



**PROJECT DOCUMENT**  
**LIBYA**

**Project Title:** Stabilization to Recovery Transition (START) in Libya

**Project Number:** 00119794

**Implementing Partner:** UNDP

**Start Date:** March 2020      **End Date:** February 2021      **PAC Meeting date:**


**Brief Description**

Despite the deepening political divisions in Libya, UNDP, in partnership with community, government representatives and organizations, have made progress at the local level in stabilizing conflict-affected areas and contributed to improving the lives of the people affected by the conflict. UNDP's project has been supporting local governments to improve basic services, security, and early economic recovery.

The Stabilization of Recovery Transition (START) programme aims to capitalize on results achieved by two complementary ongoing projects ("Strengthening Local Capacities for Resilience and Recovery" (SLCRR) and "Stabilization Facility for Libya (SFL)), which focus on the economic recovery in the West, South and East of Libya, and to enhance the humanitarian-development-peace triple nexus. This approach will link development with major challenges in the country to prevent a return to conditions that foster violence and extremism. The proposed project will take a comprehensive approach, taking advantage of the gains, network and lessons learnt. START will also take a new emphasis on targeting women, youth, and conflict-affected vulnerable populations of migrants, IDPs, migrants and host community members.

Contributing Outcome (UNDAF): By late 2020, core government functions will be strengthened and Libyan institutions and Civil Society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender sensitive decision-making processes abiding by the democratic principles of division of power and rule of law  Indicative Output(s) with gender marker <sup>1</sup> : 2	<b>Total resources required:</b>	2,727,272	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
		<b>Donor:</b>	USD 2,727,272
		<b>Government:</b>	
		<b>In-Kind:</b>	
<b>Unfunded:</b>			

Agreed by (signatures)<sup>1</sup>:

UNDP	Implementing Partner
Print Name: Date:	 Print Name: <b>TSUNEKI MATSUDA</b> Date: <b>21/07/2020</b>

*The EOJ confirmed the below request.*

<sup>1</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## **I. PROGRAMME SUMMARY**

As the “UN new way of working’ emphasizes, a complementary approach to humanitarian-development-peace (HDP) nexus - the Triple Nexus - recognizes the necessity of working and linking in all focus areas in a coordinated manner to be successful. This reflects indeed the multifaceted problems people in crisis and conflict face.

Interlinkages between the three elements of the nexus reinforce UNDP’s approach to respond to the common goals in crisis and optimize existing resources and capabilities in all programmes. With this approach, UNDP helps all people not only to meet their urgent humanitarian needs, but to reduce risk and vulnerability as well as to reach the furthest behind first.

In this context, UNDP’s positioning of implementing both Libya’s stabilization programme (SFL), as well as undertaking medium-term interventions through Resilience and Recovery (SLCRR), enables the agency to operate in immediate humanitarian and longer-term resilience related areas. UNDP also implements substantial programming in peace related sectors such as security sector reform, reconciliation and, additionally, areas of work around innovation and entrepreneurship focusing on youth, which all give the agency a unique comparative advantage of being an integrator and facilitator in transiting from humanitarian to development interventions with the incorporation of the peace aspect in programming.

Through JSB 2019, UNDP aims to initiate an approach which combines socio-economic development and prevention of violent extremism (PVE) by improving access to income generating opportunities as well as undertaking activities for prevention of extremism for vulnerable populations – displaced people, host communities and migrants living among host communities – focusing particularly on youth and women in the West, South and East of Libya (targeted municipalities will be identified by the assessment). The approach cross cuts areas of intervention as gender inclusion and empowerment of women, empowerment of youth, resilience of vulnerable host communities and migrants living with host communities.

Under the Humanitarian Response Plan, the UN agencies and partners have been providing vital humanitarian assistance to address the immediate humanitarian needs. The developments on the ground described above requires UNDP to rapidly deploy assistance to urgent needs of vulnerable populations, to address priority early recovery needs and strengthen the resilience and peace of affected Libyans and migrants/refugees. This will help contribute to stabilizing the situation by providing an immediate and visible dividend in the highly volatile context to avoid going back to violence.

UNDP will work in West, East and South Libya where there is an acute, pressing, need in terms of responding to humanitarian and development and peace related challenges to enable populations to live dignified lives. UNDP also facilitates returns of internally displaced populations before they fall into repeated cycles of poverty, violence, and extremism due to protracted and increasing nature of civil war in the country also fuelled by the challenges of migration.

Therefore, there is an urgent need for UNDP to capitalize on stabilization and recovery gains (including with the contribution of the Government of Japan), and complement the security sector reform process being supported by UNDP, to ensure existing concerns relating to insecurity and/or community tensions are not exacerbated, and prevent a deterioration in the country context/relapse into conflict and considered as a necessary condition for inclusive sustainable development. UNDP emphasizes the need to test area specific approaches to delivering an integrated package of support to address local level citizen security and development challenges.

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## **II. DEVELOPMENT CHALLENGE**

### **2.1. Situation analysis**

Libya has witnessed progressively deepening political conflict, insecurity and economic challenges, especially since the outbreak of fighting in June 2014. The intensification of the conflict since July 2014 led to a significant loss of life and to the displacement of hundreds of thousands of Libyans. In August 2018, clashes broke out between rival armed groups in southern Tripoli, particularly in the Salaheddin, Ain Zara, Mashroua, Al Hadhba and southern mahalas. These clashes quickly escalated and spread throughout Tripoli with shells falling on wide swathes of the city. Critical infrastructure has sustained significant damage, while the Government has had to minimise spending because of significant declines in oil revenues. In the most affected areas, the delivery of basic social services is disrupted, together with the capacity of state institutions to maintain a safety net. As October 2018, about 823,000 people, including around 248,000 children, are in-need of humanitarian assistance in Libya as a result of persisting political instability, conflict and insecurity, the breakdown of the rule of law, a deteriorating public sector and a dysfunctional economy. These include internally displaced persons, returnees, nondisplaced conflict-affected people and host communities, refugees<sup>1</sup> and migrants<sup>2</sup>. In April 2019, while all parties were preparing for the National Conference, a military operation led by the Libya National Army (LNA), was launched towards Greater Tripoli.

UNDP has been working across Libya to deliver a wholistic package of support to the local government and communities. This support includes improving governance capacity, democratization, security, reconciliation, civil society capacity building, rehabilitation of basic services and infrastructure, humanitarian aid, and livelihoods support. Many areas where UNDP Libya has been working, however, offer few livelihoods opportunities and the risk that vulnerable populations will fall into a cycle of poverty and negative coping mechanisms – including affiliation with armed groups.

## **2.2. Key Challenges to be addressed by the Project**

Libya's politics have historically been centred at the local level; the country is a mosaic of a multitude of neighbourhoods, tribes, factions, and interlinked networks. The current military landscape reflects this dynamic. As there is no unified Libyan army, each political faction is supported by heterogeneous military coalitions, made of a myriad of actors and groups, all possessing varied interests and goals. This has several consequences that create a conducive environment for the increase of poverty, extremism, exclusion in the country regarding the host communities, displaced populations, youth and women in particular as well as migrants living in host communities.

Japan has been a strategic partner to UNDP in Libya and its further funding will make a critical difference that will allow UNDP to better respond in a coordinated way, through the Triple Nexus approach, increasing the efficiency, coordination and the outreach of the programming reaching to the most vulnerable segments of the society. With the Government of Japan's valuable contribution, UNDP would like to work in areas where there is a high rate of youth unemployment, where the rate of poverty is the highest and where there is a high density of migrants in vulnerable conditions living among host communities undertaking innovative, inclusive, cohesive, synergized, catalytic, impact and result oriented outputs to respond to the needs. A timely and effective intervention will be critical in order to prevent further extremism in the country, give opportunities to especially youth, women, migrants and host communities in need to generate income to be able to support their lives as well as strengthen the opportunities for displaced populations to return.

Through the JSB 2019 funding, UNDP would like to shift the attention to broaden the intervention base to address the root causes of the cycle of violence through the nexus between security and development. It's worth mentioning that several security-oriented projects have been implemented in Libya alongside humanitarian and development projects, but the linkage has not been underpinned through a cohesive and coordinated approach.

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<sup>2</sup> UN OCHA: Libya: Humanitarian Needs Overview 2019

UNDP's intervention, through JSB 2019, would help prevent vulnerable populations from falling back on negative coping mechanisms, such as violent extremism, while strengthening the transition between humanitarian and development aid.

The political uncertainty that prevails in Libya and the prolonged conflict pose a challenge to the internationally recognized Government of National Accord to exercise its authority in the country. The absence of a strong central government resulted in the division of state institutions including the security apparatus proving challenging for programmatic interventions since 2014. However, UNDP and its partners found an entry point to address this: working with municipalities, youth activists and civil society organizations to address migration, displacement and PVE issues in the country.

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### III. STRATEGY

#### 3.1. Theory of change

The project's *Theory of Change* is firmly focused on the livelihood recovery needs of communities in Libya that have been beneficiaries of UNDP's stabilization and resiliency efforts. This project aims to leverage expertise, knowledge, and partnerships gained through engagement in communities across Libya over several years to improve quality of life through increased livelihoods opportunities.

The theory of change argues that:

**If** access to information, professional skills development, and entrepreneurial grants is supported for women, youth and vulnerable communities, **then** beneficiaries, women and men IDPs, migrants and the local conflict-affected population will be enabled to develop new businesses, expand existing ones, pursue their future financial independence, avoid negative coping mechanisms; and

**If** seed grants are provided for small-scale business activities, **then** economic activity in conflict-affected areas can expand their businesses and multiply economic impact in the area through increased products and services offered, as well as increased demand; and

**If** local institutions supporting the private sector are provided with business capacity building and a platform with which to engage the business community, **then** their sustainability, leadership and participation can be more sustainable.

**Ultimately**, income generation through increased employability and provision of resources for income generation for IDPs, migrants and the local conflict-affected population, women and youth will be achieved, and local communities in Libya will be one step closer to stabilization and a sustainable economic recovery.

The Theory of Change is based on the following external *pre-conditions*:

- The areas which have been relatively stable/secure, especially through partnership with UNDP, remain committed to the achieved progress and partnership with UNDP Libya;
- The national reconciliation process continues in an engaging and meaningful way, ensuring the military-based conflict does not reignite or spread to peaceful areas;
- Business community engagement takes place and is sustained over time.

#### 3.2. Rationale

Economic development is an important component of recovery and peacebuilding in conflict-affected areas. Moreover, strengthening local business capacity, including those led by women. As such, livelihood opportunities are at the forefront of recovery in the conflict-affected areas, as they often propel local growth and underpin effective recovery efforts by providing income-generating opportunities. Opportunities arise both directly via employment and indirectly via demand for goods

and services and are then sources of income not only for the entrepreneurs themselves, but for the additional personnel they hire, thus increasing employment opportunities.

Further, by empowering individuals to take some of their region's economic recovery into their own hands – such as this project proposes in Output 2, restoration is rendered more sustainable, particularly as locals become involved. Supporting new livelihoods initiatives not only stands as one of the best ways for ensuring personal financial security and pushing forward economic recovery at a local level in Libya, but also as ideal venues for social cohesion, women and youth empowerment, and stabilization. Consequently, this also quickens pace toward the fulfilment of several SDGs.

### **3.3. Insights and Lessons Learned to date**

UNDP Libya's implementation of SFL and SLCRR, among other projects, has positioned it to further deepen its engagement with Libyan society. It has worked with local partners to implement and monitor community-based support programmes, improve basic infrastructure and services, conduct assessments, and build the capacities of government authorities and CSOs.

Conflict sensitivity assessments were conducted in 2017-2018 for Benghazi, Kufra, Murzuq, Sabha and Sabratha. 326 people, including 19,6% women, engaged in town hall consultations across the five areas: Sabratha, Sebha, Murzuq, Benghazi and Kufra. The social peace and local development partnerships were further strengthened with two-day training sessions run by Peaceful Change Initiative (PCI) where 124 people (including 32% women) enhanced their skills in conflict management and dialogues. Other 152 people (42% women) were engaged in local social accountability mechanisms enhancing the understanding on project interventions on the ground and establishing a direct dialogue between key community stakeholders, authorities, local peace partnership and UNDP local coordinators. In total, over 600 people were involved in conflict-sensitivity discussions, including 30% women. This engagement will contribute a better designed intervention that will contribute to social peace and avoid doing additional harm.

A previous UNDP initiative on entrepreneurship in Libya saw high interest and participation, demonstrating the interest and need in local communities for livelihoods support. The project engaged 480 entrepreneurs who received training and over 240 start-up ideas that applied to incubator established or the Impact Fund. Out of 109 applications to the Impact Fund, six start-ups were selected and received grants from the newly established Impact Fund. From 2,100 applications, about 483 people were selected to participate in programs and events, that provided 1,354 hours of training, workshops and mentoring from the start of the implementation period to December 2018.

The most significant challenge and change faced to date relates to military escalations in Tripoli. Following a major outbreak of fighting between armed groups in the Libyan capital in September 2018, all staff based in Tripoli have been advised to work remotely from Tunis. The project team and UNDP operations continued, although with significant challenges. The team in Tripoli faced frequent and recurrent power cuts and limitations to movement in and around Tripoli, as well as difficulties in travelling outside of Libya due to airport closures. These challenges have affected the activity of project implementing partners leading to implementation delays, and therefore extensions in contract implementation. Nevertheless, the project has focused on delivering outside Tripoli, thus the implementation rate as a whole was not affected. UNDP will continue to work with communities around Libya, including Tripoli, where security permits.

### **3.4. Project Objective**

The objective is to enhance stabilization, resilience and peace in/for the Libyan society by providing livelihoods opportunities and by prevention of violent extremism, through a holistic, comprehensive approach provided by the Triple Nexus (HDP), for youth and women in particular, including vulnerable host communities and the internally displaced, as well as refugees and migrants living among host communities.

### **3.5. Approaches**

The project is aligned with the principle of Human Security approach as it encompasses a comprehensive response to address the multiple aspects of human insecurity that people in Libya are experiencing. The project will take a people-centred approach by focusing on stabilizing and building resilience of people and communities through strengthening their ability to cope, recover, and lay the foundations for better recovery and development during and after the crisis.

Specifically, UNDP Libya and its local partners will take the following approach:

- Bottom-up, community approach that takes lead from the insights and direction of local business actors, community members, and vulnerable populations.
- A holistic, comprehensive approach provided by the Triple Nexus (HDP), for youth and women in particular, including vulnerable host communities and the internally displaced, as well as refugees and migrants living among host communities.
- UN new way of working' emphasizes, a complementary approach to humanitarian-development-peace (HDP) nexus - the Triple Nexus - recognizes the necessity of working and linking in all focus areas in a coordinated manner to be successful. This reflects indeed the multifaceted problems people in crisis and conflict face.
- Interlinkages between the three elements of the nexus reinforce UNDP's holistic, complementary, harmonized approach
- Socio-economic development for PVE; through provision of livelihoods support, enable economic opportunities to be made for community improvement, social interaction and engagement, and improved access to scarce resources.

In order for the fragile conflict-affected areas to further recover and potentially achieve sustainable and scalable economic growth, the project will not only follow the general approaches supported under the RPP but will also address major obstacles to business start-up and scale-up holistically.

*Area-Based Approach:* The Project uses an area-based methodology to carry out its interventions. This methodology targets a specific territory in Libya where UNDP SFL and SCLRR have already worked to stabilize and sensitize communities to its approach.

*Gender Mainstreaming:* Gender analyses are ensured in the design and implementation phases of the Project, with gender inclusive concerns consistently reflected in project implementation. Gender mainstreaming is not only reflected in the design of projects' activities but also in ensuring disaggregated reporting, monitoring and evaluation of impacts and results. Similarly, activities are geared towards women's inclusion and participation at all stages of the project – this is especially the case in the cash-for-work modality, whereby women will be selected directly to participate and earn an income through UNDP interventions.

The project START in Libya approach is based on mobilizing both women and youth in particular and participants from different ethnic groups within a municipality to participate in the implementation of the initiatives.

Women and girls were the most vulnerable categories of people, in conflict, and are in Libya. Therefore, special measures to empower women and girls to reduce their victimization and ensure gender equality, will be adopted by the Project START, recognizing also that women in Libya are not just victims, but have an active role as bread winners, volunteers, recovery and reconstruction workers, and advocates for peace activists etc. UNDP will therefore incorporate standalone women's empowerment actions where relevant and context conducive, to transform negative social norms and stereotypes about women and to change the traditional gender division of labour. The project will develop and implement activities that are tailored to meet the needs specific to women to ensure access to livelihoods. An indirect impact of the increased access to livelihoods is the ability of women to access basic public services that positively impact women. The Project support will include small business grants/asset grants for female headed households or business creation support women. Women will also be included in cash-for-work schemes where possible.

UNDP uses gender disaggregated data for performance indicators to monitor and measure impacts on women and girls generated by the interventions. Special consideration on gender mainstreaming and targeting vulnerable women with dedicated measures is set as one of the principles of UNDP as well as "Do No Harm" guidelines.

The objective is to encourage participation of women and youth in the activities, aiming to achieve at least 30% women participation.

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## **IV. RESULTS AND PARTNERSHIPS**

### ***Expected Results***

The project objectives are to transition stabilized communities to early recovery through targeting a reduction in poverty, enhancing national prevention and recovery capacities for resilient communities, and strengthening gender equality and empowerment of women and youth. The project will strengthen local resilience and stabilization efforts.

The proposed objective will be achieved through the three inter-related outputs and actions below and delivered through a combination of direct implementation by UNDP Libya and in partnership with CSOs and business institutions in targeted municipalities.

### **Output 1: Target populations benefit from livelihood opportunities in income generation.**

*Activity 1.1.* Conduct rapid assessments of the livelihood needs and labour skills for vulnerable local community, IDPs and migrants

*Activity 1.2.* Create livelihood asset replacement opportunities particularly among youth and women (in the form of small business grants, business management training sessions, asset tool kits or savings schemes), if one needed.

*Activity 1.3* Direct job placement through creating a Platform of skilled workers to match with private sector employers. Networking and creating a database of companies looking for skilled workers as well as youth CVs looking for job opportunities

UNDP has had demonstrable success in encouraging business activity through provision of asset grants in post-conflict contexts. In a post-conflict environment, individuals – especially women and vulnerable populations – lack access to financing or microlending services in order to launch activities that can support them and their families, improve access to basic services and improve communal recovery. Through an evidence-based approach, UNDP with a local partner will provide these grants as well as work opportunities. In addition, in Tripoli UNDP will select a qualified partner that can support more advanced support to youth and women job seekers through creating an employment seeker platform. Job seekers will receive CV development support, and CVs will be gathered and added to a platform that will form a network between employers and job seekers.

### **Output 2: Local institutions benefit from capacity and skills building in order to deliver effectively on local economic development**

*Activity 2.1: Strengthen the capacity of national institutions related to employment/income generating activities (knowhow and expertise transfer/exchange in terms of crisis management related to income generation activities in order to ensure the sustainability, capacity building and national ownership of activities as well as engagement of private sector, in line with the Ministry of Labour, Ministry of Economic and Ministry of Finance).*

*Activity 2.2: Establish a platform to leverage private sector involvement in the local economic development*

UNDP will partner with the Libyan General Union of Chambers of Commerce (GUCC) and local municipalities based in Tripoli to set up a platform to leverage private sector involvement in the local economic development. Through partnership with GUCC, UNDP will engage in capacity building of the institution as it works to support its mission to aid in the development of the national economy, provide support to private sector actors, and act as means for dialogue and amplification of the

ability of the private sector to articulate and participate in planning the development of the national economy.

### **Output 3: Strengthen economic opportunities for youth and vulnerable groups through skills training partnership with Toyota Libya**

*Activity 3.1: Conduct three-month training/apprenticeship sessions for 40 young people in Libya, including at least 25% IDPs and migrants, in partnership with Toyota Libya*

*Activity 3.2: Organize a graduation ceremony and a visibility event to mark the end of the training with Toyota*

UNDP has signed an agreement with Toyota Libya to provide young Libyan people with three-month vocational training on car maintenance and repairing, computer skills and English among other disciplines. The partnership aims to help the country to cope with the rising unemployment among recent graduates and promote decent work opportunities. The initiative is framed within Discover Your Talent, a programme that Toyota Libya has been implementing since 2012 as part of its corporate social responsibility component for Libya. Through this partnership, UNDP and Toyota have cooperated together to provide 20 young people from 8 cities (Tripoli, Misrata, Sabratha, Azzawia, Sokna, Murzuq, Benghazi, Obari and Derna), including 25% IDPs and migrants, with 3 months mechanical engineering course. The successful of this project has made several cities across Libya to request same training.

Under this proposal, at least 2 partnerships with Toyota will be signed to provide 40 more young people with similar training opportunities and pave the way for them to have sustainable income. The project will target the most marginalized, including IDPs and migrants. After the end of training, a final graduation ceremony will be organized, hopefully with the presence of representatives of the Japanese Embassy in addition to UNDP, Toyota Foundation as well as the trainees themselves who will receive their certificates. The event will mark the end of training and will also be used as a visibility event to disseminate knowledge about the partnership and attract employers for the new graduates.

#### ***Resources Required to Achieve the Expected Results***

The UNDP will be responsible for the overall management of the project, primarily with regard to the responsibility for the achievement of the outputs (results). The project will work in close partnership with other projects within the UNDP Libya office including Stabilization and Resilience and Recovery, to leverage lessons learned and partnerships developed through both projects.

The project implementation will require the following types of resources: (a) human resources, including a short-term local experts or international consultants; (b) financial resources as indicated in the work plan.

Procurement of any goods and services, needs of which will be identified during the project, will be done in accordance with the UNDP's Rules and Regulations (POPP).

#### ***Partnerships***

##### ***Partnership with UN Agencies (not joint programme)***

Name of Agencies: UNSMIL, UN Humanitarian Team.

Throughout the implementation, UNDP promotes coherent and coordinated efforts amongst all partnerships. For the project START, UNDP will be coordinating closely with UNHCR and IOM relating to migrant areas and other concerned agencies such as FAO, and again with IOM for thematic areas of intervention in livelihoods and PVE. UNSMIL is a critical partner for UNDP in the area of peace and security regarding PVE interventions.



Through its lead role in the Early Recovery and Livelihoods Working Group, UNDP already coordinates, acts as a catalyst to advocate for resilience building in coordination with other UN agencies such as FAO, IOM, UNFPA, WHO, UNHCR, and UNICEF.

### ***Japanese Agencies***

Name of Agencies: Toyota.

UNDP has signed an agreement with Toyota Libya to provide young Libyan people with three-month vocational training on car maintenance and repairing, computer skills and English among other disciplines. The partnership aims to help the country to cope with the rising unemployment rate among recent graduates and promote decent jobs. The initiative is framed within Discover Your Talent, a programme that Toyota Libya has been implementing since 2012 as part of its corporate social responsibility component for Libya. The detailed activities were mentioned under output 3. .

### ***Risks and Assumptions***

The project will operate within the context of Libya's protracted insecurity and instability. The conflict environment can be expected to affect UNDP's ability to deliver project activities in various ways, for example by limiting consistent access to certain geographic areas. Consideration of the direct impact of conflict on the project will continue throughout implementation and UNDP and its partners will anticipate and mitigate risks as best as possible through coordination with local partners.

Project design has been informed by previous conflict analyses conducted by UNDP as well as UNDP expertise in operating in conflict/post-conflict contexts throughout the region. Hence, project activities have already been designed with a focus on some of the structural causes of instability, including the need for access to basic services and livelihoods. Preventing, managing and resolving conflict is at the core of UNDP's approach in Libya and this project represents a deepening of these efforts. Through indirect modes, this project seeks to positively affect conflict dynamics and improve social cohesion and local development.

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

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

- *Need for tailored approaches to each local area:* there is a diversity between municipalities regarding development, opportunities for livelihood initiatives, drivers of communal conflict and power dynamics. While the project will follow a broadly similar approach country-wide, it will be necessary to ensure that this approach is also responsive and adaptable to the peculiarities of each location. This includes, through the rapid assessment, ensuring initiatives and support are tailored to the local context and the greatest needs are taken into account.
- *Importance of including informal local actors:* municipalities are fairly new entities within Libya – where informal community leaders such as tribal leaders, wisemen, religious leaders and others often play important roles in the community, particularly in terms of addressing disputes and insecurity. It will be essential to include these actors in project activities, to ensure that they do not act as spoilers, to strengthen the relevance and legitimacy of municipal actions, and to ensure that project beneficiaries receive the full support of local authorities.
- *Sensitive approach to strengthening the role of municipalities:* municipalities and local communities play a growing role in public affairs and this process should be strengthened in principle to nurture resilience, peacebuilding and recovery. At the same time, further decentralization in Libya now would suffer from an uncertain political, legal, and

administrative framework. Hasty efforts to strengthen local authorities in a context of such great instability could exacerbate centrifugal tendencies. To counter this, while strengthening local capacities, the project will also focus on developing relations and cooperation between the central and local levels, and work to resolve administrative uncertainties affecting this relationship where possible.

Moreover, it is expected that the protracted conflict coupled with the impact of the corona virus disease (COVID-19) pandemic may further exacerbate the political and social tensions and have negative impact on the socio-economic situation in Libya. Framing a robust recovery plan along with provision of essential public services, support to social cohesion while ensuring local economic recovery/livelihoods support for the most vulnerable communities would be vital to meet urgent needs, support recovery and resilience and prevent and prepare for future outbreaks, in a way that leaves no-one behind. The project implementation may delay, and movement on the ground will be limited due to the current curfew introduced by the government.

### ***Stakeholder Engagement***

The START programme is centred around stakeholder engagement as part of the private sector actors, trainees, conflict-affected communities, migrants and IDPs.

Partners for the START initiative include, but is not limited to, relevant ministries – Labour or Economy & Industry, local CSOs, local municipal authorities, and the Libyan GUCC.

### ***Donor visibilities***

There will be numerous multimedia outputs, both online and offline, which will mention the Japanese Government funding of the project and that can be used to raise the visibility of the Government of Japan. Each output, namely press releases, brochures, posters, publications, outdoor banners, broadcast and shared video stories will note the project funding by the Government of Japan. Seminars, training sessions and conferences that are held during the project will have banners displaying project and funding information at their venues.

Representatives of the Embassy of Japan to Libya will be invited to participate in the graduation ceremony under output 3.

### ***Sustainability and Scaling Up***

START for Libya represents a scaling-up of previous and current stabilization efforts, and an intention to lock in progress by leveraging support already provided in key areas. The rapid assessment planned in Output 1 will ensure that activities are evidence-based, area-specific, sustainable, and therefore, increase the social impact.

The partnership with the GUCC in Output 2 includes a capacity building exercise, as well as an element of networking and promoting a decentralized process for economic development planning. These activities are also directly linked with several of the SDGs.

UNDP Libya's partnership with Toyota (Output 3) will be a scaling-up and close coordination with Toyota on a project that is Toyota has been implementing independently. UNDP's participation will allow for an expansion of the activities to include more beneficiaries, and a link with UNDP's and its partner's activities in Output 1.

The implementation and progress made under the START project will allow UNDP Libya to expand its engagement with local partners and reach vulnerable communities at a time where the political context is rapidly changing. UNDP Libya's strategy of consulting with local authorities and communities to establish goals and work plans is key to involving actors at all stages of implementation and ensure interventions have a clear rationale and are sustainable.

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## V. PROJECT MANAGEMENT

The Project will be implemented and managed by the UNDP Libya Country Office and implemented through local and international partner organizations. UNDP staff including Japanese nationals will take the leading in managing this project. **Output 1** will include a partnership with a consultant to conduct the rapid needs assessment and an NGO to implement the livelihoods support initiatives. **Output 2** is a direct partnership between UNDP and the Libyan GUCC. UNDP may take a local partner NGO to participate in certain activities carried out under this output. **Output 3** is conducted in partnership with Toyota Libya and, some activities, with the local NGO partner. UNDP's expertise in providing livelihoods and early recovery support in a post-conflict context will support effective programming and capacity development of local partners.

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

To ensure the project is implemented according to corporate policies the following functions will contribute directly to the implementation of the project activities. UNDP Libya increases cost efficiency by sharing office costs and management/administration staff with other projects in the Country Office. The project team – located in project-dedicated space within the two UNDP offices in Tunis and Tripoli – is comprised of project management and technical functions as well as support functions at different levels to ensure that procurement, HR, and finance services are efficiently and effectively delivered to meet project needs and conform to UNDP policies and procedures – to ensure checks and balances and separation of duties are in place. These functions include:

### **Project Manager**

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

### **Project Associate**

Under the overall guidance and supervision of the project manager, the Project Associate will be based in Tunis and will be responsible for the overall support of implementation of the ongoing project, performing a variety of standard operational services within the project framework ensuring high quality and accuracy of work. The Project Associate will work closely with all office projects' personnel and UNDP CO team to ensure relevant requirements are fulfilled in a timely manner with required quality, following the highest standards in line with UNDP guidelines and procedures. The Project Associate will be charged 100% to the project budget.

### **Local Project Coordinator**

The Local Project Coordinator – based in Tripoli will be responsible for strategic programme planning, coordination and implementation of project activities at the country level. The Local Project Coordinator will be responsible for the efficient coordination of project activities, including planning processes, and timely delivery of results taking into consideration agreed upon work plans. The Local Project Coordinator will be charged 100% to the project budget.

### **Operations Management Team**

Due to the volume of operations foreseen in this project two functions are required to ensure efficient and effective project implementation. The segregation of duties will ensure checks and balances as per UNDP Policies and Procedures. This team will be shared with UNDP Libya Country Office and necessary cost contributions will be determined.

### **Finance Team**

Due to the volume of operations foreseen in this project two functions are required to ensure efficient and effective project implementation. The segregation of duties will ensure checks and balances as per UNDP Policies and Procedures. This team will be shared with UNDP Libya Country Office and necessary cost contributions will be determined.

### **Procurement Support Team**

Due to the volume of operations foreseen in this project two functions are required to ensure efficient and effective project implementation. The segregation of duties will ensure checks and balances as per UNDP Policies and Procedures. This team will be shared with UNDP Libya Country Office and necessary cost contributions will be determined.

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

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

- **Travel:** To secure a smooth implementation of the activities, the project foresees a travel cost – including DSA and travel fares – for missions between Libya to Tunis as needed while the team remains remote due to the security situation.
- **Project Office:** To efficiently implement activities, this project includes expenses related to office rent, office security, communication and internet, stationary and other office supplies, and office equipment maintenance.
- **Equipment and Supplies:** The project foresees a cost for purchasing of IT equipment and office furniture, including maintenance costs for the project-related staff.

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

- **Access:** The implementation of the direct livelihoods support activities will be visible elements of the project. Given the need to have close connection and coordination, and local level presence in implementation areas, UNDP will work together with local NGO partners in the field for day-to-day implementation of these activities, mostly in Output 1. National (and maybe international) NGOs with livelihoods experience will be contracted through responsible party agreements to grant UNDP greater operational flexibility at the local level, especially outside of Tripoli while the security situation is unstable. This arrangement is already in practice across Libya for current and previous UNDP interventions.

- **Speed:** The project activities aim to be implemented by the end of February 2021, thus a quick launch of requests for proposals and partner selection will be critical. UNDP will benefit from the knowledge of partners on the ground and previous engagements that have provided lessons learnt from local engagements with NGOs and increased trust of UNDP on the part of local authorities and future beneficiaries.
- **Monitoring:** The monitoring of activities on the ground will be undertaken by staff contracted through partner NGOs until security permits UNDP staff movements and access to project sites. The selected partner organization will report directly to the Project Manager on progress of activities, results and budget use.
- **Risk-informed decision-making:** To ensure a risk-informed and conflict-sensitive project implementation, the project will permanently assess the situation in the country and relate it to the actual project implementation. The project will look at following critical risks: (1) political context and possible political leverage; (2) the security situation; (3) the project risks (i.e. conflict sensitivity); and (4) the operational risks.
- **Grants:** The project plan a total of USD 800,000 from the Project's budget will be funding microprojects through Law Value Grants modality at community levels focusing on relevant development problems, including income generating and livelihood activities. The Project will encourage and support the budgeting of civil initiatives, such as NGO and CSO, and ensure that the visibility of community projects designed under the Project for co-funding. The grant proposals will be reviewed by the Project and Programme team and approved by the Senior Management in UNDP Libya. The criteria of the grant selection will be assessed against 1) a valid legal registration in Libya, 2) previous experience in social development and civic engagement in Libya, 3) capacity in designing, implementing and monitoring institutional development programs, and 4) political neutrality.
- **Responsible Party Agreement (RPA):** The project aims to conduct the Labour Market Assessment (LMA) of Libya to gain a better understanding of the role Host Communities play in their (respective) local economies and in Libya as a whole. The findings of the LMA will feed into several recommendations to enhance economic activity (employment, business development and entrepreneurship) among Host Communities and Migrants (especially among youth and women). Based on the experience of the Strengthening Local Capacities for Recovery and Resilience Project, which has RPA with Tatweer Research (M&C Satchi) since 2017, the Project plans to have RPA with Tatweer Research to conduct the LMA. Tatweer Research has been implementing through the Tatweer Entrepreneurship Campus (TEC) program. As of the end of March 2020, the project has supported so far 148 start-ups/entrepreneurs, engaged over 2,732 Libyan young people in various business development related learning opportunities and provided significant grants for 12 start-ups winners to help them initiate their business and scale-up. Tatweer Resarch has been supporting the development of Libyan Public organizations diversify the Libyan economy and focused on local economic development. Their activities are well known in the country and Tatweer Research Implements their activities mainly in Benghazi, Tripoli and Sabha.

Grants: it is planned that a total of US \$ 1,400,000 from the Project's budget will be funding microprojects at community levels focusing on relevant development problems. The Project will encourage and support the budgeting of civil initiatives by LSGBs at community level and will ensure that the visibility of community projects designed under the Project for co-funding.

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## VI. RESULTS FRAMEWORK

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>					
By late 2020, core government functions will be strengthened and Libyan institutions and Civil Society, at all levels, will be better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender sensitive decision-making processes abiding by the democratic principles of division of power and rule of law					
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>					
<ul style="list-style-type: none"> <li>- Space for national reconciliation is created addressing community needs and mutual interests</li> <li>- Improved local public services and upgraded infrastructure to enhance accessibility and boost resilient local economic development, in targeted regions of the country, while also offering an income to vulnerable beneficiaries through cash for work</li> <li>- Local economic recovery/development supported</li> </ul>					
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>					
<ul style="list-style-type: none"> <li>- Keeping people out of poverty</li> <li>- Enhance national prevention and recovery capacities for resilient societies.</li> <li>- Strengthen gender equality and the empowerment of women and girls.</li> </ul>					
<b>Project title and Atlas Project Number:</b> Stabilization to Recovery Transition (START) in LIBYA					
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
<b>Output 1:</b> Target populations benefit from livelihood opportunities in income generation.	<i>1.1 Assessment conducted on livelihoods and skills needs</i>	<i>Assessment report product</i>	0	1 assessment	<i>Product</i>
	<i>1.2 Number of men and women with increased knowledge on starting and improving businesses and occupational skill (disaggregated by sex)</i>	<i>Progress report</i>	0	200	<i>Project records, monitoring visits, reports, feedback from the beneficiaries</i>
	<i>1.3 Number of micro, small and medium-sized businesses which started or expanded their operations from grants (disaggregated by sex of business owner/manager)</i>	<i>Progress reports</i>	0	30	<i>Project records, monitoring visits, reports from the grantees and the Grants Administrator, feedback from the beneficiaries</i>
	<i>1.4 Number of new jobs created for conflict-affected population, including IDPs and migrants (disaggregated by sex)</i>	<i>Progress reports</i>	0	100	<i>Project records, monitoring visits, feedback from the beneficiaries</i>
	<i>1.5 Platform created to develop and share youth CVs with private sector actors</i>	<i>Progress reports</i>	0	1 platform	<i>Project records, monitoring visits, reports from the Platform organizer</i>
	<i>1.6 Number of youth CVs developed and collected</i>	<i>Physical verification of CVs</i>	0	100 youth (30 women)	<i>Project records, reports from the Platform organizer</i>
<b>Output 2:</b> Local institutions benefit from capacity and skills building in order to deliver effectively on local economic development	<i>2.1 Agreement established with local institution supporting the private sector</i>	<i>UNDP signed agreement</i>	0	1 partnership agreement established	<i>Project records</i>
	<i>2.2 Private sector platform established to increase participation in economic development</i>	<i>Progress reports</i>	0	1 platform	<i>Project records, monitoring visits, reports from the counter part</i>

<b>Output 3:</b> Strengthen economic opportunities for youth and vulnerable groups through partnership with Toyota Libya	<b>3.1</b> Number of youths completing Toyota training programme	Progress reports, training certifications, photos	0	40 youth (10 IDPs and migrants)	Project records, monitoring visits, report from the implementing partner, feedback from the participants
	<b>3.2</b> Number of graduation ceremonies held	UNDP attendance at the event, photos	0	2 graduation ceremonies	Project records, monitoring visits, report from the implementation partner



## VII. MONITORING AND EVALUATION

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

### Monitoring Plan

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

<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Annual Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	<p>-</p>	<p>TBD</p>
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## VIII. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount, USD
<b>OUTPUT 1:</b> Target populations benefit from livelihood opportunities in income generation.	Conduct rapid assessments of the livelihood needs and labour skills for host community, migrants and IDPs	UNDP	Japan	71200 International Consultants	330,000
		UNDP	Japan	72100 Contractual Services - Companies	
		UNDP	Japan	71600 Travel	
	Create livelihood asset replacement opportunities particularly among youth and women (in the form of small business grants, business development training sessions, asset tool kits or savings schemes)	UNDP	Japan	72100 Contractual Services - Companies	1,000,000
		UNDP	Japan	<b>72600 Grants</b>	
		UNDP	Japan	72200 Equipment and Furniture	
		UNDP	Japan	71600 Travel	
	Direct job placement through creating a platform of skilled workers to match with private sector employers. Networking and creating a database of companies looking for skilled workers as well as youth CVs looking for job opportunities	UNDP	Japan	<b>72100 Contractual Service - Companies</b>	100,000
		UNDP	Japan	72200 Equipment and Furniture	
		UNDP	Japan	71600 Travel	
		UNDP	Japan	75700 Training, Workshop, Conference	
	<b>Sub-Total 1</b>				
<b>Output 2:</b> Local institutions benefit from capacity and skills building in order to deliver effectively on local economic development.	Strengthen the capacity of national institutions related to employment/income generating activities (knowhow and expertise transfer/exchange in terms of crisis management related to income generation activities in order to ensure the sustainability, capacity building and national ownership of activities as well as engagement of private sector)	UNDP	Japan	71300 Local Consultants	175,000
				72200 Equipment and Furniture	
				71600 Travel	
				75700 Training, Workshop, Conference	
	Establish a Platform to leverage private sector involvement in local economic development	UNDP	Japan	71300 Local Consultants	100,000
				71600 Travel	
				75700 Training, Workshop, Conference	
<b>Sub-Total 2</b>					<b>275,000</b>

<b>Output 3:</b> Strengthen economic opportunities for youth and vulnerable groups through partnership with Toyota Libya	Conduct three months training/apprenticeship sessions for 40 young people in Libya, including at least 25% IDPs and migrants	UNDP	Japan	72100 Contractual Services - Companies 71600 Travel	100,000
	Organize a graduation ceremony and a visibility event to mark the end of the training.	UNDP	Japan	75700 Training, Workshop, Conference 72100 Contractual Services – Companies 71600 Travel	
<b>Sub-Total 3</b>					<b>160,000</b>
Direct Project Cost, Project Management	Direct Project Cost (DPC) 11%	UNDP	Japan	71300 Project Management Support Unit	275,985
	Project Staff	UNDP	Japan	71400 Contractual Services- individuals	267,358
	General Operating costs	UNDP	Japan	74500 Miscellaneous Operating Expense	19,903
				73100 - Rental & Maintenance-Premise	45,000
Partnerships and Communications	UNDP	Japan	74500 Publications and visibility	27,003	
<b>Sub-Total</b>					<b>635,249</b>
<b>Programme Net Budget</b>					<b>2,500,249</b>
<b>General Management Support (8%)</b>					200,020
<b>Total Programme Budget</b>					<b>2,700,269</b>
<b>Coordination Levy (1%)</b>					27,003
<b>TOTAL</b>					<b>2,727,272</b>

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## **IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

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

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