PROJECT DOCUMENT
UNDP LIBYA

Project Title: Integrated Approach to Boost Local Stability, National Unity and Social Cohesion (SUSC – Stability, Unity, Social Cohesion Project)
Project Number:
Implementing Partner: UNDP Libya
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Brief Description

Despite the deep political divisions in Libya, UNDP, in partnership with communities, local authorities, government representatives and various organizations have made progress stabilizing conflict-affected areas improving the lives of vulnerable populations. UNDP Libya's new initiative **SUSC (Stability, Unity, Social Cohesion)** aims promoting a coherent approach in order to boost local stability, national unity and social cohesion. The project aims to streamline and coordinate UNDP's efforts through three existing complementary projects (Stabilization Facility, National Reconciliation and Local Elections) while introducing a new project on Preventing Violent Extremism into communities where it is most needed. This effort is especially important as all UNDP's projects jointly have the ability to strengthen and leverage the efforts and create impact in a harmonized, complementary manner.

This new phase of UNDP's work will strive to centre creation of peace dividends strengthening social cohesion and national unity as overall objectives in any initiatives undertaken jointly by the four related projects. By connecting and streamlining different projects in an area-based approach, encouraging increased civic engagement and ownership, and substantively including a wide variety of stakeholders, UNDP will ensure to amplify the impact of its initiatives and its sustainability. Any tangible support provided to communities will be justified by its contribution to the overall objectives and prioritized based on community-endorsed needs where applicable.

As a trusted partner to communities all over Libya, UNDP will incentivize and leverage its support to ensure positive progress is made toward local stabilization goals and pathways toward national peace and reconciliation.

I. PROGRAMME SUMMARY

Several UNDP initiatives in Libya have interconnected modalities to provide support toward national unity and social cohesion by creating peace dividends and strengthening local peace deals. These initiatives rely primarily on three existing projects and one soon-to-be-launched project:

- Stabilization Facility for Libya (SFL)
- Toward National Reconciliation in Libya (TNRL)

- Local Elections Project (LEP) supporting the Central Committee for Municipal Council Elections (CCMCE) and newly elected municipal councils
- Prevention of Violent Extremism (PVE)

UNDP facilitates peaceful dialogue and reconciliation between and within communities both directly and indirectly through TNRL, SFL, and LEP projects. These work together to immediately improve social cohesion at the community level, and national unity at the country level. Additionally, as a medium to longer term intervention, UNDP's PVE project will promote peaceful opportunities and coexistence by supporting Municipalities, individuals, youth and children.

The **LEP** lay a pathway for credible municipal elections and stronger local governance. This process is bolstered by progress toward shared local stabilization goals, which are developed through **SFL**'s community consultations. The goals are achieved in part through restoration of basic services as dividends from intra-community dialogue/cooperation to improve social cohesion and the quality of life for ordinary Libyans. Strong Municipalities which work for and with their communities, establish and sustain a peaceful environment, creating peace-dividends and supporting local peace deals. **PVE** strengthens Municipalities' efforts through development of PVE strategies and through creation of a peaceful environment by instilling awareness on the dangers of extremism by countering the culture of violence in the society. Working towards a peaceful environment is important to enhance opportunities and set the ground for socio-economic development inclusive of the vulnerable, marginalized and unemployed populations, supporting the common goal of coexistence and stabilization. This local level social cohesion forms the building blocks, atop which the **TNRL** project can integrate its intercommunal, regional and national mediation efforts.

Until now, these projects have coordinated their efforts in some cases when operating on the ground in the same municipalities. On an ad hoc basis, SFL, for example, has worked closely with LEP and TNRL to provide the incentives and community goodwill to carry forward specific initiatives in their respective projects. SUSC (Stability, Unity, Social Cohesion) will formalize this coordination, cooperation and leveraging of each project toward the success of the others that improves UNDP Libya's contributions and impact. Comprehensive strategic planning will take place in an area-based approach in the municipalities where UNDP is working in a way that includes the inputs of all four projects. The introduction of a PVE framework will promote the cultural and developmental sustainability of social peace promotion through UNDP's core activities in Libya thus far. The integrated approach of SUSC will also have a better value-for-money regarding the implementation of the four projects.

II.   DEVELOPMENT CHALLENGE

2.1. Situation analysis

Libya continues to face a myriad of challenges in its transition to democratic rule and national unity in the aftermath of the 2011 revolution and resulting civil wars. Armed conflict at the national level has been linked to longstanding rivalries and new communal violence through destructive feedback loops that are tearing the country apart. There is a direct impact of the ongoing crisis whereby around 1.1 million people are considered in need of humanitarian assistance[1]; the long term economic and social implications are severe.

The second Libyan civil war that started in 2014 exacerbated the situation as the unemployment rate increased from 11.3% in 2010 to 24.7% in 2018[2], while around a third of the population live in poverty. Infrastructure and basic public services deteriorated significantly, leading to thousands of people across the country living in unsafe conditions with little access to healthcare, food, safe drinking water, shelter and education. These socioeconomic conditions provide a breeding ground for conflict and proliferation of armed groups.

Amidst the political instability, and at times open violence, Libyans are striving to forge a new future of democratic rule. National elections in 2012 and 2014 were not able to establish stable institutions. However, municipal council elections between 2013 and 2019 have created some basic stability on a local governance level. However, due to the prevailing security situation since April 2019, the renewal of their four-year mandates through second-generation Municipal Council elections has been delayed. After 22 elections in 2019 during a tense security situation, mandate renewal is scheduled for 2020 in at least another 30 to 40 Libyan municipalities.

The public sector, which manages Libya's oil-based economy, is facing a deep financial crisis and the wealth inequality contributes to mistrust and anger toward the government. Perception surveys conducted by UNDP reflect a notable decline in the overall public trust compared to the baseline survey conducted in November 2016. The prolonged conflict, political division, and failure to deliver basic services are key factors that have generated national dissatisfaction and frustration. These provide an environment for intercommunal tensions and disaffected youth who are denied economic opportunities and pathways to avoid violence and extremism. So far, efforts to specifically counter this trend among youth are absent in the public, private or NGO spheres.

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[1] UNICEF, LIBYA Humanitarian Situation Report Mid-Year 2018
[2] Arab Development Portal

Insecurity, due to a lack of public goods, has led to distrust and intracommunal conflict. Marginalised groups, including minorities, perceive that favouritism or transactional governance precludes them from equal access to public resources; lack of transparency and high levels of corruption compound their frustrations. Without resources to balance access and processes to foster inclusion in decision making, conflicts at the local level persist and confidence in elected officials is low.

Despite the reconciliation efforts made by different national and international actors, a national peace deal is yet to be fully realized. Most recently, the conclusions of the international summit on Libya, "the Berlin Conference", were unanimously adopted by the Security Council, along with an "Operationalization Paper" proposed by the United Nations Assistance Mission in Libya (UNSMIL). The proposed intra-Libyan dialogue strategy includes three tracks – military, political and economic – and is slowly progressing, even though ceasefire arrangements have not yet materialised.

Stability at the municipal level is negatively impacted by the national conflict, frustrating local peace plans and structures, particularly in strategically important areas devastated by prolonged instability, such as Sirte, Bani Walid, Benghazi, Murzuq. At the same time, UNDP saw encouraging movements in some municipalities, which were able to renew their mandates in 2019 in the midst of renewed tensions and conflict. This process deserves special attention for increasing the democracy and peace-dividend.

2.2. Key Challenges to be addressed by the Project

In this context, UNDP aims to address local level challenges that hinder unity and peace while leveraging these efforts to support reconciliation at the national level. The highly localized nature of the national conflict will be addressed in an area-based, multi-pronged approach through the coordination of UNDP projects with specialized expertise, specifically addressing:

- Intracommunal conflict over resources, representation and opportunities
- New democratic institutions that are weak and mistrusted
- Intercommunal/national division
- Radicalization of youth

Local efforts (bottom-up) will create an ecosystem to facilitate national level efforts (top-down). Where scarce resources and basic services lead to tensions, UNDP will implement a community-led response to enable the work of intracommunal peace actors and prevent increased escalation. Where communities distrust elected local officials, UNDP will work to support and help resolve shortcomings in capacity and planning as well as transparency and communication.

III.   STRATEGY

3.1. Theory of change

UNDP's strategic approach is to boost national unity and social cohesion through targeting change at all levels of society in a holistic manner. This strategy includes rebuilding political and social trust; expanding democratic dividends and socio-economic opportunities as well as countering violence to prevent extremism; and improving the capacity of local authorities to respond to the needs of their communities. This approach underlines the importance of civic engagement at the local level – to address public concerns, inform the policy making process, promote participatory and inclusive decision making – as a foundation for social cohesion and national unity.

Strengthening democratically elected Municipal Councils to provide services and infrastructure; empowering communities, including vulnerable populations; fighting against the culture of violence and progressing socio-economic development will result in creation of sustainable peace dividends that bolster local peace deals. In return, peace deals will be the foundational support for the establishment of national unity and social cohesion. This nexus supports a participatory, fair, inclusive, and nationally-owned reconciliation processes. UNDP would like to utilize additional funds to deepen the coordination and integrative mechanisms among the four programs to strengthen the theory of change, improving synergies for a greater impact.

The theory of change argues that:

- **If** the democratically elected Municipal Councils and local governments are sensitized and develop capacities to respond to crises, **then** they can prevent cycles of violence including through post-electoral conflict prevention.

- **If** the democratically elected Municipal Councils and local government are sensitized and develop capacities to serve and plan for public interest, **then** they can deliver adequate basic services and support economic opportunities with improved credibility and legitimacy.

- **If** the democratically elected Municipal Councils and local government are sensitized and develop capacities to manage socioeconomic affairs, **then** access to livelihoods could be improved specially for vulnerable populations including women and youth.

- **If** children and youth are exposed to peace education and conflict resolution tactics, **then** medium- to long-term efforts to prevent violent extremism are promoted.

- **If** civic engagement is promoted/anchored through an inclusive participatory community decision making process, **then** public concerns can be addressed and a local development trajectory can be established.

- **If** local and inter-community peace deals are agreed through facilitated and mediated dialogue processes, **then** trusted subnational peacebuilding structures can implement agreements and maintain stability.

- **If** the local perception on the government performance is enhanced through better provision of public service delivery, **then** citizens will have greater trust in their elected officials and the democratic process.

- **Then Ultimately**, the national unity is strengthened, social cohesion and peace are restored including rebuilding political and social trust.

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

- Local approval and political will on the multidimensional approach to address community stability and national unity through restoration of political and social trust. The project should not be perceived simply as capacity building and collection of desirable investments or infrastructure interventions benefitting local communities.
- Active civil society organizations and identification of local champions to build enduring community engagement and platforms to bring together a wide range of stakeholders and actors to collectively address public concerns.

3.2. Rationale

A more coordinated joint programme is an important step to deepen the impact of the various projects and leverage UNDP's strengths and confidence with local communities. Through coordinated actions, TNRL and LEC, for example, can ensure that SFL and PVE initiatives are directed in ways that make all projects' work more impactful and sustainable, especially the political goals. All projects have worked in overlapping geographic areas, coordinating and conducting combined activities on an ad hoc basis; **SUSC (Stability, Unity, Social Cohesion)** will provide the opportunity to formalize, and standardize best practices in integrating these efforts.

3.3. Insights and Lessons Learned to date

UNDP's holistic approach to providing support in Libya 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. These activities are important for UNDP to document lessons learned and ensure interventions are locally tailored. Most relevant to this project, SFL has noted the interdependent nature of stabilization and peacebuilding efforts. As a result, it has changed its strategy – which is also reflected in this project design – to focus on providing intangible support (i.e. community engagement and peacebuilding) to make the greatest tangible impacts.

Conflict sensitivity assessments and townhall-style consultations have been a key component in areas where UNDP works since 2016, including inclusion of women. These individual surveys, key informant interviews and focus group discussions have allowed UNDP implementation teams to be responsive to community input and feedback at all stages of engagement. UNDP also conducted training sessions in conflict management, peace partnerships, and conflict-sensitivity discussions to contribute to better designed interventions that will further social peace and avoid harm. These activities included at least 30% women.

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 were moved to work remotely from Tunis. In mid-2019, a new outbreak of fighting around Tripoli meant that most international staff that had returned to Tripoli went back to Tunis, and movements and ongoing projects in the armed conflict area in Tripoli were disrupted and delayed. The project team and UNDP operations continued implementing despite 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 in that area leading to implementation delays, and therefore extensions in contract duration.

Nevertheless, UNDP learned and was able to adjust its strategy on the ground to improve delivery in parts of Tripoli not directly affected, and mainly outside Tripoli thus the implementation rate as a whole was not affected even increased significantly in 2019. In addition, UNDP recently began to implement virtual (online) trainings with local NGOs; this has allowed activities to go on despite security or health related (COVID-19 pandemic) movement restrictions. UNDP will continue to work with communities around Libya, including Tripoli, where security permits, utilizing the resources and networks it has built in all regions (West, East and South)

3.4. Project Objective

The objective of this program is to increase social cohesion, unity and peace in Libyan society, by ensuring the sustainability of UNDP's interventions. This joint programme will do this by expanding UNDP's programming and implementing

deeper coordination between programme areas where UNDP has expertise. It will design interventions to catalyse all efforts in an area-based strategy, leaning heavily on partnerships with local authorities and civil society groups, and participation by local communities.

3.5. Approach to Coordinated Action

UNDP's approach will be to formalize coordination and integration of its projects through implementation strategies, community consultations for localized planning, and designating human resources to track progress and identify areas where activities can catalyse results toward other outputs/targets.

Work in Sebha, a municipality where UNDP has had presence since 2017, provides examples of positive outcomes of programme coordination and integration. The National Reconciliation project (TNRL) and the LEP collaborated on a post-election conflict prevention initiative to ensure a peaceful transition to the new Municipal Council after a disputed election in 2019, which was resolved by an appellate court decision in 2020. Local experts and project staff from the Reconciliation team partnered with LEP in 2019 and 2020 to help map the stakeholders, analyse potential conflict drivers and conduct informal consultations in Sebha. Working together the two projects helped monitor and manage the potential conflict that could have been triggered by the transition to the newly elected Municipal Council. This work has continued into 2020 with larger community dialogue sessions to be facilitated jointly by the projects.

Similarly, the SFL and the National Reconciliation project have pooled resources and worked on joint initiatives in Derna and Kufra. In both cities, members of the National Reconciliation Network of Mediators have supported the SFL community consultations to help establish shared stabilization goals and identify infrastructure priorities. In Kufra, dialogues facilitated by UNSMIL and UNDP under the Reconciliation project helped contribute to a lasting cessation of hostilities between the two rival ethnic groups--the Tebu and Zway. Project staff drew from this experience to inform the SFL team on the political economy and the distinct conflict sensitivities in the town, relevant when planning to allocate resources in the community.

SUSC (Stability, Unity, Social Cohesion) represents an expansion of UNDP programming to Prevention of Violent Extremism (PVE) with the aim of complementing provision of livelihoods opportunities to targeted vulnerable populations with provision of education opportunities and youth engagement toward the prevention of radicalism as well as strengthening capacities of responding to violent extremism both at the Municipality level with development of related strategies and at the community level with religious leaders to counter the

violent extremism messaging. This initiative is part of the effort to promote long lasting social cohesion, and national unity in Libya.

Overall, the specific needs in a geographic area will determine which projects will take the lead and from which project it will request specific support. In some areas, especially if UNDP expands into new municipalities, all projects will collaborate to construct a complete area-based strategy. This approach will ensure that all projects jointly remain focused on social cohesion and national unity as the targeted outcome of any single intervention.

3.6 Project Timeline

The attached Results-Based Workplan lays out the timeline for implementation of the specific activities over an 18-month period.

IV.   RESULTS AND PARTNERSHIPS

Expected Results

Outcome 1: Local communities are increasingly stable following local elections and confidence in democratic governance/elections increases

Output 1: Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs

Activity 1.1: Conduct area-based needs assessments to identify the needs and gaps for the provision of basic services

Activity 1.2: Support the rehabilitation of key basic services necessary to support local peace deals and stabilization goals and bolster local elections.

Activity 1.3: Assess and address the capacity gaps of the local authorities and capacity building plan to manage socioeconomic affairs, especially using the established PVE approach, and deliver basic services guided by a conflict sensitive approach.

Activity 1.4: Increase community participation in the local development trajectory and foster systematic and active social accountability.

Output 2: Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate

Activity 2.1: Support the Civic & Voter Education campaign of the Central Committee for Municipal Council Elections (CCMCE) on the promotion of peaceful electoral processes including acceptance of results.

Activity 2.2: Provide capacity building training for municipal representatives to ensure that elected officials actively engage with citizens

Activity 2.3: Support newly elected leaders of municipal councils and local authorities to focus on inclusive participation of citizens through, among others, community decision making processes and other inclusive processes.

Since its beginnings, in cooperation with the international community, SFL has worked at the local level to improve access to and quality of basic services; providing surge capacities for municipalities to manage stabilization efforts; and working with Libyan stakeholders to monitor and reduce conflict. The enhanced programme design, modified in 2019, aims to build stronger connections between the central government, local authorities and citizens, and within government institutions themselves. The programme, through basic infrastructure rehabilitation and provision of basic services strengthens local peace deals and creates peace dividends which both contribute extensively to the establishment of national unity and social cohesion in Libya. SFL activities are also intended to reduce inequity and tensions over resources.

Democratic processes supported by the LEP is the key element in this intervention, especially through its Post-Election Initiative. The LEP also participates in the coordination mechanism co-chaired by the Ministry of Local Governance and German Embassy. The LEP immediately coordinates and synergizes with other international partners, supporting newly elected municipal councils with immediate post-election capacity building. The aims are to help them understand their strategic role and function within the administration and allow them to become efficient and effective in the implementation of their mandate; increase their understanding of administering a municipality through an inclusive and participatory approach with citizens, allow them to understand and apply community decision making by bringing the elected mayor and the councillors closer to their citizens; and allow at the same time the citizens to better understand the challenges under which elected officials operate. This mutual understanding will also shape the social cohesion of the community.

Newly elected officials receive training in their tasks of increasing social cohesion through improved service delivery quality and equality, strongly linked with SFL resource mobilization. Citizens' participation in municipal council elections is already an important civic engagement, which signifies that people put trust in the electoral process and institution to produce trusted leaders. A fast-tracked capacitation of the newly elected with an inclusive and participatory approach is required to respond to

support local stabilization and reconciliation efforts, and to contribute to increased trust in democratic processes on local governance level.

Outcome 2: Space for local dialogue, social cohesion is created and maintained. Municipal governments and local communities are better connected to national reconciliation efforts. Social cohesion and peaceful environment are strengthened through education, counter messaging, livelihoods and Municipal PVE strategies.

Output 1: Mediation opportunities, tools and mechanisms (including the Network of Local Mediators, SFL Local Peace Committees and LEP conflict prevention platforms) are strengthened to more effectively mitigate tensions and reach consensus within and between communities.

Activity 1.1: Identify key issues and grievances, and build ownership for the dialogue initiatives

Activity 1.2: Convene and facilitate dialogues in targeted areas

Activity 1.3: Conduct outreach and advocacy to ensure implementation of reconciliation agreements

Activity 1.4 Facilitate peer learning in reconciliation and conflict resolution

Output 2: Municipal Councils are sensitized to act as a local conduit for national level reconciliation efforts

Activity 2.1: Support municipalities before and after elections to establish consultative processes / fora / intra-community platforms on inclusion and peace-building efforts at the community level.

Activity 2.2: Establish mechanisms to mitigate post-electoral conflicts, incorporating peacebuilding elements into institutional development.

Activity 2.3: Build civic engagement platforms and sensitize key stakeholders as needed for active civic participation.

Output 3: Civil society empowered to engage in social cohesion and peace building initiatives

Activity 3.1: Build a network of and capacitate civil society organizations to engage in peace building, community dialogues, social cohesion initiatives.

Activity 3.2: Support existing or establish local peace structures bringing together key community stakeholders and actors and enable them to monitor, prevent, mitigate and manage local conflict.

Activity 3.3: Support civil society led initiatives to promote community dialogues, social cohesion initiatives by providing micro-grants.

Output 4: Socio-economic and political conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, livelihoods support and Municipal PVE strategies.

Activity 4.1: Conduct area-based assessments focusing on the root causes of vulnerability to armed group recruitment to support prevention of extremism

Activity 4.2: Create socio-economic opportunities for vulnerable, marginalized, unemployed populations in hot-spot areas to prevent their recruitment to armed groups driving conflict.

Activity 4.3: Establish a pilot project to educate school-aged children on peaceful, non-violent conflict resolution and train teachers to teach critical thinking skills.

Activity 4.4: Support Municipalities and strengthen capacities to develop a PVE strategy at the local level

Activity 4.5: Provide support to religious leaders to counter culture and message of violence within the society.

One of the essential aims of UNDP's stabilization initiatives within SFL has been to improve the linkages between the government (national and local) and its people. UNDP works through the SFL to provide the concrete incentives and an enabling environment to support the National Reconciliation project and, in the places it operates, trusted democratic elections through the LEP. As such, activities focused on ensuring that communities are consulted and participate in the development of local stabilization goals, increasing community engagement beyond electing government officials. Crucially, these consultations contribute to intra-communal dialogue that is often a foundation for the National Reconciliation project. Simultaneously, the project works to strengthen the capacity of the government to respond to needs of communities from a conflict-sensitive perspective and ensure that it is perceived as actively working to resolve conflict and help communities to recover. Finally, it provides the resources to implement the communities' stabilization goals – specifically regarding public infrastructure and services in cooperation with local authorities – supporting communities to maintain/improve their living conditions and/or (if displaced) return home.

On the other hand, the National Reconciliation project is conducted in partnership with the United Nations Support Mission in Libya (UNSMIL) and aims to link top-down, institutional peacebuilding processes with bottom-up conflict resolution efforts. Strategies are developed with national counterparts (state officials and civil society) through consultative and inclusive processes to institutionalize country-wide reconciliation efforts. The intra-communal dialogue, fostered through SFL's community consultations and stabilization dialogue and the National Reconciliation project Network of Local Mediators (the Network), enables the Project's bottom-up intercommunal reconciliation processes, conducted in partnership with UNSMIL. The Network includes trained mediators from all over Libya and has a heavy presence in the areas most impacted by conflict. The Project provides these peace actors with mediation tools and mechanisms to help them mitigate tensions and reach consensus at the community level more effectively. Additionally, UNSMIL and UNDP provide training and technical support to encourage the Network to mainstream gender equity considerations and assist the mediators to review the composition of their teams in order to include women and gender expertise.

UNDP works with national experts and the UNSMIL Political Affairs Section to identify priority conflicting cities/communities and convene formal and informal mediated dialogue events with the key stakeholders. The processes aim to resolve the conflicts by reaching agreement on key issues and devising road maps for implementation, drawing on international support and state resources. The Project team also engages in follow-up on the reconciliation processes in order to ensure a more lasting peace, engaging with the signatory parties and facilitating additional dialogue sessions when needed. This can include, for instance, bringing in other key constituencies such as youth, women and armed groups, into the reconciliation process at later stages.

Although municipal elections are being conducted democratically, they are not always contributing to a peaceful environment among communities in a municipality if historic splits exist. Tensions may be exacerbated through the electoral system applied in local elections. In particular, the electoral system (party block-vote system) determines that the list which gained a simple majority wins all list-seats in the council (except for the women's seat and the seat for people with disabilities), and thus does not necessarily promote inclusion of different social and tribal groups in the council. Therefore, in the context of the LEP's pre-and post-electoral conflict prevention approach, dialogue and reconciliation efforts before and support to newly elected councils after elections will build up capacities to absorb tensions. The project may engage as part of its support programme losing competitors and key stakeholders – specifically former mayors and councillors who lost an election and may not be willing to accept defeat. This next phase of local election support envisages their integration through offering expertise and peer support to the newly

elected municipalities in the capacity building program within the post-election initiative. By such a mechanism, we can solve two problems at once: creating a pool of experts / peers of experienced former municipal council leaders and serving the newly elected by preserving valuable experiences. Institutionally, municipal council associations could be anchors for such an initiative.

In this context, the programme's support to newly elected officials offers an opportunity for stabilization and social cohesion by providing democracy and peace dividends. In collaboration with the Reconciliation project, newly elected officials are provided with the tools to work on community dialogue and peacebuilding from the start of their four-year-mandate.

The newly formed PVE project will be integrated with UNDP's other programming from the start through the mechanisms provided by this funding to join efforts with other projects in creating peace dividends and contributing to the establishment of a sustainable peaceful environment. The PVE project aims at going beyond strict security concerns by looking at the conditions and root causes that are conducive to violent extremism. Therefore, the project will identify commonly accepted drivers of radicalization and suggest integrated actions aimed at mitigating and preventing violent extremism through four complementary angles:
   a) engaging youth in building social cohesion and critical thinking at a very young age (early child education) and training of teachers for PVE (UNDP will be technically collaborating with UNICEF on this point);
   b) working with faith-based organizations and religious leaders to counter-message violence;
   c) provide livelihood opportunities to targeted youth and families that are unemployed and marginalized, vulnerable to negative coping mechanisms;
   d) strengthen capacities of Municipalities to develop and implement a PVE strategy at the local level.

The project will maintain a specific focus on depriving violent extremism of its breeding ground. It will do so by reducing political and social marginalisation of at-risk youth, mainly through reduction of barriers to employment, targeted education, counter-messaging, political and social inclusion as well as strengthening local Municipality level capacities to respond. Community members' and local government officials' capacities will be enhanced to provide economic and educational opportunities that can help at-risk populations resist engaging in violent conflict as well as developing a comprehensive and inclusive PVE strategy at the Municipality level. UNDP's programmatic approach will depend on identifying underlying drivers that create vulnerabilities to violent extremism through local PVE assessments. In addition, this project will aim to have a longer impact by providing educational opportunities for school-aged children as well and by supporting religious leaders to countering messaging to incite violence. In this way, peaceful resolution to conflict and civic engagement will be promoted from a younger age,

culture of violence within the society will be weakened having a more sustainable development path.

Resources Required to Achieve the Expected Results

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 four projects will work in close partnership within the UNDP Libya office to leverage lessons learned and local partnerships they have developed.

The project implementation will require the following types of resources: (a) human resources, including 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

UNDP will establish partnerships with local CSOs, including the National Network of Local Mediators, to participate in, and in some cases, implement certain activities. UNDP has identified reliable partner organizations in Libya that it has worked with or plants to work with to ensure local ownership and sustainability of the outcomes of this joint programme. In this vein, UNDP engagement with local organizations encompasses capacity building for the NGO. The National Reconciliation project is implemented in partnership with UNSMIL.

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, as security is monitored daily. 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. This project will support an updated, widely conducted conflict analysis across Libya. 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, and will reassess the areas where UNDP works amid the updated analysis. 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, improve social cohesion and contribute to national unity.

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 ensuring no one is left out of consultation and communication with the community.

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

- *Need for tailored approaches to each local area:* the key to this project is implementing an integrated, area-based response. 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 assessment and community consultations, 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 authority figures as all initiatives are intended to contribute toward social cohesion.
- *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, civic engagement 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 – especially through the TNRL project – and work to resolve administrative uncertainties affecting this relationship where possible.

Stakeholder Engagement

This joint programme is based on fostering deep and sustained engagement by a wide variety of stakeholders. Outcome 2, specifically, is centred around an approach that brings together multiple stakeholders to foster social cohesion and reconciliation through various mechanisms and sections of society. The risk management strategy, as above, also hinges on engagement of all relevant stakeholders whenever possible.

Donor visibility

There will be numerous multimedia outputs, both online and offline, which will highlight the human impact of this project. All communications materials and items published will be well documented and presented in the donor reports.

In the context of prior agreements with the SFL Board, including the EU, local communications products will not provide visibility to international donor partners in favour of supporting Libyan institutions. This project will institute the same policy whereby donor contributions will only be acknowledged when their role is explicit. Whenever possible, other modes of communication – especially those intended for international audiences – will credit international partners and follow EU visibility guidelines.

Further to this point, UNDP's SFL has also established visibility and communication guidelines with respect to reducing the potential provocations or tensions. This includes references to specific government institutions and parties in locations where there is a risk to UNDP partners and field staff.

Sustainability and Scaling Up

This project will formalize and standardize efforts to target systemic issues though joint project support and participation by stakeholders at all levels. Processes established and best practices identified through implementation will be documented to become part of UNDP Libya's institutional knowledge that will be used to expand programming to new areas and engage with society in a sustained manner.

V.   PROJECT MANAGEMENT

The Project will be implemented and managed by the UNDP Libya Country Office and implemented through local and international partner organizations in some activities. Both **Outcomes 1** and **2** will include a partnership with one or more local CSOs to conduct community outreach implement community consultation and dialogue initiatives. **Output 4** (of Outcome 2) is to be conducted with local and

international partners specializing in youth engagement and education, PVE, and livelihoods. Overall, this project emphasizes partnership with community actors – both formal and informal – to facilitate sustainable engagement. UNDP's expertise in working 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 innovative approach UNDP is taking. To this end, UNDP will secure a high-quality project management system, emphasizing coordination, while ensuring risk management and project approaches sensitive to the conflict and political environment in Libya. UNDP will closely coordinate among the projects and with the projects' partners to provide needed information and to enable smooth and speedy financial and operational transactions to facilitate timely implementation of the project. Coordination meetings among the four joint projects will be held regularly and on an ad hoc basis as needed.

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 brief quarterly reports, 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 among the projects in the Country Office. The project team is comprised of project management and technical functions from each of the four projects included in this joint programme, 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 Board

The Project Board serves as the overall governance structure of the project. The Board provides strategic direction to and oversight and ensures that the interventions funded are in line with agreed priorities. The Board will meet once a year and may set ad hoc meetings as needed throughout implementation. The Project Board will be supported by a technical working group that meets frequently to discuss the technical aspects of the project and submit recommendations to the board for strategic decisions.

The Project Board will be co-chaired by the nominated Representative of the government counterpart and UNDP. The Board will be composed of the Project Managers of the four UNDP projects (SFL, LEP, TRNL, PVE), in addition to the donor representative.

Other representatives of the Libyan Government may be invited by the Libyan Government Representative or his/her delegate on an ad-hoc basis when needed. This may include the Ministry of Local Government, the Supreme Council on Local Administration, Ministry of Planning, a line Ministry of concern or other relevant stakeholders. Municipalities can also be invited to attend when the Board meeting is held to discuss the interventions in particular municipalities.

Programme Coordinator

This project is unique in the UNDP Libya CO, in that it will require the coordination and tracking of four different projects' inputs toward its objectives. From the outset, the coordinator will assist in the design of the coordination mechanism among the projects as well as documenting established procedures for joint initiatives. The coordinator will be responsible for documenting lessons learned and will be vital in tracking the delivery of activities and progress for four projects. The coordinator will also identify challenges and status of all joint initiatives under this project and will support project managers to strategize and implement the area-based approach. Most critically, the coordinator will be responsible for ensuring timely delivery of all activities across four projects in a complementary manner, tracking financial delivery goals, working with the project managers to ensure their respective project outputs are implemented as indicated in the project document respecting the time frames and budgets, compiling relevant progress/ annual reports to be provided by each project manager into one and act as the donor focal point. The coordinator will be international, based in Tunis and charged 100% to the project.

Project Managers

The project will be managed by UNDP's Project Managers from TNRL, LEP, SFL projects. Additionally, activities of PVE to be undertaken by the JSB Project Manager for livelihoods and UNDP Programme Specialists (for the remaining activities) who all will work directly with the UNDP Libya SUSC Programme Coordinator. Project Managers and will be based in Tunis with missions to Tripoli and targeted locations when possible. The Project Managers 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; substantive project inputs specifically linked with the decentralization and local development agenda; regular outreach and coordination with the project beneficiaries; coordination and quality assurance of expert inputs and products; reporting and regular coordination

among project partners to ensure coherence and complementarity. For the sake of saving funds, Project Managers will not be charged to the SUSC project.

Local Project Coordinators

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

Operations, Finance, Procurement, Engineering, Project Management Support Teams

Due to the volume of operations foreseen in this project all functions related to support, compliance, assurance, delivery (Operations, Finance, Procurement, Engineering, PMSU) including Logistics, IT, Financial Management, Procurement, Engineering, M&E and Gender focus support are required to ensure efficient, transparent, compliant 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 based on the time to spent by each required function. The project will be charged 11% of its budget to support above functions as it is applied in a standard manner for all UNDP projects. Along the project's implementation time, in accordance with the Donor, if the Support Teams' allocated times and costs are lower than 11% of the budget, the remaining funds will be re-invested in project activities.

Moreover, 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/activities 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 main respective project 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 Outcome 2. 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 over an eighteen-month duration, thus a quick launch of requests for proposals and partner selection will be critical. UNDP will benefit from its own experience and the knowledge of partners on the ground as well as lessons from previous engagements with local 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 when security does not permit UNDP staff movements and access to project sites. The selected partner organization/s 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 continuously assess the situation in the country and local areas UNDP works, 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.

VI. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: 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	
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: - Space for national reconciliation is created addressing community needs and mutual interests - 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 - Local economic recovery/development supported	
Applicable Output(s) from the UNDP Strategic Plan: - Keeping people out of poverty - Enhance national prevention and recovery capacities for resilient societies. - Strengthen gender equality and the empowerment of women and girls.	

Project title and Atlas Project Number: Local Stability, National Unity and Social Cohesion in LIBYA

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS
Outcome 1: Local communities are increasingly stable following local elections and confidence in democratic governance/elections increases					
Output 1: Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs	# of capacity gap assessments of municipal councils conducted	Project progress reports	TBD	10	Through the implementing partners (INGO/NGO/CSO) & final product evaluation report
	# location-level conflict analysis assessments conducted	Project progress reports	TBD	10	Through the implementing partners (INGO/NGO/CSO) & final product evaluation report

	# of local stabilization goals and development plans crafted through community dialogue and consultation	Project progress reports	5	10	Through the implementing partners (INGO/NGO/CSO) & final product reports
	# of outreach initiatives to promote inclusive participation	Project progress reports	TBD	10	Through the implementing partners (INGO/NGO/CSO) & final product reports
	# of local officials that received capacity building and community engagement training	Project progress reports	TBD	TBD	Through the implementing partners (INGO/NGO/CSO) & final evaluation report
	# of civil works projects completed or equipment provided that meet local priorities (above)	Project progress reports	TBD	TBD	SFL Tracker Reporting, Coordinator field notes and reporting, Asset Handover Management Tracker, review of MOUs, Implementing partners' reporting
Output 2: Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate	# of trainings on outreach and communication tools for the promotion of democratic principles and governance	Project progress reports	9	TBD	Through project staff and partners
	# of municipal representatives that received capacity building training	Project progress reports	220	TBD	Through project staff and partners
	# of newly elected leaders trained to focus on inclusive decision-making processes	Project progress reports	0	TBD	Through project staff and partners
Outcome 2: Space for local dialogue, social cohesion is created and maintained. Municipal governments and local communities are better connected to national reconciliation efforts. Social cohesion and a peaceful environment are strengthened through education, counter messaging, livelihoods and Municipal PVE strategies.					
Output 1: Mediation opportunities, tools and mechanisms (including the Network of Local Mediators, SFL Local Peace Committees and LEP	# of Intra-communal dialogues conducted with UNSMIL and	Project progress reports	6	TBD	Through project staff and local mediators (project personnel and partners)
	# of SFL consultations/dialogues technically supported	Project progress reports	2	TBD	Through project staff and local mediators (project personnel and partners)

conflict prevention platforms) are strengthened to more effectively mitigate tensions and reach consensus within and between communities.	# of LEP pre and post-conflict supported	Project progress reports	1	TBD	Through project staff and local mediators (project personnel and partners)
	# of Network of Mediator members trained, segregated by gender	Project progress reports	60	TBD	Through project staff and local mediators (project personnel and partners)
	# of workshops and trainings provided for the Network of Mediators	Project progress reports	5	TBD	Through project staff and local mediators (project personnel and partners)
Output 2: Municipal Councils are sensitized to act as a local conduit for national level reconciliation efforts	# of municipalities supported to establish community peacebuilding platforms	Project progress reports	0	TBD	Through project staff and partners
	# of municipalities supported to establish mechanisms to mitigate post-electoral conflicts	Project progress reports	2	TBD	Through project staff and partners
	# of civic engagement platforms established	Project progress reports	0	TBD	Through implementing partners (INGO/NGO/CSO) final product reports?
Output 3: Civil society empowered to engage in social cohesion and peace building initiatives	# of NGOs screened and capacitated for the national roster	Project progress reports	25	40	Final product evaluation report
	# of local peace structures created	Project progress reports	3	10	Final product evaluation report
	# of intercommunal peace building and civic engagement initiatives created led by network of NGO partners	Project progress reports	0	10	Final product evaluation report
Output 4: Socio-economic and political conditions that contribute to violent conflict are targeted through youth livelihoods support and education	# of area based local assessments conducted to identify the root causes of violent extremism	Project progress reports	TBD	TBD	Through the implementing partners (INGO/NGO/CSO/ individual experts) & final product reports
	# of youth and vulnerable individuals benefitted from livelihoods support (30% women)	Project progress reports	0	300	Through the implementing partners (INGO/NGO/CSO) & final product reports

	# of youth, children, teachers educated /trained	Project progress reports	TBD	TBD	Through the implementing partners (INGO/NGO/CSO) & final product reports
	# of Municipalities that have developed a PVE Strategy	Project progress reports	0	TBD	Through experts & final product reports
	# of religious leaders supported to counter violent extremism messaging	Project progress reports	0	TBD	Through the implementing partners (INGO/NGO/CSO) & final product reports

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)
Track results progress	Progress data against the results indicators in the RF 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
Monitor and Manage Risk	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
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Continuously	Relevant lessons are captured by the project team and used to inform management decisions.	-	TBD
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform 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
Review and Make Course Corrections	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
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating	At the end of the project (final report)		-	TBD

	summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Annual Work Plan to ensure realistic budgeting over the life of the project. In the project's second/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.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	-	TBD

VIII. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount in USD
Output 1.1: Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs	**1.1.1** Conduct area-based needs assessments to identify the needs and gaps for the provision of basic services	UNDP		Contractual services to conduct study	150,000
	1.1.2 Support the rehabilitation of key basic services necessary to support local peace deals and stabilization goals, and bolster local elections	UNDP		Community consultations, workshops to develop plans	250,000
		UNDP		Contractual provision of goods/works	2,300,000
	1.1.3 Assess and address the capacity gaps of the local authorities and capacity building plan to manage socioeconomic affairs, especially using the established PVE approach, and deliver basic services guided by a conflict sensitive approach.	UNDP		Assess and identify capacity gaps	125,000
		UNDP		Fill capacity gaps through training and sensitization initiatives	250,000
	1.1.4 Increase community participation in the local development trajectory and foster systematic and active social accountability.	UNDP		Initiatives and outreach to increase public participation	145,000
		UNDP			
Sub-Total 1					**3,320,000**
Output 1.2: Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate	**1.2.1:** Support the Civic & Voter Education campaign of the CCMCE on the promotion of peaceful electoral processes including acceptance of results.	UNDP		Contractual services, production and dissemination of campaign materials & workshops	150,000
	1.2.2: Provide capacity building training for municipal representatives to ensure that elected officials actively engage with citizens	UNDP		Training, workshops & DSA	150,000
	1.2.3: Support newly elected leaders of municipal councils and local authorities to focus on inclusive participation of citizens through, among others, community decision making processes and other inclusive processes.	UNDP		Training, workshops & DSA	150,000
Sub-Total 2					**450,000**

Output 2.1: Mediation opportunities, tools and mechanisms (including the Network of Local Mediators, SFL Local Peace Committees and LEP conflict prevention platforms) are strengthened to more effectively mitigate tensions and reach consensus within and between communities.	**2.1.1** Identify key issues and grievances, and build ownership for the dialogue initiatives	UNDP		Expert Consultant Fees	100,000
	2.1.2 Convene and facilitate dialogues in targeted areas	UNDP		Low-Value Grants for Mediation events conducted by Libyan NGOs, including the Network of Mediators	150,000
	2.1.3 Conduct outreach and advocacy to ensure implementation of reconciliation agreements	UNDP		Low-Value Grants for Mediation events conducted by Libyan NGOs, including the Network of Mediators	50,000
	2.1.4 Facilitate peer learning in reconciliation and conflict resolution	UNDP		Training and mentoring for the Network of Mediators.	500,000
Sub-Total 3					**800,000**
Output 2.2: Municipal Councils are sensitized to act as a local conduit for national level reconciliation efforts	**2.2.1:** Support municipalities before and after elections to establish consultative processes / fora / intra-community platforms on inclusion and peace-building efforts at the community level.	UNDP		Training, workshops, DSA	130,000
	2.2.2: Establish mechanisms to mitigate post-electoral conflicts, incorporating peacebuilding elements into institutional development.	UNDP		Training, workshops, DSA	110,000
	2.2.3: Build civic engagement platforms and sensitize key stakeholders as needed for active civic participation.	UNDP		Grants to CSOs for civic engagement events	110,000
Sub-Total 4					**350,000**
Output 2.3: Civil society empowered to engage in social cohesion and peace building initiatives	**2.3.1** Build a network of and capacitate civil society organizations to engage in peace building, community dialogues, social cohesion initiatives.	UNDP		Grants to CSOs	100,000
	2.3.2 Support existing or establish local peace structures bringing together key community stakeholders and actors and enable them to monitor, prevent, mitigate and manage local conflict.	UNDP		Grants to CSOs	400,000
	2.3.3 Support civil society led initiatives to promote community dialogues, social cohesion initiatives by providing micro-grants.	UNDP		Grants to CSOs	300,000
Sub-Total 5					**800,000**

Output 2.4: Socio-economic and political conditions that contribute to violent conflict are targeted through youth livelihoods support and education	**2.4.1** Conduct localized area-based PVE assessments focusing on the root causes of radicalization and vulnerability to armed group recruitments	UNDP		Grants to CSOs	100,000
	2. 4.2 Create socio-economic opportunities for vulnerable, marginalized, unemployed populations in hot-spot areas to prevent their recruitment to armed groups.	UNDP		Grant to CSO	250,000
	2.4.3 Establishing a pilot project focusing on early child education for youth/children as well as training of the teachers	UNDP		Grants to CSOs/ Workshops/ Trainings	250,000
	2.4.4 Support to the Municipalities for developing their own PVE strategies	UNDP		Expert consultant fees	150,000
	2.4.5 Support to religious leaders to counter messaging for violent extremism	UNDP		Grants to CSOs	50,000
Sub-Total 6					**800,000**
Sub-Total 1-6					**6,520,000**
Direct Project Cost (DPC), Project Management	Direct Project Cost (DPC) 11%	UNDP		71300 Project Management Support Unit	717,200
	Project Staff (Programme Coordinator, Project Officers and Assistants)	UNDP		71400 Contractual Services-individuals	600,000
	General Operating costs	UNDP		74500 Miscellaneous Operating Expense	50,000
				73100 - Rental & Maintenance-Premise	60,000
	Partnerships and Communications	UNDP		74500 Publications and visibility	20,000
Sub-Total					**1,447,200**
Programme Net Budget					**7,967,200**
General Management Support (8%)					637,376
Total Programme Budget					**8,604,576**

Coordination Levy (1%)		86,045
TOTAL USD		**8,690,621**
TOTAL EUR		**7,991,377**

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 stakeholders for the implementation of the Project. The Project Board will review and endorse the Annual World 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 UNDP Resident Representative. Representatives 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.

The Project Board members have the following responsibilities:

- Provide overall guidance and direction to the project
- Review and approve the Work Plan and, if needed, its potential revisions;
- Review progress reports and ensure that obstacles are addressed.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Review and approve the end of project Final Report, and make recommendations for follow-on actions;
- Provide guidance and request modification to the project in case that the project faces serious obstacles in implementation
- Provide *ad-hoc* direction and advice for exceptional situations possibly rising in the current context in Libya;

Given that the situation in Libya is evolving fast, the project will need to remain flexible and adapt to the developments on the ground. Any major adjustments to the project can be made by project board decision.

Project Implementation Team

Based on UNDP rules and regulations concerning DIM projects, UNDP PMs will be responsible for the overall administrative management and monitoring of the project progress. Project staff and advisors will be recruited based on UNDP policies and procedures and any necessary procurement will follow UNDP rules and regulations.

The project team will also have one focal point in charge of managing the procedures to implement the project. This will be the Project Officer who will also liaise with project consultants and the other UN agencies who will support in an advisory capacity.

The project implementation team will oversee the selected projects' timely implementation and finalization. The project coordinator will ensure that in all stages, the four projects are planning and coordinating closely and that opportunities to leverage UNDP's position are not missed.

X.   RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][3] [UNDP funds received pursuant to the Project Document][4] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and

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[3] To be used where UNDP is the Implementing Partner
[4] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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

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

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

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

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

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible

party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

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

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the

clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.