming to use the term globally, based on more brief (nine to twelve month) application of a model similar to the "clear, hold, build" approach. This potential confusion between the way UNDP is coming to use the term "stabilization" and the title of the SFL project requires careful communication within UNDP, since the design of SFL reflects the needs of Libya and is well aligned with the donors' use of the term and goals of the project.
- The public may develop high expectations of what SFL supported development/early recovery projects can achieve that cannot be achieved on the political track. While development may complement political negotiations, it cannot take the lead and communications with the public and SFL partners should ensure not to foster unrealistic expectations.
- While improvements in service delivery and local level reconciliation are meaningful contributions to building trust, government credibility will come only with an overall political settlement.
- Immediate stabilization efforts may yet take years to materialize an impact. With respect to creating an enabling context for improvements to take hold, a longer-term approach is required with basic levels of security in place and a commitment to peace from key stakeholders. This would help to ensure that local truce and cease-fire agreements prove sufficiently durable.
- Local efforts alone cannot be expected to bring lasting stability, as national level conflicts inevitably play out in local tensions. In addition, local economies depend acutely on national factors, (including, for Libya, national payments of salaries and stipends, national investment funding, and national action on banking sector liquidity). The Facility must work with partners and UNDP projects at all levels to leverage its support to a more holistic response.
- The SFL must view local dynamics in the context of the national political context. Therefore, it must link local (in)stability to national (in)stability. It is important to provide an avenue for the central government to reach all the regions and avoid marginalizing any areas with respect to service delivery, and maintain these connections between the regions of Libya that will be essential for stability in the future. SFL, therefore, works to ensure that the national government engages positively with municipalities, both in the investment planning process – the basis for working out municipalities' priorities – and in the continuing provision of recurrent costs essential for the sustainability of the service delivery. It also aims to ensure government connections with municipalities is more constructive and models a two-way communication process whereby national authorities both listen to local voices and convey national priorities at the same time.
- Set political goals that reflect the evolving reality. The Facility's original goal was to enhance the legitimacy of the GNA. The Facility's first two years' experience indicated that its resources and Theory of Change were not sufficient to achieve such an ambitious goal. The Strategic and Operational Review recommended that the top-level strategic goal be made more realistic and directed attention to the importance of national unity for long-term stability. The revised project document (SFL II – *Stronger for Libya*) offers a revised goal, "to strengthen the legitimate and internationally recognised state authorities, and national unity for all Libyans." This both reflects the evolution of the political context and relates its goal more directly to the types of work it can undertake. The revised

Theory of Change then sets out how SFL will make an appropriate contribution towards the revised goal.






Sustainability






The SFL is constructed as an intermediate stabilization Facility, bridging the gap between short-term humanitarian aid and longer-term (and larger) reconstruction programmes. The ideal duration in any location is six to twelve months. During the prioritisation process, however, the SFL has sought to confirm that facilities, once renovated, can be operated effectively; that staff are available, maintenance capacity is in place where relevant, and there is a reasonable prospect of recurrent budgets.




Phase II of SFL saw a shift to an Output 3-led approach and a prioritization of Output 2 activities as well. This has led to greater attention to the political and social sustainability of investment packages. Moreover, the Facility's approach seeks wherever possible to support political sustainability of governance linkages (e.g. between the national government and municipalities) and social sustainability and of other connections it builds (e.g. between citizens and municipal and national authorities). This is done through capacity training support to local CSOs, enabling them to effectively engage with local government authorities to mitigate risk, identify and help solve problems, as well as provide communities with a platform to communicate challenges or needs. In 2020, considerable progress was made to build capacities of CSO partners and municipalities to conduct assessments, implement conflict mediation strategies, and design and implement various types of community support programmes. Some success was demonstrated in the ability of partners to quickly being coordinating with municipal authorities on the COVID-19 community response – education, sensitisation to hygiene and social distancing protocols, and guidance on how to access accurate medical advice.



This has been complemented by an enhanced level of coordination with the Ministry of Planning and the Ministry of Local Governance, allowing closer connections between SFL Output 3 community consultations and Municipal Councils. In 2020, this is marked by the completion and launch of the Kikla medium-term planning strategy and its replication beginning in three additional municipalities: Sebha, Bani Walid and Derna. The process of developing the strategy was a new concept and provided a manageable framework for municipal officials to lead in local development through a practical and participatory approach. The objective was to ensure that upon the Facility's reduced engagement with and withdrawal from the municipality, that the council would be able to continue demonstrating to its residents its competence. The process's replication in other locations where the Stabilization Facility has had significant engagement establishes an approach to a sustainable exit strategy.

Updated Risk Matrix

Description	Consequence	Type	Initial risk	Countermeasures / Management response	Residual risk	Status (baseline Dec 2018)
1. LPA bodies unwilling or unable to take Pol advantage of SFL opportunities	Failure to foster national unity or demonstrate effectiveness of state authorities	Strat	I=5, P=4	Close liaison with senior advisors to help state authorities to reap potential benefits. Active communication of the roles of PC, GNA and other state authorities towards goals of stronger legitimate state authorities and national unity	I = 4, P = 4	Erosion of PC and GNA capacity to engage, following April assault on Tripoli. 
2. Lack of engagement of semi-public state bodies or tardiness in participation	Failure to demonstrate national unity through these bodies	Strat		Senior Pol engagement with management of these bodies. Demonstration by example of the advantages to them of engagement with SFL.		GMMRA engage in nationally unifying way. GECOL remains united, engages with SFL at high level. GSC engage at local level only. 
3. Failure to deliver project activities undermines position of UNSMIL and UNDP within Libya	Rejection of UN family, including UNDP, undermines state authorities whom UN recognises	Strat	I = 4, P = 3	UNDP and UNSMIL to ensure project actions are realistic and delivered; SRSG to ensure one UN approach to lever wider UN contributions; project team to manage expectations.	I=3, P=2	UNDP remains welcomed, especially where SFL operates; UNSMIL unable to leverage this in. 
4. Adverse public reaction to international support to legitimate state authorities	Popular rejection of local and national state authorities undermines local stabilisation and national unity.	Pol	I = 2, P = 2	UNDP and relevant representative of the PC working on a revised visibility and Strat Communications Strategy; all activities will be properly communicated according to the new Strategy to be approved by the Board; UNDP implementing media response based on emerging needs.	I=1, P=1	No Board-approved Strategy, but positive media reception. 
5. Deterioration in security situation negatively affects project delivery.	Unable to complete Output 1 projects	Security	I = 3, P = 3	UNDSS will work proactively to identify potential risk; Project team continually assesses situation and makes recommendations to project board on appropriate adjustments to project activities.	I=2, P=3	Effective Output 3 effort has prevented barriers to Output 1. 

6. Safety and security threats to technical advisors.	Unable to deliver important advice, leading to impaired delivery	Op	I = 3, P = 3	UNDP to recalibrate Duty of Care expected from contractors in Libya; UNDP continually assess security situation within contracted and other supported institutions and adapt project activities accordingly.	I=2, P=3	DoC attention has accompanied relocation of international staff. 
7. Resource mobilization does not succeed in fully funding all project activities.	Some deliverables will be unaffordable	Fin	I = 3, P = 2	Activities can still be started within Libya in the first agreed three locations plus new sites included whilst the team and UNDP management will continue to raise additional funds.	I=2, P=1	Risk remains, but activities being pursued nevertheless 
8. Third party contractors are unable to identify suitably qualified personnel for Libya	Some activities will not be delivered	Op	I = 4, P = 2	Company has so far proved good capacity in identifying qualified candidates. UNDP can utilize HQ rosters to provide additional candidates as necessary. Project team includes strong monitoring arrangements within contract. Alternative partnerships/providers will be explored to mitigate impact.	I=2, P=2	Good-quality staff have been found for almost all posts. 
9. Recruitment and deployment of qualified project staff takes longer than expected.	Some activities will be delayed, possibly critically	Op	I = 3, P = 3	UNDP utilizes fast-track recruitment processes in line with UNDP rules and regulations; UNDP ATLAS E-tendering system to come online in early 2019; expansion of dedicated HR and Procurement Staff	I=2, P=3	Continued delays experienced, though plans in place to address them. 
10. Reduced scope of participation of moderate community members in project prioritisation	Trust-enhancing relationships cannot be built, local stabilisation is prevented, and national unity impaired.	Prog		UNDP team build ownership of a shared set of principles that define stakeholder group membership and limits unwanted elements from infiltrating decision-making processes; Identify radical groups operating within target communities and their linkages to existing bodies and initiatives within the community. Sense-check the viability of working separately from these groups; where possible encourage economic opportunities, through basic service delivery, that can reduce recruitment of youth to radical groups; if necessary, prepare for (and threaten) withdrawal if 'spoilers' dominate		Output 3 reformulation has generated inclusive consultations in difficult cities (e.g. Sebha, Sirte). Spoilers have steered clear of SFL. 

<p>11. Over-reliance on Field Coordinators and Engineers for all aspects of outputs, reducing control of outputs and outcomes</p>	<p>Reduced quality of interventions</p>	<p>Prog</p>		<p>Build strong cohort of field staff who can raise awareness of good governance practice; Create robust reporting framework for all field staffs; Comprehensive capacity building process for all field officers; Provision of tools to make decision-making clear; Responsibility given only to those field staff who demonstrate ability to operate effectively; Ensure direct communication between all parties during key stages of programme implementation (including MoU signing and project approval); encourage an open relationship between Field Staff and programme staff; vet field staff in all cases</p>		<p>Reporting (including enhanced 3rd party M&E) indicates continued high-quality delivery of Output 1. </p>
<p>12. Support to individual communities undermines ongoing inter-community initiatives</p>	<p>Local stabilisation goals not achieved</p>	<p>Prog</p>		<p>Provide incentives that bring communities together (e.g. greater funding for communities that pool funding); Provide additional funding for inter-community programmes – support communities to seek other funding sources that can complement SFL funds; work with local municipalities/ councils to identify linkages between communities and opportunities for collaboration between target communities; Identify points of tension within a community particularly around shared resources with other communities</p>		<p>Output 3 consultations have emphasized inclusion and shared resources across communities. Tawergha has demonstrated scope to work across inter-city divides. </p>
<p>13. Reliance on male field staff leads to disempowerment of women within the programme and the community as a whole</p>	<p>Key perspectives on local stabilisation are omitted; opportunities for local stabilisation are missed.</p>	<p>Prog</p>		<p>Develop materials for field staff on gender issues and how to identify and respond to them; Ensure women members of the Community are able to participate in the project identification process; Identify opportunities for recruiting female field staff who can work with male field officers to engage with women in the community; Identify mechanisms with the community to ensure female participation in meetings; Provide incentives to communities to prioritise basic services that specifically target the needs of women and girls within the community; Provide support for women across different communities to work together on shared issues of concern</p>		<p>Gender balance of staff remains a problem.  WNLP pilot identified to enhance gender impact, but currently delayed. </p>

14. Complexity of lessons system, and demands on SFL team, undermine delivery	Key activities are not delivered	Prog	I = 3, P = 2	Develop clear ToRs for MEL system to ensure proportionate demands on delivery team; develop strong communications between delivery and MEL teams; invest in SFL team dynamics	I = 2 P = 1	Recruitment of 3 rd party MEL consultants delayed. Simplified system only so far. 
15. Corruption and Embezzlement. Economic breakdown has encouraged a black market. Gaps in the audit trail. Lack of transparency and accountability in partners	Reduced value for money; reduced delivery of local stabilisation	Inst		Adherence to all UNDP FARs; Develop clear procedures/regulations for procurement and payment covering several potential scenarios; 3 rd party verification; Standard contracts for local partners whereby photos / reports are acceptable in lieu of receipts for the audit trail; Ensure capacity building and training in project cycle management for community organisations		No indication of impropriety or loss of value for money. 

VI. Results Framework Indicators and Progress to as of 31 December 2020

Output 1: Basic Service Equipment and Light Infrastructure Delivered to Local Expectations			
Indicator	Annual Target for 2020	Progress of 2020	Status
1.1 # of civil works projects completed	28	33	Ongoing Target complete
1.2. Of those familiar with SFL projects, the % who indicated the completed civil works projects met their expectations (Disaggregated data noting age and sex)	60% (6/9 services)	Benghazi: 7/9 services Kufra: 8/9 services Kikla: 5/9 services Tripoli: 1/9 services Bani Walid: 3/9 services Sebha: 2/9 services Ubari: 2/9 services	Ongoing 2/7 municipalities
1.3. # of equipment (goods) delivered	26	81	Ongoing Target complete
1.4. Of those familiar with SFL projects, the % who indicated the equipment/goods delivered met their expectations (Disaggregated data noting age and sex)	60% (6/9 services)	(Combined with target 1.2 – above)	Ongoing 2/7 municipalities
Output 2: Immediate Capacity Support for Municipalities and Local Service Delivery Partners Provided			
Indicator	Annual Target for 2020	Progress of 2020	Status
2.1. # of stabilization plans developed utilizing a participatory approach involving local stakeholders (i.e. NGOs, CSOs, CBOs, women's groups and peace centres, and youth, community and marginalized groups) with municipalities and local partners in targeted areas of SFL support	4	2	Completed in Tawergha and Derna. Pending in Kufra and Ajdabiya due to pandemic.

2.2. # of stabilization plans implemented utilizing a participatory approach involving local stakeholders (i.e., NGOs, CSOs, CBOs, women's groups and peace centres, and youth, community and marginalized groups) by municipalities and local partners in targeted areas of SFL support	11	9	Ongoing in Sebha, Ghat, Derna, Sirte, Tawergha, Tripoli, Bani Walid, Ubari and Benghazi – pending community consultation in Kufra and Ajdabiya due to pandemic
2.3. The performance of municipalities on the OCA Framework (Scale 1-4)	2	0	To be conducted in Derna and Bani Walid in coordination with support to develop a medium development plan.
2.4. The performance of agencies on the OCA Framework (Scale 1-4)	1	2	Completed for Sirte, planned for Ubari
Output 3: Local Conflict Analysis, Dialogue and Mediation Capacity Strengthened			
Indicator	Annual Target for 2020	Progress of 2020	Status
3.1. Degree of municipal authorities and local peace structure satisfaction with the conflict resolution support provided by SFL (5 = very high, 4 = high, 3 = fair, 2 = low, 1 = very low) (Disaggregated data noting: sex and age)	3	N/A	Ongoing
3.2. # of women, men, and youth involved in local conflict resolution efforts in targeted areas of SFL support	30 in Ubari, Benghazi and Sirt	133 in 4 municipalities Men: 99 (74%) Women: 34 (26%) Youth: 28 (21%)	Ongoing Target complete
3.3. Bi-annually, # of local peace structures which have (a) updated their own local mechanism for conflict risk warning (weight 40%); (b) linked it with the municipality stabilization plan once that exists (35%); and (c) participated in the conflict analysis update by the RPA (or contract) partner (25%).	TBD, based on Voluntas findings	N/A	Ongoing
3.4. # of stabilization goals developed	2 municipalities	2 municipalities	Target complete Stabilization goals newly developed in Derna and Tawergha.

VII. Annex I: COVID-19 Support Provided by Stabilization

	Activity	Municipality
1	Provision of testing kits (Cepheid and its cartridges)	Distributed by MoH to Sebha, Kufra, Tripoli, and Ghat
2	Provision of 42 ICU Ventilators to be distributed in coordination with WHO and MoH	Partially distributed in coordination with WHO and MoH
3	Transportation of Nasopharyngeal swabs and COVID 19 PCR reagents	Tripoli
4	Supply and installation of Oxygen facility “inhalation supply” or Medical Gas Plant	Bent Baya
5	Support for local PPE production through provision of raw materials and machinery for a local small manufacturing enterprise	Tripoli
6	support the rehabilitation of diabetes healthcare facility and convert it to fully equipped isolation facility.	Bani Walid
7	Support the establishment and provide equipment for 20 beds isolation facility	Kufra
8	Support the establishment and provide equipment for 20 beds isolation facility	Benghazi
9	Provide Medical equipment	Ghat
11	Construct and equip an isolation unit with a capacity of 20 beds as a preventive and precautionary measure	Derna
12	Provide Medical equipment	Sebha
13	Provide Medical equipment	Ghat

VIII. Annex II: Media Analysis

STABILIZATION FACILITY FOR LIBYA

Media Analysis

January – December 2020

Volume 1, Number 1

In This Issue

- Introduction Note
- Executive summary
- Conclusions

Media

Overview: Press Coverage
 Press Coverage by Focus
 Press Coverage by Project
 Press Coverage by Scope and Language
 Press Coverage by Type of Content
 Press Coverage by Media Sentiment
 Top stories in Media
 Top media

Website

Overview SFL page
 SFL Top Three Stories

Social Media

Facebook Top Engagement
 Twitter Engagement
 YouTube Views
 LinkedIn Overview
 Instagram Overview

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Introduction Note

The Communication Unit is currently monitoring the online version of leading newspapers in Libya such as Bawabet Alwasat and Libyan Herald. The Unit is also monitoring several international news websites in Arabic and English to see how the Stabilization Facility for Libya (SFL) is mentioned in the media.

The analysis is based on 98 articles that contain UNDP's SFL mentions in the monitoring period from 1st January to 31st December 2020. The analysis also reflects on how articles related to SFL published in UNDP Libya website and social media platforms performed.

We hope you find this analysis useful. Any feedback, question or comment is most welcome. Please send them to:

media.ly@undp.org

Executive summary

In the monitored period, the SFL was mentioned in 98 articles out of 408 articles about UNDP. The most popular story was related to the handover of Al Jala Hospital and Tripoli Central Hospital (11 articles). When tracking media coverage by sentiment, 83 articles were neutral (Copy/pasted from our press release or social media posts or very little change) and eight were positive (not copy/pasted, genuinely adding something positive or specially picking up on positive message we wanted to achieve from the event or activity).

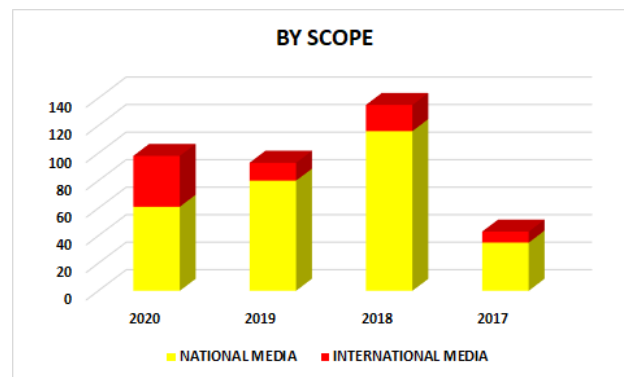
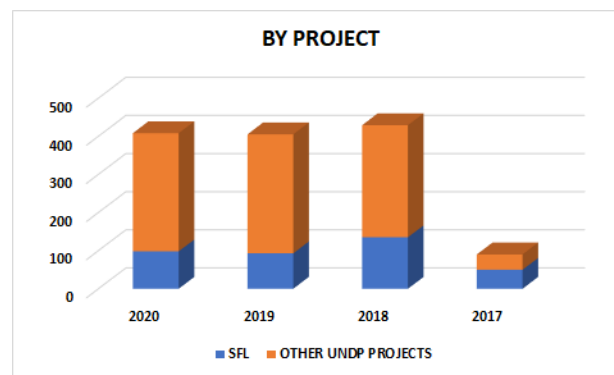
On the website, the story about a woman who manages the medical store at Al Jala Hospital earned the greatest number of

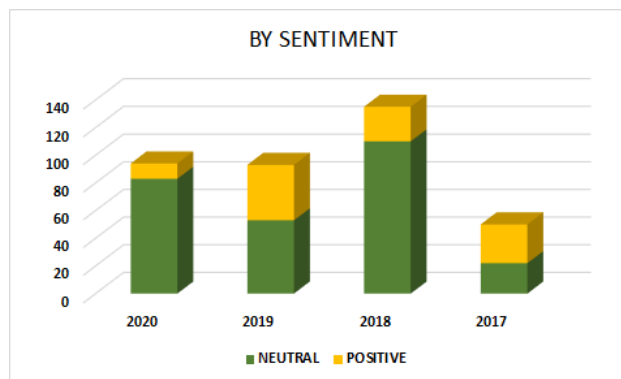
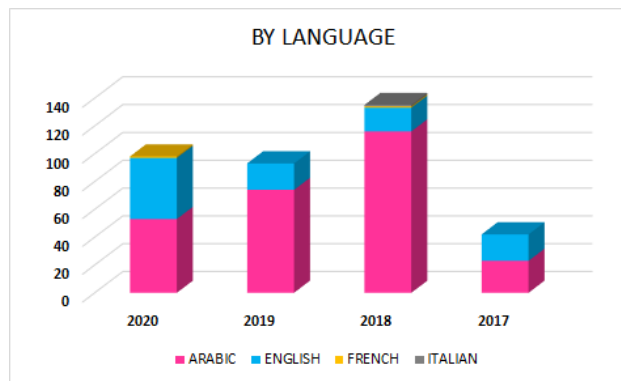
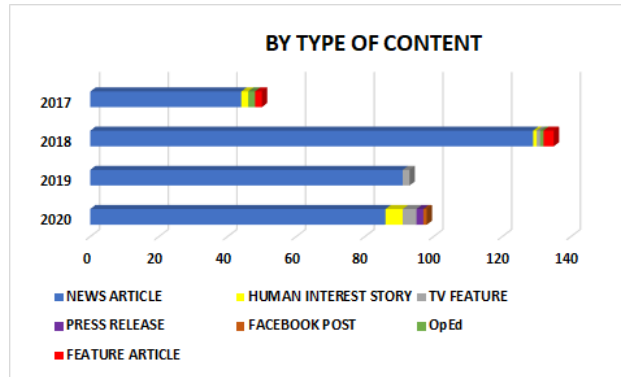
views. On social media, most of the top posts were related to handover of Infrastructures or equipment delivery.

Conclusions

- On traditional media, there was a more balanced distribution between articles in English and in Arabic. The same goes for the scope of media.
- On social media, the number of people reached increased on Facebook and LinkedIn.
- On the website, women were the main protagonists in the most successful stories.

Media – Press coverage





Top Story in the Media

Handover of Al Jala Hospital and Tripoli Central Hospital: 11 articles



[News Break](#) based in USA published eight articles about the SFL during the monitored period and [Libya Business News](#) came in the second position with five articles.

UNDP Website

Overview SFL page

Page ?	Page Views ?	Unique Page Views ?
	1,274 % of Total: 1.34% (94,925)	1,058 % of Total: 1.43% (73,902)

Top Stories:



680 views



471 views

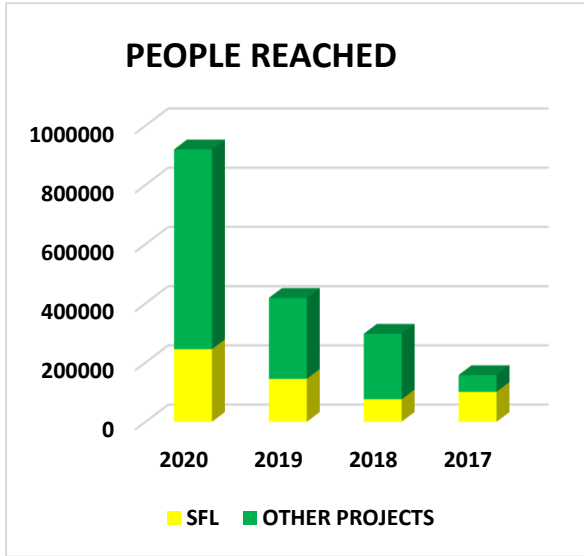


246 views

Social media

 **UNDP Libya Facebook page**

Top Post: reached 9,900 people, earned 1,270 post clicks, 102 likes and 12 shares







Ghat Municipality

The municipality posted three times about UNDP’s SFL support. They earned 207 likes and 16 shares.

Bani Walid Municipality

This municipality posted three times about SFL. These posts earned a total of 388 likes.

<p>المكتب الإعلامي بالمجلس البلدي غات January 16, 2020</p> <p>تسليم أربع جرارات إلى مدينة غات من خلال صندوق تحقيق الاستقرار في ليبيا، شركة المياه والصرف الصحي غات تسلم أربع جرارات، دعم لقطاع المياه والصرف الصحي في بلدية غات والتي الحق بها أضرار جسيمة نتيجة الفيضانات التي اجتاحت البلدية في يونيو 2019.</p> <p>ويأتي هذا بعد المقترحات التي قدمها المجلس البلدي لصندوق تحقيق الاستقرار في ليبيا لعدم عد من القطاعات الخدمية بالبلدية ترميم البنية التحتية.</p> <p>#المكتب_الإعلامي_المجلس_البلدي_غات</p> 	<p>المجلس البلدي بني وليد March 21, 2020</p> <p>صور اليوم السبت 21مارس 2020م بلدية بني وليد تواصل لجنة التطوير بلدية بني وليد، حملة رش وتطهير بعدة مناطق وأحياء وشوارع البلدية كخطوة احترازية للوقاية من فيروس كورونا حيث تم رش وتطهير المحطات المائية والمحطات والشوارع داخل المدينة وكذلك الجهات العامة بمحطة الجرود وفرارة التطهير.</p> <p>وتواصلت اللجنة كافة المواطنين بتجود التعاون مع اللجنة لمصلحة الجميع وحفاظا على سلامة من فيروس كورونا المستجد، الأهل بالإتزام بالإرشاد والتوعية.</p> <p>وجهة الله المجمع</p> 
<p>Abu Saleem Municipality</p> <p>The municipality published one post about SFL, which was related to the handover of refuse semi-trailers. It earned 1676 likes and 24 shares. It was published on 3 May 2020.</p> <p>المجلس البلدي ابوسليم May 3, 2020</p> <p>مباركات - في إطار المساعي التي تقوم بها بلدية ابوسليم لدعم فرع شركة الخدمات ابوسليم ورفع من مستوى الخدمات لديه خدمة للصالح العام.</p> <p>تم تسليم عدد من الصناديق المشاعفة ذات الاجسام الكبيرة من قبل بلدية ابوسليم لفرع الخدمات ابوسليم لتسليمها بشكل كبير في استيعاب ونقل القمامة ، وسكنوا داعم كبير للخدمات العامة الأخرى.</p> <p>وحرصا على التعاون بالتنسيق مع مدير فرع الخدمات ابوسليم علمي توريها وفق الأماكن الأكثر لتكثيفي القمامة.</p> <p>ويأتي هذا الدعم في ظل الظروف الراهنة التي تتطلب مضاعفة الجهود والامكانيات للقيام بأعمال النظافة وصيانة البيئة بالشكل الأمثل .</p> <p>اشكر كل الشكر أرجوا فرع الخدمات العامة ابوسليم . ولكل من سعى أو ساهم بمثل هذه الأعمال .</p> <p>واته ولي التوفيق .</p> <p>ابوسليم</p> 	<p>Benghazi Municipality</p> <p>The municipality published three posts about SFL that earned 1658 likes and 39 shares.</p> <p>بلدية بنغازي December 16, 2020</p> <p>بلدية بنغازي تفتتح بيت المدينة الثقافي "جوش التخيلا"</p> <p>افتتحت بلدية بنغازي مساء يوم الأربعاء الموافق 16 ديسمبر 2020م بيت المدينة الثقافي "جوش التخيلا" وذلك بحضور نخبة من الفنانين الشباب والجمهور المحلي والوطني من المنطقة الشرقية للبلاد في المسرح الوطني ببنغازي.</p> <p>تحت إشراف مدير فرع الشؤون الثقافية بالبلدية السيد إبراهيم الكركي وبتوجيه من مدير فرع الشؤون الثقافية السيد إبراهيم الكركي وتمت افتتاح البيت الثقافي بحضور نخبة من الفنانين الشباب والجمهور المحلي والوطني من المنطقة الشرقية للبلاد في المسرح الوطني ببنغازي.</p> <p>ويأتي هذا الدعم في ظل الظروف الراهنة التي تتطلب مضاعفة الجهود والامكانيات للقيام بأعمال النظافة وصيانة البيئة بالشكل الأمثل .</p> <p>اشكر كل الشكر أرجوا فرع الخدمات العامة ابوسليم . ولكل من سعى أو ساهم بمثل هذه الأعمال .</p> <p>واته ولي التوفيق .</p> <p>ابوسليم</p> 
<p>Kikla Municipality</p>	<p>Tajoura Municipality</p>



The municipality published one post related to SFL on 30 June 2020 to announce the launch of Kikla Development Plan. It earned 152 likes and three shares.



The municipality published one post related to UNDP's SFL on 5 October 2020. It was about handover of Tajoura Cardiology Hospital site to contractors for installing sewage treatment plant. It earned 827 likes and 13 shares.

Sebha Municipality

In total, the municipality published six posts related to SFL activities that earned 2,332 likes and 36 shares.



This was the top post. It was about handover of Al Akaber Center and Omar Bin Khatab School and published on 30 August 2020. It earned 744 likes and two shares.

Tawergha Local Council

The local council published one post mentioning SFL and was related to delivery of IT equipment to the computer lab. It was published on 17 May 2020 and earned 76 likes and one share.



The local council published one post mentioning SFL and was related to delivery of IT equipment to the computer lab.

It was published on 17 May 2020 and earned 76 likes and one share.

Tripoli Centre Municipality



The municipality published one post mentioning SFL. It was about distribution of garbage bins and refuse semi-trailers in different areas of the municipality. Published on 31 July 2020, it earned 1230 likes and 15 shares.

Ubari Municipality

The municipality published two posts related to SFL that earned 484 likes and 26 shares.



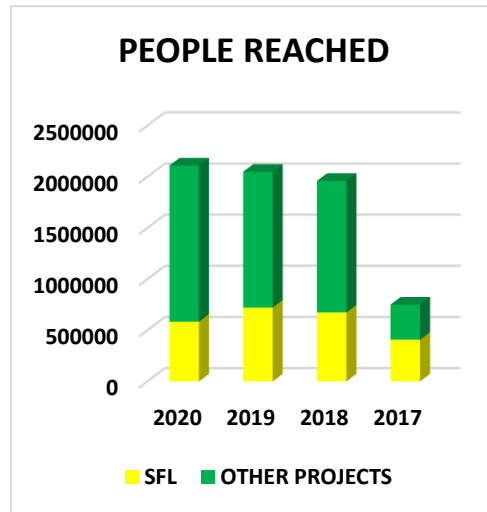
اطار متابعة كافة الاعمال و المشاريع التنموية المزمع تنفيذها في بلدية
 ركي.
 عميد بلدية اوباري المكلف برفقة وكيل عام ديوان البلدية صباح اليوم الثلاثاء
 بليم موقع مشروع تنفيذ كلية الشريعة والقانون اوباري للشركة المنقذة لبدء
 عمل الفعلي في تنفيذ مراحل المشروع الاولى.
 بسم التوقيع تمت بين عميد بلدية اوباري المكلف وعميد كلية الشريعة
 قانون و مندوب الجهة الداعمة للمشروع.
 ة انشاء المشروع ستكون اثنى عشرة شهرا من تاريخ استلام الموقع وسيكون
 ت اشراف منظمة UNDP وبدعم من برنامج الامم المتحدة الإنمائي في ليبيا.



This was the top post published on 20 October 2020. It was about site handover to contractors for building the national legal centre. It earned 295 likes and 18 shares.



Top Post: This tweet was about the handover of Al Yarmouk School in Sirt after renovation. It was the most successful in 2020. It reached 32,472 people, earned 77 likes and 19 retweets



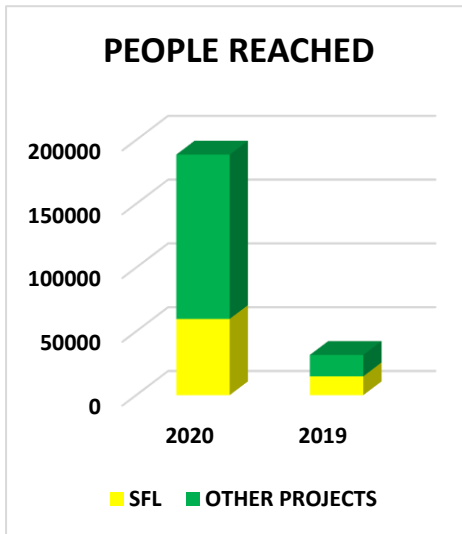
Top Post: This post about FLO in Sebha and how it is responding to COVID-19 was the most successful. It reached 3067 people, earned 84 likes and five shares. It was published on 30 July 2020.

UNDP Libya
7,269 followers
7mo

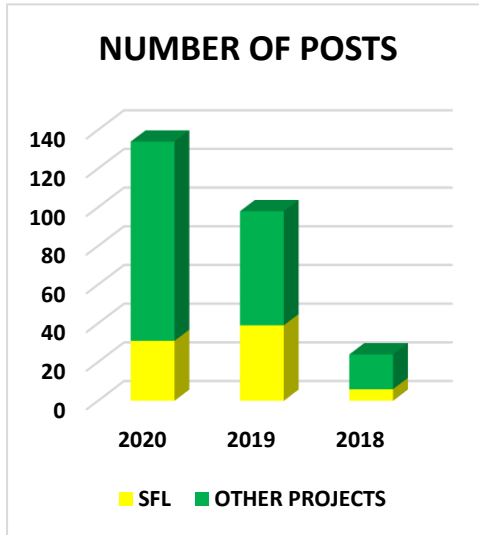
دعم عمليات بناء السلام المحلية والاستجابة ل كوفيد 19 في سيها!!
تعمل منظمة فزان ليبيا (FLO) مع صندوق تحقيق الاستقرار التابع لبرنامج الأمم المتحدة الإنمائي في ليبيا على تحسين التماسك الاجتماعي والحد من الصراع في سيها. ومع تفشي وباء فيروس كورونا المستجد، أطلقت المنظمة أداة تقييم عبر الإنترنت للمساهمة في وقف انتشار الفيروس بالتعاون الوثيق مع السلطات البلدية والصحية. لمعرفة المزيد.

<https://bit.ly/3hMFHIW>

See translation



Top Post: The most successful post was about delivery of 4 backhoe loaders to Ghat Municipality. It earned 23 likes and posted on 28 January 2020



Top Video: The most successful video got 305 views. It was about impact of solar streetlights on lives of Tawergha residents. It was posted on 6 March 2020.



