Support to the Resilience of Local Communities

**Strategic Plan Outcomes**

*Outcome 3:* Countries have strengthened institutions to progressively deliver universal access to basic services

*Outcome 6:* Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

**Strategic Plan Outputs**

*Output 3.2:* Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public.

*Output 6.1:* From the humanitarian phase after crisis, early economy revitalization generates jobs and other environmentally sustainable livelihood opportunities for crisis affected men and women.

*Output 6.4:* Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development.

Central and local government authorities are strengthened to provide better public services to citizens

**CPD Outcome**

**Programme Outputs**

*Output 1:* Infrastructure rehabilitated and basic services improved through the provision of essential equipment.

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**Brief Description**

Under the umbrella of sustainable development program of the National Oil Corporation of Libya (NOC), the Programme for “Supporting the resilience of local communities” is a 1-year programme and will be implemented by UNDP under the umbrella of National Oil Corporation (NOC) and funded by REMSA. The project aims at developing capacities of municipalities at the local level in Libya to respond to the challenges that impact negatively citizen access to and quality essential services, people’s sources of livelihoods, the social cohesion of communities. To achieve its overall goals, the Programme will empower local actors to devise and implement an integrated resilience and recovery programmes that cater the immediate needs of local populations for basic services. This support will be provided through provision of essential equipment to municipalities to enable them to provide services in health, education, electricity and water.

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**Programme Period:** 1 year  
**ATLAS Award:** 00104137  
**Start date:** Feb 2017  
**End date:** Feb 2018

**Total Resources required:** USD 11,446,302  
**Total Resources allocated:** USD 11,446,302  
**Donors:** REMSA  
**Unfunded budget:**

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Introduction

Under the umbrella of sustainable development program of the National Oil Corporation of Libya (NOC), and through its social corporate responsibility and funded by Repsol Consortium, the project is implemented by UNDP to support the Resilience of Communities in targeted municipalities. The Support to the Resilience of Local communities has been developed based on evidence availed through an assessment of the drivers and dynamics of the current conflict, its humanitarian and developmental impact and existing institutional capacities. Much of this evidence comes from UNDP’s continuous engagement in Libya, and with Libyans, in facing the development and governance challenges arising after the 2011 revolution.

Though the quality and availability of data in Libya is a perennial challenge, for developing this Programme, UNDP availed of several assessment exercises conducted by or with participation of UNDP, starting with the Rapid Diagnostic on Local Governance and Local Development. This was conducted by UNDP during the period March – June 2015 in 10 municipalities. UNDP also commissioned Social Peace Assessments in 13 municipalities (done by the Peaceful Change Initiative or PCI), which fed important localized data into an overall Analysis of Instability and Insecurity in Libya released by UNDP by end of 2015. UNDP produced two other very important studies in 2015 to understand the current context and plan an appropriate response, namely the Women, Peace and Security Baseline Study and the Libyan CSO Mapping (with UNICEF). Finally, UNDP also participated in the Humanitarian Needs Overview exercise conducted by the Humanitarian Country Team in 2015 and 2016. It provides very valuable data on the current situation of basic services in Libya and protection issues.

Local governance and local development in Libya in times of conflict

The conflict has had a contrasted impact on the sub-national level in terms of socioeconomic and human security conditions, depending on the intensity of the political polarization and fighting existing in different areas but also on existing capacities of local institutions. However, its impact on the importance of sub-national governance has been largely uniform in the sense that with an increasingly paralyzed centre for policy-making and public finance management, local institutions, and chief among them municipalities, are seen among the population as the main guarantors of their basic needs still being covered. Municipalities are making efforts to respond to these high expectations and try to strengthen local coping mechanisms against the debilitating effects of the conflict. This implies in particular reinforcing local crisis response mechanisms (through Local Crisis Committees for example) and increasing partnerships with other local governance actors to face the immediate consequences of the national crisis and prevent further localized conflict.

Limited capacities impacting on the performance of Municipalities

During the Rapid Diagnostic, only 1 in 3 municipalities self-assessed themselves as performing well their core functions. In fact, few municipalities manage to effectively engage in all the mandated areas assigned to them by Law 59 and that include: (i) preserving local peace, security and social cohesion; (ii) coordinating and providing basic services; (iii) promoting local and regional development and sound natural resources management. If municipalities seem to make their best efforts to respond to urgent community needs during periods of acute crisis, but the lack of resources, experience and the absence of adequate
procedures and capacity-building for accountable public expenditure management (development planning, budgeting, project implementation and monitoring) seriously dampens their capacity to strengthen societal resilience and recovery in the longer term.

The protracted crises have affected many sectors of the economy. Infrastructure, utilities, health and educational establishments and residential are damaged because of the war in most affected cities and absence of maintenance to public service institutions. As a result, municipalities are facing challenges in service delivery and coupled with the absence of resources, the challenge for reconstruction and rehabilitation is a paramount concern for local authorities.

Already, UNDP has been working on local development issues and authorities are perfectly aware of the advantage of early recovery programmes. Developing the capacities of municipalities in service delivery and rehabilitation programme are essential for the recovery and confidence building measures in the current context of Libya. The current political stalemate and deteriorating economic situation resulted from low oil production coupled with dwindling foreign reserves adversely impacted on the economy affecting significant segments of the population, especially the vulnerable - youth, women and IDPs. This necessitates a quick recovery intervention to support local economies and create job opportunities for the most affected population.

Programme Strategy and Results
Local finances: municipalities' main – and often only – source of finances remains transfers from the central government distributed through MoLG under the second chapter of the National Budget (Steering and Operational Expenditures). Municipalities receive their yearly transfer in quarterly tranches but delays are experienced since the conflict started, creating cash flow issues for municipalities.

Municipalities also make use when they can of private donations from communities and businesses to attend to urgent rehabilitation needs of public facilities. The great majority of Libyan municipalities remain however, highly dependent on central support and hence highly vulnerable to the impact of the current crisis on national-level public finances and financial systems. They are supposed to use it towards the maintenance of service delivery facilities (schools, health centers, local roads, etc.) The delivery capacity of municipalities has been weakened.

In the context of Libya, resilience means the state and society's abilities to manage conflict so that it does not reverse further development and to prioritize constructive collaboration as the principal approach of social interaction. Municipalities, sitting at the front line between state and society, should and could play the lead role in fomenting at the local level such constructive and collaborative approach, which is so dearly missing among national power circles, so as to cope better with the on-going conflict and eventually overcome and recover from it.

Resilience-strengthening should remain the focus of external support and put the development of self-organization and internal capacities at the heart of its approach to the conflict-development nexus. UNDP corporate priorities for resilience strengthening in fragile and conflict-affected settings fall into three categories: (i) peaceful resolution of disputes to stabilize volatile conditions; (ii) state building to improve capacities, accountability, responsiveness and legitimacy; and (iii) early economy revitalization.
The Programme will therefore aim to stimulate a process of economic recovery and building up the resilience of local communities. The programme will focus on most affected communities and localities with a particular focus on Obari, Zintan, Zawiya and Rajban areas. This intervention will build on the infrastructure rehabilitation and re-equipment. The program aims at supporting local economies to gradually transition (by quickly fixing the basic needs of the public services) towards a sustainable and equitable process of development. It will do so through introducing and launching a local economic recovery/development process at target municipalities which will encompass provision of essential equipment including medical equipment, garbage collecting trucks, solar panels and refurbishing of public buildings like schools and hospitals and public markets. The following three outputs that will contribute to the economic recovery and resilience of local communities:

**Output 1: Selected infrastructure rehabilitated and recovery of critical businesses supported**

Public infrastructures damaged by the conflict and lack of public financing resulting from the ongoing crises in Libya have led to disruption of services including water facilities, schools and health facilities which negatively affected basic service delivery and in some instances causing a dire situation where no functioning school or hospital is available to citizens. Several municipalities have also experienced degradation of critical infrastructure and have not had the funds or the capability to maintain this infrastructure. The project will provide support to targeted municipalities to undertake repairs of key public infrastructure including hospitals, schools and water supply systems. The project will also provide medical equipment and other essential materials to municipalities, hospitals and schools.

**Envisaged activities:**

Public infrastructures damaged by the conflict and lack of public financing resulting from the ongoing crises in Libya have led to disruption of services including water facilities, schools and health facilities which negatively affected basic service delivery and in some instances causing a dire situation where no functioning school or hospital is available to citizens.

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Management arrangement:

Project Board: The project is implemented as a UNDP direct implementation project. Activities will be led and monitored by staff directly hired by UNDP and based in Tunis and with support from staff in Tripoli. The project will be managed by the Project Manager who will report directly to the UNDP Libya Programme Coordinator. The Project Manager will have the overall responsibility of the project implementation and delivery. The project manager will be supported by a project team including a Project Assistant and the office engineers who are already in the ground to provide overall monitoring and quality control.

A monitoring board will be formed by NOC and UNDP and REPSOL representing OMV, Total, Statoil. The role of the board is to monitor the project progress and will provide advise as required, the committee will meet periodically, meetings to be scheduled upon mutual agreement between all parties. The project shall provide the board with all information needed at any time in relation to the implementation of the activities.

Monitoring and Reporting
The Programme will be monitored and progress reported in accordance with UNDP standard procedures. In accordance with UNDP Programme and Operations Policies and Procedures (POPP), the Programme will be monitored through the following actions:

- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in a Quality Management Table.
• Quarterly Progress Reports (QPR) will be submitted by the Project Manager to donors through UNDP Project Assurance, using the standard report format available in the POPP, as well as to the Programme Board and Local Boards.

• An Issue Log will be activated in Atlas and updated by the NPC to facilitate tracking and resolution of potential problems or requests for change.

• A Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

• Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.