**Final Evaluation of the Stability, Unity, and Social Cohesion (SUSC) Project**

**UNDP Libya**

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| **PROJECT INFORMATION DETAILS** | | |
| **Project/Outcome Title** | Stability, Unity, and Social Cohesion (SUSC) Project | |
| **Atlas ID** | 00128693 | |
| **Corporate Outcome and Output** | **UNSF outcome involving UNDP No. 1:** By 2022, core government functions will be strengthened and Libyan institutions and civil society, at all levels, will have enhanced capacity to respond to the needs of the people (Libyans, migrants and refugees) through transparent, inclusive gender-sensitive decision-making processes, while, abiding by the democratic principles of division of power and rule of law.    **UNSF outcome involving UNDP No. 3:** By 2022, relevant Libyan institutions will have improved their capacity to design, develop and implement social policies that focus on quality social service delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities. | |
| **Country** | Libya | |
| **Region** | RBAS$ | |
| **Date Project Document Signed** | August 03, 2020 | |
| **Project Dates** | **Start** | **Planned end** |
| July 01, 2020 | 31 December, 2022 |
| **Project Budget** | 10,000,000 EUR estimated at US$ 11,284,000 | |
| **Project Expenditure at the Time of Evaluation** | US$7,975,163 | |
| **Funding Source** | European Commission – DG NEAR (European Neighborhood Instrument) | |
| **Implementing Party** | UNDP Libya | |

# Table of Contents

[Table of Contents iii](#_Toc117792867)

[Acknowledgment v](#_Toc117792868)

[Acronym and Abbreviations vi](#_Toc117792869)

[Executive Summary vii](#_Toc117792870)

[1.0. Introduction 1](#_Toc117792871)

[2.0. Background and Context 1](#_Toc117792872)

[2.1. Political and Security Developments 2](#_Toc117792873)

[2.2 Economic and Social-Economic Situation 2](#_Toc117792874)

[2.3. COVID-19 Pandemic 3](#_Toc117792875)

[3.0. Description of the SUSC Intervention 4](#_Toc117792876)

[4.0. Evaluation Purpose, Objective and Scope 7](#_Toc117792877)

[4.1 Specific Objectives 7](#_Toc117792878)

[4.2. Intended Users 7](#_Toc117792879)

[4.3. Evaluation Scope 8](#_Toc117792880)

[5.0. Evaluation Criteria and Questions 8](#_Toc117792881)

[6.0. Evaluation Approach and Methodology 8](#_Toc117792882)

[6.1 Theory-Based Contribution Analysis 8](#_Toc117792883)

[6.2. Mixed Methods 9](#_Toc117792884)

[6.3.Ethical Norms and Standards……………………………………………………………………11](#_Toc117792885)

[6.4. Limitations and Challenges 12](#_Toc117792886)

[7.0. Evaluation Findings 12](#_Toc117792887)

[7.1. Relevance and Design 12](#_Toc117792888)

[7.1.2. Linkages between SUSC Project with Similar Interventions 15](#_Toc117792889)

[7.1.3 Theory of Change and its Relevancy to Libyan Context –Beneficiaries Priorities and Needs 16](#_Toc117792890)

[7.1.4. Contribution of the SUSC Project to LNOB Principle - Mixed 17](#_Toc117792891)

[7.1.5. Coordination and Synergies of the Project with other Programmatic Interventions 17](#_Toc117792892)

[7.1.6. Strengths and Weakness of the Project Relevancy and Design 17](#_Toc117792893)

[7.1.7. Coherence 18](#_Toc117792894)

[7.2. Efficiency 19](#_Toc117792895)

[7.2.1. Cost Effectiveness of the Project Implementation Strategy 19](#_Toc117792896)

[7.2.2. Financial and Human Resource Management 21](#_Toc117792897)

[7.2.3. Management, Partnership and Coordination 25](#_Toc117792898)

[7.2.4. Robustness of the M&E Systems 27](#_Toc117792899)

[7.2.5. Value for Money 28](#_Toc117792900)

[7.3. Effectiveness 29](#_Toc117792901)

[7.3.1. Project Output and Outcome Achievements 29](#_Toc117792902)

[7.3.2. Effect of Project Activities and Outputs on Women, Men and Vulnerable Groups 40](#_Toc117792903)

[7.3.3. Results Achievement and Strategies for Enhanced Effectiveness. 41](#_Toc117792904)

[7.3.4 Facilitating and Inhibiting Factors 41](#_Toc117792905)

[7.4. Sustainability of the Project 46](#_Toc117792906)

[7.5. Cross-Cutting Issues 49](#_Toc117792907)

[7.5.1. Gender Equality and Women’s Empowerment 49](#_Toc117792908)

[7.5.2. Conflict Sensitivity 51](#_Toc117792909)

[7.5.3. Extent of Disability Inclusion 53](#_Toc117792910)

[7.5.4. Human Rights and ‘Leave No One Behind’ 54](#_Toc117792911)

[7.6. Good Practices of the Project 54](#_Toc117792912)

[7.7. Key Lessons Learned 55](#_Toc117792913)

[8.0. Conclusion and Recommendations 56](#_Toc117792914)

[8.1. Conclusion 56](#_Toc117792915)

[8.2. Recommendations 58](#_Toc117792916)

[9.0 Annexes 61](#_Toc117792917)

[Annex 1: Summary OECD/DAC Ranking Table 61](#_Toc117792918)

[Annex 2: Theory of Change 64](#_Toc117792919)

[Annex: 5 References 68](#_Toc117792920)

[Annex 6: Terms of Reference 72](#_Toc117792921)

[Annex 7: List of Persons Interviewed 84](#_Toc117792922)

[Annex 8: Evaluation Matrix 85](#_Toc117792923)

[Annex 9: Signed UNEG Code of Conduct Form 99](#_Toc117792924)

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The consultant would also like to thank all national beneficiaries and partners from the Ministry of Local Government and members of supported communities and local CSOs for answering extensive consultant’s questions on the SUSC Project and broader topics of local development in Libya.

Special thanks go to the UNDP Country Office for setting the interviews with Ministries, CSOs and Municipalities that partnered with the SUSC Project Co-ordinator & M&E Specialist, for providing all the requested documentation and contextual information.

# ACRONYM AND ABBREVIATIONS

CCLE Central Committee for Local Elections

CCME Central Committee for Municipal Council Elections

CPD Country Programme Document

CSOs Civil Society Organizations

CT Counter-Terrorism

C&VE Civic and Voter Education

DAC Development Assistance Committee

DOA Description of Action

EU European Union

FDGs Focus Group Discussions

GMMR Great Man-Made River

GMMRA Great Man-Made River Authority

GNA Government of National Accord

GNU Government of National Unity

HCNR High Commission of National Reconciliation

ICT Information Communication and Technology

INGO International Non-governmental Organisation

KII Key Informant Interviews

LAC Local Advisory Committees

LCTC Libyan Counter Terrorism Centre

LEP Local Elections Project

LNA Libyan National Army

LNOB Leaving No One Behind

LPDF Libyan Political Dialogue Forum

LVG Low Value Grants

M&E Monitoring and Evaluation

MHPSS Mental Health and Psychosocial Support Services

NoLM Network of Local Mediators

NGO Non-Govenmental Organisation

OECD Organisation for Economic Cooperation and Development

PEI Post-Election Initiative

PMA Project Management Analyst

PPE Personal Protective Equipment

PVE Prevention of Violent Extremism

PwDs Persons with Disabilities

SDGs Sustainable Development Goals

SFL Stabilization Facility for Libya

SUSC Stabilization Unity Social Cohesion

TNRL Towards National Reconciliation in Libya

ToC Theory of Change

ToR Terms of Reference

ToT Training of Trainers

UNDP United Nations Development Programme

UNEG United Nations Evaluation Group

UNITAR United Nations Institute for Training and Research

UNSF United Nations Strategic Framework

UNSMIL United Nations Support Mission in Libya

# Executive Summary

**Introduction**

This final evaluation of the **‘Stability, Unity and Social Cohesion’ (SUSC)** project took place between **5th August 2022 to 15th October 2022** and covered a period of **30 months** from **1st July 2020 to the project end date 31st December 2022.**

**Project Background**

UNDP Libya’s Stability, Unity, Social Cohesion (SUSC) project, funded by the EU, was designed in the context of a deeply divided society that faces significant national and local-level challenges that hinder unity and peace. There remains a contested process between the new interim governments to replace the GNU that was established under the United Nations-supported process, following a vote by the House of Representatives in February 2022.The SUSC project was set to undertake the following interventions: rehabilitation and improvement of social infrastructure, build capacity building for CSOs and local institutions to enable them deliver of effective service delivery, free and fair elections, peace building processes and prevention of violent extremism.

The SUSC project target areas were nationwide and targeting Municipal Councils of Libya. It aimed at addressing specific needs in a geographic area and specific project components were designed to take lead. It was envisaged that in some areas, especially if UNDP expands into new municipalities, all SUSC component projects would collaborate to construct a complete area-based strategy. This approach would ensure that all projects jointly remain focused on social cohesion and national unity as the targeted outcome of any single intervention.

**Evaluation Objectives**

The evaluation has three main objectives, namely:

• A review of the project design and assumptions made at the beginning of the project and the development process.

• Assess the extent to which the project results have been achieved, and whether crosscutting issues, such as gender, conflict sensitivity, and human rights, have been addressed.

• Assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning.

**Intended users are the** UNDP management, programme and project staff, development partners, CSOs and donor who funded.

**Evaluation context:** Political instability occasioned by civil wars; poor infrastructure and living conditions in the country including poor education and health services; cash liquidity; legal documentation; electricity; water and; security. Competition over limited resources further exacerbates cleavages among communities at the local level (REACH, 2019). Within this context, marginalized groups are at risk of being left behind – in particular young men and women who are largely excluded from decision-making processes and face limited access to gainful socio-economic opportunities in the formal economy.

**Evaluation Methodology:** use of mixed method approach, including, document review and key informant interviews. Overall,16 KIIs with UNDP, donors and implementing partners, CSOs, and consultants. Due to the prevailing security situation and Covid-19 pandemic, it was impossible to conduct focus group discussions with beneficiary groups. The evaluation used virtual means (Teams and whatsapp calls) with limited in-depth probing. This was mitigated by seeking documentary evidence from the interviewees so as to obtain detailed information on issues under investigation.

a) **Relevance and Design**

SUSC project was well aligned with UNDP strategy (CPD 2019-2020 outcomes 1&3) and most relevant SDGs (5 and 16).It was also aligned to the national priorities namely the Law 59[[1]](#footnote-1)and the national reconciliation strategy developed in 2019. The theory of change placed emphasis on building capacities of Municipal Councils, CSOs, and local institutions, to address governance deficits, service delivery gaps, and inclusion of all to operationalize the LNOB principle.

The strength of the SUSC project’s relevancy and design is its focus on interventions aimed at empowering Municipal Councils and other local institutions. The weakness was bringing together projects at varying times of implementation which rendered the project components to operate in silos.

**b) Efficiency**

The total budget for SUSC project was USD 11,284,000. All of it was realized and disbursed in two tranches of 50% each. Of the total budget, USD 7,975,163 was expended indicating a indicating a utilization rate of 70.6% at the time of evaluation despite challenges of late implementation of project components, Covid-19 pandemic and civil unrest. According to financial records, it was not clear to the evaluation consultant whether balance of USD 3,308,836 would be utilized by the project after the evaluation.

SUSC project worked through and coordinated with national and local institutions (Ministries, CSOs & Municipalities) as delivery mechanisms to ensure cost effectiveness.

It had a well-coordinated approach to financial and human resource management, across the project components, as demonstrated in the re-allocation of resources to support budgets for activities considered vital to the delivery of targeted outputs and outcomes. Human resources had requisite expertise which ably supported the management of project operations and implementation of interventions

SUSC project prescribed financial management procedures and processes to ensure that there was streamlined management flow of funds at different levels; tracking funds to ensure no funds are lost or misused; put in place disbursement triggers, such as activity reports, work plans, and contracts; and monitored physical progress on deliverables.

SUSC **project’s strengths in management, partnership and coordination** were evident in the revision of some activities and associated indicators as well as formalisation of coordination of the four project components. While, the main weakness was difficulty to balance complicated UNDP and EU procedures that were not harmonised. This evidence was collaborated in the interviews and reports.

**The M&E system** was adaptive and responded to the changing needs. It was an efficient and effective project management tool and gender disaggregated data was captured except data on PwDs.

The project ensured **value for money** through strictly following procurement procedures as prescribed in the concept notes, ToR for consultants and technical specifications of equipment. The selection processes took into account the requisite qualifications of service providers and service providers. This was further augmented by enforcement of accountability procedures supported by financial expenditures and activity documentation before and after resources were dispensed. In addition, there was reallocation of financial resources and cancellation of some activities as well as reduction of budgets on some items to ensure unnecessary costs are done away with and focus placed on key areas where more benefits accrued.

**c) Effectiveness**

*Outcome and output achievements*

SUSC project targeted two outcomes and their respective outputs are mentioned here below:

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

Under this outcome, the Outputs targeted were:

* Output 1.1: Public trust and confidence in local authorities increased through improved basic services and enhanced government capacity to manage socioeconomic affairs.
* Output 1.2: Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate.
* 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, cross-border cooperation and Municipal PVE strategies.

Under the outcome 2; outputs were:

* 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
* Output 2.2: Municipal Councils and state/government institutions are sensitized to act as a local conduit for national level reconciliation efforts
* Output 2.3: Civil society empowered to engage in social cohesion and peace building initiatives
* Output 2.4: Conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, cross-border cooperation and Municipal PVE strategies and planning.

**The overall performance towards achieving the outcomes and outputs is that at the level of outcome achievement, outcome 1 has been fully achieved because all the 2 outputs have been realised.** Outcome 2 has partially been achieved within the project lifespan. The overall project performance towards the achievement of this outcome is mixed because some activities were still on-going by the time of evaluation**.**

*Facilitating factors* that enabled the project to achieve what was attained include use of participatory approaches, capacity building, and employment of appropriate strategies while rolling out interventions. *Inhibiting factors* include insecurity, loose coordination of project components at inception stage, limited democratic cultureand fragility in Libya. The inhibiting factors were mitigated by undertaking activities during peace times and participatory sensitisation activities under LEP and SFL.

Project management effectively built synergies across the four components by ensuring that two or more project components worked together to deliver on a certain outcome or output and financial reconciliations were done in circumstances where funds were shifted from one component to support another as noted between LEP and SFL.

Stakeholders, such as Government Ministries and departments, Municipal Councils, CSOs, and community members, were actively involved in project management and implementation in a participatory manner in order to deliver on project interventions.

**d) Sustainability**

There is state commitment and local ownership by the Government and beneficiary communities. This was evident in the partnerships with Ministries, Elections Board, Municipal Councils and community involvement.

The new UNDP CPD (2023-2025) has already engrained interventions to sustain inclusive political dialogues, reconciliation and citizen engagement as well as empowering women and youth within institutions and society at large, put in place subtle means to address hate speech and scaling up support to reconciliation efforts at the local and grass-roots levels. This continuity is strongly built on the capacities built across all project components and implementing partners such as Municipal Councils, CSOs are an implied strategy for project-related continuities after the SUSC project has ended.

**e) Cross-Cutting Issues**

The inclusion of **gender and women’s empowerment** was given equal attention across all project components at the design, implementation and monitoring. This final evaluation found compelling evidence of existence of a gender strategy and specific action plans and actions intended to promote gender equality in the design and implementation and monitoring of project activities.

**Conflict sensitivity** was evident in both design and implementation of project interventions. In that regard, SUSC project carried out contextual analyses to generate information on the existing friendly intervention approaches that are conflict sensitive such as ensuring limited or no visibility of donors in awareness communication on rehabilitated infrastructure and electoral media campaigns.

The unintended positive or negative effects on the peace and conflict context, in areas of intervention as a result of this project, were: (i) sabotage of water wells along the great man-made river as result of some communities having limited access to water due to power outage issues and (ii) exclusion of some women contesting in Municipal Council elections.

**Inclusion of disabled person was only limited to elections** where they were mobilised to participate as candidates and voters through targeted civic education interventions.

UNDP operationalized the principle of **“leave no one behind”** by ensuring inclusion of the marginalised groups in the design and implementation of the project interventions undertaken by the SUSC.

**GOOD PRACTICES** enjoined by the project include: bottom-up and top-down nexus; participatory approaches; elaborate coordination of the four project components; and deployment of multi-media approaches during civic education programming.

**LESSONS LEARNT**

• Using both bottom-up and top-down project implementation approaches was the best way to realise project outcomes.

• The flexibility during project work and the agility to adopt new communication technologies enabled continued delivery of activities amidst the Covid-19 threat and insecurity in Libya.

• Adoption of the bottom-up approach at the municipality level, and inclusion of a network with local mediators, is key to the success of peace deals at national level.

* Linking up national with local levels to ensure that there is no marginalisation of some areas or communities is quite an important step to bring about lasting stability.

• National governance challenges and general fragility have negative ramifications for driving extremism especially in areas that have been neglected.

**CONCLUSIONS**

The overall conclusion is that the SUSC project focused on critical elements aimed at promoting stability and social cohesion in Libya. The interventions supported such as Municipal Elections and related capacity building initiatives, for example: civic education; provision of social services; rehabilitation of infrastructure and; prevention of extremism, were quite important given the state of affairs in Libya.

The project had a budget of US$ 11,284,000. The resources required as per the budget were all realized. Of the total budget, the project expended USD 7,975,163 indicating a utilization rate of 70.6% at the time of evaluation**.** This high utilization rate indicates better efficiency of resource use given the challenges of Covid-19 and insecurity faced by the project during its implementation.

**RECOMMENDATIONS**

**Relevancy and Design**

* UNDP should in future design and formulate such umbrella projects like SUSC by ensuring that they commence at the same time and have one common global Program Document so that the components parts are well articulated on how they related and support each other to meet the project goal.
* UNDP-Libya should always take careful steps in addressing the delicate and fragile traditional norms of the country in its effort to promote gender equality and women empowerment.
* UNDP should put in place a clear exit strategy to ensure that there is adequate preparation for project sustainability (and post-project continuities). Good examples to be replicated as part of robust exit strategy may include approaches such as the curriculum on PVE education, continuous capacity building initiatives inbuilt in programming at local and municipality level and linking local mediation networks with CSOs programmes.

**Effectiveness**

* The Government of Libya should lobby development partners to adopt a national implementation modality which can aid project effectiveness and more sustainability.
* UNDP and Government should work more with CSOs since they have a grassroots comparative advantage. For CSOs, they included in a more structured way from the beginning in the project design/ activity phase; their involvement should be more at a strategic level than primarily as beneficiaries. The on-going participatory mechanism for civil society, youth and women engagement as key strategic partners should be used to establish feedback loops to communities as a way of enhancing social cohesion and stability in Libya.

**Efficiency**

* UNDP should involve more of the youth than the elderly in its programme interventions because they are critical to enhancing social cohesion and stability. This is because youth such as fresh university graduates are innovative, energetic and welcome new ideas.
* Municipal Councils should adopt participatory planning approaches in their work streams.
* Government should facilitate local mediators and peace frameworks through funding their activities.

**Cross-Cutting Issues**

* The Government of Libya should take serious affirmative action in support of women and PwDs to help them realise their potential so they can ably contribute to stability and social cohesion.

# 1.0. Introduction

This final evaluation of **the ‘Stability, Unity and Social Cohesion’ (SUSC) project took** place between **5th August 2022 to 15th October 2022** and the project implementation period was from **1st July 2020 to 31st  December 2022** covering 30 months. The end users of the evaluation results include UNDP management, programme and project staff, and the donor. The evaluation users wanted to take lessons learned, best practices, success stories and challenges encountered throughout the project design and implementation stages so as to inform future initiatives. There was also need for the evaluation to formulate clear, focused, and forward-looking recommendations to inform future UNDP Libya programming and internal coordination in the context of Covid-19 and continued political instability.

The evaluation has 4 objectives:

1. to assess the validity of UNDP Libya ‘Stability, Unity and Social Cohesion’ (SUSC) project design for the upcoming peace building and livelihoods programme in Libya;
2. assess the project’s relevance, effectiveness, efficiency, sustainability, and approaches to social inclusion during implementation;
3. to assess the intended and unintended outputs, outcomes and impact of the project on the target communities and;
4. to make recommendations to enhance operational and programmatic effectiveness of similar initiatives in comparable situations and coordinated, area-based programming moving forward.

This report comprises of 9 sections. Section 1 is the introduction; section 2 presents background and context; section 3 is the description of the intervention; section 4 covers evaluation purpose, objective and scope; section 5 is the evaluation criteria and questions; section 6 presents the evaluation approach and methodology; section 7 presents evaluation findings along the parameters of relevance, design, coherence, efficiency, effectiveness, sustainability, and cross-cutting issues on gender and women empowerment, disability, conflict sensitivity, human rights and ‘leaving no one behind’ principle–the project’s good practices, and key lessons learned, are also presented here--; section 8 presents the conclusion and recommendations, while, section 9 covers the annexes.

This evaluation was commissioned by the Deputy Resident Representative (Programmes); UNDP-Libya. The International Consultant worked with the evaluation manager (UNDP-Libya Monitoring & Evaluation Specialist) and the SUSC project team to conduct this evaluation. The UNDP CO staff was responsible for the provision of documents and data as requested and supported the overall evaluation, including making arrangements for meetings for interviews and collection of necessary project documents and other related literature.

# 2.0. Background and Context

UNDP-Libya’s SUSC project is funded by the EU. It was designed in the context of a deeply divided society that is facing significant national and local-level challenges that hindered unity and peace. It was envisaged that intra-Libyan dialogues of the peace process arising out of the First Berlin Conference on Libya, including, forming a new unified transitional government (GNU) would hold but the indefinite postponement of the December 2021 elections have brought to halt the entire process. However, this transition process has been stymied by the postponement of the elections and a contested process to establish a new interim government to replace the one established under the United Nations-supported process, following a vote by the House of Representatives in February 2022.

As far as the SUSC project design and implementation is concerned, the project components contributed to addressing the above national developments priorities, policies and strategies that include promotion of peace, governance, social cohesion and stability of Libya. It was also well aligned and contributed to UNDP CPD outcomes, including, outcome 1 and its outputs 1.1, 1.2, 1.3, 1.4 & 1.6 and outcome 3 and its outputs 3.1 & 3.2.[[2]](#footnote-2)As far as SDG alignment is concerned, the SUSC project contributed to 1,3,4,5, 6,7,8,9, 11, 17 and 16.[[3]](#footnote-3)(**See details on section- relevancy**)

## 2.1. Political and Security Developments

Protracted political instability and a deteriorating security situation, following the 2011 revolution and resulting civil wars, have negatively impacted public infrastructure and living conditions in the country. Weak and divided state and government institutions have further exacerbated the problems facing the Libyan populace by failing to provide adequate basic services—including education, health, cash liquidity, electricity, legal documentation, water, and security—with competition over limited resources further exacerbating cleavages among communities in turn at the local level (REACH, 2019).

The political turmoil stemming from the establishment of two rival government structures created a tense stand-off between former interior ministers Fathi Bashagha and the incumbent prime minister, Abdul Hamid Mohammed Dbeibah. Bashagha has not been able to establish his government in the capital, Tripoli, despite several attempts to move there, as Dbeibah—who governs from Tripoli—continues to proclaim the validity of his mandate and his intention to hand over power only to a government elected by the Libyan people. This has resulted into postponement of Libya’s presidential elections, initially foreseen for 24 December 2021, with parliamentary elections intended to follow several weeks after, postponed without a new date due to a delay in finalizing the candidates’ list and because of controversy surrounding the electoral law.[[4]](#footnote-4) This has affected interventions towards conducting regular free and fair elections at local and national level in Libya, impacting negatively on the LEP component interventions.

## 2.2 Economic and Social-Economic Situation

SUSC project was designed in the context of a deeply divided society that is facing significant national and local-level challenges that hinder unity and peace. The public sector’s efficacy has been impacted by divided public institutions in the East and West of the country, widespread corruption, and an on-going financial crisis. An overdependence on oil resources and the undiversified economy has further exacerbated the situation, with an estimated 19.4% unemployment rate in 2020.[[5]](#footnote-5)

According to past UNDP SFL perception surveys conducted by Voluntas, Libya’s poor governance record, the prolonged conflict, and political division have fostered nation-wide distrust and dissatisfaction in the government. Demonstrations across the country in the summer of 2020, over deteriorating living conditions, further illustrated the public’s frustrations with government. Within this context, marginalized groups are at risk of being left behind – in particular young men and women who are largely excluded from decision-making processes and face limited opportunities for gainful socio-economic prospects in the formal economy. The GDP per capita in Libya was at 8753.39 US dollars in 2021.[[6]](#footnote-6)This was estimated to be still 40% below its pre-crisis level.[[7]](#footnote-7)Women account for only 40% of the labour force.[[8]](#footnote-8) Labour force participation rate of 15 years and above is at 33.9% female and 65.3%.[[9]](#footnote-9)

While the country’s liquidity crisis persists, particularly in eastern and southern parts of the country, there has been some improvement in 2021. With the abolishment of the foreign exchange tax in January 2021, the gap between the official and parallel market exchange rates has narrowed significantly. While devaluation has improved macro-economic stability the adverse impact on purchasing power has been felt throughout the population, particularly affecting the most vulnerable.

By June 2021, five months after the devaluation of the Libyan Dinar (LYD), the cost of the minimum expenditure basket (MEB) reduced by 0.4 per cent from December 2020 to May 2021, despite a spike in certain imported goods. However, it remains 13 per cent higher than pre-COVID-19 levels in March 2020.[[10]](#footnote-10)

## 2.3. COVID-19 Pandemic

Libya, as elsewhere in the world, struggled with the ongoing challenges of the COVID-19 pandemic. A third wave of the pandemic in the second half of 2021, and the emergence of new variants, further exacerbated the already fragile health care facilities. In June 2021, a sharp increase by 660 per cent in the number of confirmed cases forced the Ministry of Health to declare a public health state of emergency.

With the national budget yet to be approved, the lack of sufficient funding impacted health facilities’ ability to remain fully operational, barely coping to respond to the COVID-19 pandemic, with isolation centers and case management facilities overwhelmed and facing shortages in medical personnel and supplies, such as oxygen masks, oxygen tanks, medicine, and PPE. Health facilities across the country experienced temporary closures due to increasing transmission of COVID-19 among health workers, lack of PPE and other supplies. Of those remaining functioning, 88 per cent of public health care centers did not have any of the essential medicines. By the end of September 2021, the Libyan National Center for Disease Control reported 340,084 confirmed COVID-19 cases and 4,651 deaths.[[11]](#footnote-11)

At the time of the evaluation, Covid-19 vaccination reported as was at least 1 dose 33.2% and fully vaccinated was 17.7%.[[12]](#footnote-12) The Libya positivity rate 10 new cases per 100,000 people expressed as week is 11.1% per week[[13]](#footnote-13)

# 3.0. Description of the SUSC Intervention

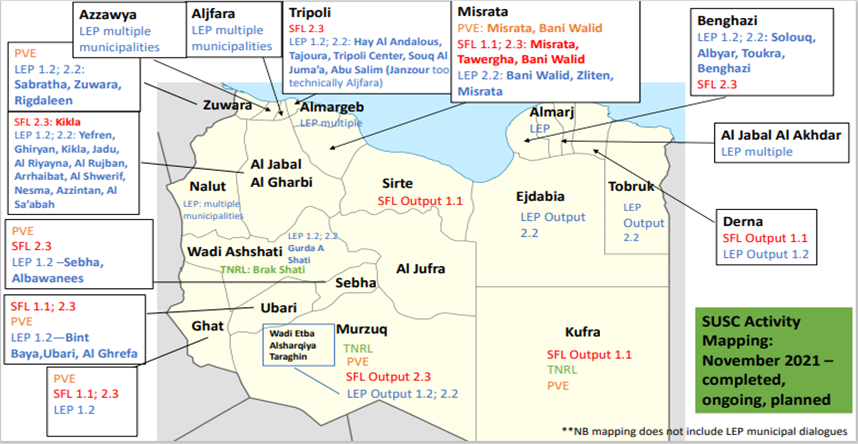
**Objective:** The objective of this project was to increase social cohesion, unity and peace in Libyan society, by ensuring the sustainability of UNDP’s interventions.[[14]](#footnote-14)

Table 1: Project Description

|  |  |
| --- | --- |
| Project title | Stability, Unity, and Social Cohesion (SUSC) Project |
| Project No | 00128693 |
| Implementing partner | Direct Implementation Modality (DIM) |
| Start date | July 01, 2020 |
| End date | December 31, 2022 |
| SUSC Board Meeting Approval Date | August 03, 2020 |
| Budget | 10,000,000 EUR estimated at US$ 11,284,000 |
| Project expenditure at the time of evaluation | US$7,975,163 |
| Funding source | European Commission – DG NEAR (European Neighborhood Instrument) |
| Implementing party | UNDP Libya |

**Geographical coverage:** various municipalities across Libya with focus on communities affected by national and local level conflict and prolonged instability.[[15]](#footnote-15) The municipalities with the most overlap between different project components of area-based approach include Benghazi (LEP & SFL), Derna (LEP & SFL), Misrata (PVE, SFL & LEP), Kufra (SFL, TNRL & PVE), Tripoli (SFL&LEP), Zuwara (PVE&LEP), Sebha (PVE, SFL & LEP), Murzuq (SFL,TNRL & PVE), Ghat (PVE,SFL and LEP)[[16]](#footnote-16). Within the cities covered, under the LEP project for credible municipal elections and stronger local governance.[[17]](#footnote-17) Project interventions included Civic Voter Education, post interventions on elections, voter registrations, conducting elections for women and youth councils.[[18]](#footnote-18) For SFL interventions were focus on restoration of basic services through rehabilitation of schools, health centres, water supply systems and coast guard security infrastructure.[[19]](#footnote-19) As far as TNRL component was concerned, its interventions were focused on peace building and mediation efforts such as local mediators (women specifically targeted).[[20]](#footnote-20)PVE interventions (critical thinking education in schools) prepared the ground for socio-economic development inclusive of the vulnerable, marginalized and unemployed populations, supporting the common goal of coexistence and stabilization.[[21]](#footnote-21)

Figure 1: Areas and Municipalities covered by SUSC project



*Source: SUSC activity mapping November 2021*

The SUSC project beneficiaries include women, children, youth, PWDs, the marginalized groups such as Tuareg and Tourba. The project component interventions aimed to increase access to quality social services in education, health, water and sanitation and infrastructure. For adult category of the groups, the interventions focus on increasing their participation in Municipal elections as voters and candidates so as to improve overall governance and trust in the elections.[[22]](#footnote-22)

**SUSC project stakeholders and their roles**

|  |  |  |
| --- | --- | --- |
| **#** | **Partner** | **Role in Project Implementation** |
| 1 | United Nations Support Mission to Libya(UNSMIL) | * Brokering dialogues and national elections. |
| 2 | United Nations Development Programme(UNDP) | * Support to community led response to enable the work of intra-communal peace actors and prevent increased escalation. * Assistance towards resolving short comings in capacity and planning as well as transparency and communication so as to strengthen communities trust in elected local officials. * Strengthening capacities in responding to violent extremism both at the Municipality level with development of related strategies and at the community level with religious leaders to counter violent extremism messaging. * Provision of education opportunities to vulnerable populations especially the youth to prevent violent extremism. |
| 3 | European Union(EU) | * Provided financial resources for funding the entire project. |
| 4 | Ministry of Local Governance | * Support to Local Governance coordination mechanism as a co-chair. |
| 5 | Municipal Councils | * Provided and supported improvement of social services on education, health, water & sanitation, street lighting and participatory planning. * Promotion of peaceful and inclusive electoral processes including acceptance of results in the Municipal Councils. * Post-Election Initiative (PEI). * Production of modules on inclusive outreach and communication tools. * Host the municipal dialogue platform initiative, which seeks to facilitate regular municipal dialogue exchanges in support of national-level reconciliation efforts. * Support towards conducting regular Municipal Council dialogues. |
| 6 | Government of National Unity(GNU) | * Provided security to project interventions. * Engaged in peace dialogues at national level. * Supported and provided enabling policy and legal framework for implementation of the SUSC project interventions. |
|  | Civil Society Organizations(CSOs) | * Generated and solicited local development solutions. * Supported peace building, community dialogues, and social cohesion initiatives. * Conducted innovative community-based outreach and advocacy in support of implementation of new or stalled local reconciliation agreements in the Municipalities of Misrata-Tawergha, Kufra, Murzuq, Sebha, Ghat, and Ubari). * Supported research activities though data collection and analysis on issues of mediation. * Conflict management and reduction, stakeholder mapping, project management, and grantees for Low Value Grants (LVGs) to implement community initiatives. |
| 7 | Private Sector Companies and Consultants | * Design and production of training modules for capacity building. * Designed IEC materials for Civic Voter Education. * Prepared education and capacity building modules on critical thinking education and prevention of violent extremism. |
| 8 | UNITAR | * Supported capacity building for participatory planning in Municipalities |

*Source: Annex I: Description of the Action-Amendment request to share and SUSC Annual Progress Report 2021*

The project was well linked to contribute to gender equality and women empowerment, cross-cutting issues of conflict sensitivity, human rights and disability inclusion. As such, the SUSC interventions contributed to the following SDGs 1,3,4,5, 6,7,8,9, 11, 17 and 16.

**Project oversight structure**: project oversight is under the UNDP Country Office and was implemented through local and international Organizations (NGOs and CSOs). A project coordinator works hand in hand with managers of project components to oversee operations of the project through holding regular coordination meetings.

**The Project Board and the Steering Committee:** the project board was comprised of UNDP, EU and Government Ministries of Finance and Interior. The steering committees comprised of SUSC project components’ managers, project coordinators, government ministries and UNDP resident representative.

**Project desired impact, outcomes and outputs:** The SUSC desired impact was *to ensure that “stability, national unity and social cohesion are realized in Libya.”* This would be measured by the changes that have occurred at both national and local level. Outcomes targeted include:

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

**Outcome 2:** Space for local dialogue and social cohesion is created and maintained. Municipal governments are better connected to national reconciliation efforts. Social cohesion and peaceful environments are strengthened through education, counter messaging, cross-border cooperation, and municipal PVE strategies.

**The SUSC project was set to deliver on 6 outputs:**

**Output 1.1:** Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs.

**Output 1.2:** Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate.

**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.

**Output 2.2:** Municipal Councils and government institutions are sensitized to act as a local conduit for national level reconciliation efforts.

**Output 2.3:** Civil society empowered to engage in social cohesion and peace building initiatives.

**Output 2.4:** Conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, cross-border cooperation and Municipal PVE strategies and planning.

**Note:** All the above 6 outputs are covered by the evaluation as presented and analyzed in section 2 on OECD criteria –**effectiveness.**

**Theory of Change**

The revised ToC that espouses the envisaged change processes is annexed **(See Annex** 2).

# 4.0. Evaluation Purpose, Objective and Scope

The purpose of the evaluation was to assess the validity of UNDP Libya ‘Stability, Unity and Social Cohesion’ (SUSC) project design (including ToC) for the upcoming peace building and livelihoods programme in Libya, as well as the project’s relevance, effectiveness, efficiency, sustainability, and approaches to social inclusion during implementation.

## 4.1 Specific Objectives

Specifically, this final evaluation focused on addressing the following objectives:

* Examine the project ToC by testing the relationship between activities, outputs, outcomes, and wider context.
* Review the appropriateness of the implementation strategy and overall performance of the Project in achieving the intended outputs and their contributions to outcome level goals by providing an objective assessment of the intervention achievements, constraints, performance, results, relevance, and sustainability.
* Identify factors which facilitated or hindered the results achievement, both in terms of the external environment and those related to internal factors.
* Identify and assess the Project’s response mechanisms and adaptability to unforeseen external and internal factors.
* Determine whether the SUSC project’s coordinated and area-based approach functioned as intended (building synergies across interventions and leveraging results for the success of others).
* Define the extent to which the Project addressed crosscutting issues including gender, human rights, disability issues, and conflict sensitivity.
* Establish and document the positive impact and any negative or positive unintended consequences of activities and the relevance to the overall strategy, to validate results in terms of achievements toward the outputs; to examine to what extent interventions supported co-existence efforts, strengthened and empowered and enhanced participation of vulnerable groups particularly in decision making and resources sharing.
* Document lessons learned, best practices, success stories, and challenges encountered throughout the project design and implementation stages to inform future initiatives. Formulate clear, focused, and forward-looking recommendations to inform future UNDP Libya programming and internal coordination in the context of Covid-19 and continued political instability.

## 4.2. Intended Users

The intended users of this evaluation report include UNDP management, programme and project staff; government and CSOs (implementing partners) the donor who funded the SUSC project for the last 2 years. It is expected that UNDP staff will learn from and use the evaluation to inform future programming and decision making at the country and corporate levels.

## 4.3. Evaluation Scope

According to the ToR, the scope of this final evaluation was broken down as follows:

* Assessing the intended and unintended outputs, outcomes and impact of the project on the target communities and make recommendations to enhance operational and programmatic effectiveness of similar initiatives in comparable situations and coordinated, area-based programming moving forward. This entailed a review of the project design and assumptions made at the beginning of the project and the development process.
* Further, this final evaluation assessed the extent to which the project results have been achieved, and crosscutting issues such as gender, conflict sensitivity, and human rights, have been addressed.
* The evaluation also assessed whether the project implementation strategy had been optimum and recommended areas for improvement and learning. The evaluator took into account the findings of previous and ongoing project evaluations related to the project.
* This final evaluation covered the entire project duration since its commencement from 1st July 2020 to the project end date of 30th June 2022.
* The geographical scope of this final evaluation included all the municipalities of Libya that benefitted from the area-based coverage of the SUSC project component interventions.
* Target groups included beneficiaries of targeted localities mentioned above including women, youth, and vulnerable groups.

# 5.0. Evaluation Criteria and Questions

As requested in the ToRs, the evaluation responded to the four OECD DAC criteria of Relevance, Efficiency, Effectiveness, and Sustainability. In addition, the evaluation examined cross-cutting issues which include gender and women empowerment, conflict sensitivity, human rights, leaving no one behind, and disability. The evaluation questions per evaluation criteria are attached **(Annex 7).**

# 6.0. Evaluation Approach and Methodology

## 6.1 Theory-Based Contribution Analysis

The detailed ToC has been reconstructed (**Annex 2**). The reconstructed ToC annexed elaborates the linkages between activities, outputs, outcome and impact of the SUSC project as prescribed in the project document. The pre-conditions and ToC pathways underpinning the project are illustrated below:

1. **If** the *democratically elected* municipal local governments are sensitized and develop capacities to respond to crises, ***then*** they can prevent cycles of violence including through post electoral conflict prevention.
2. **If** the democratically elected municipal local governments are sensitized and develop capacities to respond to serve and plan for public interest, ***then*** they can deliver basic services and support economic opportunities with improved credibility and legitimacy.
3. **If** the democratically elected municipal local governments are sensitized and develop capacities to manage economic affairs, ***then*** access to livelihoods could be improved especially for the vulnerable populations including women and youth.
4. **If** children, men and women are exposed to peace education and conflict resolution tactics, including cross-border cooperation, ***then*** medium to long-term efforts to prevent violent extremism are promoted.
5. **If** civic engagement is promoted/anchored through an inclusive participatory community decision making process, ***then*** public concerns can be addressed and a local government trajectory can be established.
6. **If** local and inter-communal deals are agreed through facilitated and mediated inclusive dialogue process, ***then*** trusted sub-national peace building structures can implement agreements and maintain stability.
7. **If** the local perception on the government performance is enhanced through better service provision, ***then*** citizens have greater trust in their elected officials and the democratic process.
8. **Then ultimately,** the national unity is strengthened, social cohesion and peace is restored including political and social trust.

**STRATEGIC OUTCOME:** Strengthened Municipal Councils are inclusive and socially cohesive which ultimately enhances national unity, peace and stability of Libya.

## 6.2. Mixed Methods

The evaluation used qualitative and quantitative participatory methods and tools of data collection to adequately capture information from the different stakeholders *i.e. project implementers (CSOs and Consultants), targeted beneficiaries, donors and other relevant stakeholders*. The consultant endeavoured to capture evidence of achievement for anticipated outputs and outcomes using evidence generated from quantitative and qualitative methods, in order to, generate evidence from project reports and key interviews with project implementers, donors, and targeted beneficiaries. The consultative element of this final evaluation is crucial for building consensus about the project’s overall rationale and desired outcomes.

This final evaluation also considered the social, political, security and economic context and how they affected the project’s overall performance. The final evaluation products also address gender, conflict sensitivity, disability and human right issues.

The evaluation process provided evidence‐based, credible, reliable and useful tools to capture information and also enhance the validity of findings through triangulation of data sources to better support the conclusions and recommendations made. .

To achieve this, the consultant adopted a Consultative Participatory Process and Iterative Approach with an intention of involving all key stakeholders (i.e. UNDP management, programme and project staff, and Libya’s government ministries department and agencies, particularly Ministry of Planning, The National Planning Council, Presidential Council, LCTC and the Municipal Councils and CSOs).

The consultant acknowledges that based on UNDP guidelines for evaluations (UNDP Handbook on Monitoring and Evaluating for Results and the UNDP Guidelines for Outcome Evaluators and UNDP Evaluation Guidelines, 2021), and in consultation with UNDP Libya, the evaluation was inclusive and participatory, involving all principal stakeholders into the analysis. It considered the social, political, security and economic context which affected the overall performance of the outcome achievements.

**Evaluation Sampling Strategy**

Due to constraints related to time, resources, security and the Covid-19 pandemic, the evaluation consultant opted for a purposive sampling approach. The consultant was deliberate in identifying and selecting key informants cognizant of their strategic and operational relevance in providing in-depth information to this final evaluation, taking into consideration the different categories of people who can provide adequate and relevant responses to enrich the evaluation findings.

Overall, 16 KII were conducted with UNDP, donors and implementing partners, CSOs and consultants. Due to the prevailing security situation and Covid-19 pandemic, it was impossible to conduct FGDs with beneficiary groups.

**Phased Approach to Addressing Evaluation Questions**

Drawing inspiration from the aspects provided in the ToR, the final evaluation exercise followed three main phases: (i) preparatory/inception phase (inception report - desk review, finalization of methodology, work plan); (ii) Evaluation phase (draft report – data collection, analysis and consolidation, presentation of initial results); and (iii) Final phase (incorporating stakeholders` comments and preparation of the final evaluation report).

The following steps were followed to undertake and complete this evaluation:

**Phase 1 – Preparatory/ Inception Phase (Desk Research, Document Review and Inception Report): this** began with a briefing from the SUSC teams at UNDP and UNSMIL.This session enhanced the consultant’s understanding of the evaluation requirements and expectations. Further, **t**he meeting discussed the ToRs, and agreed upon the evaluation methodology, meetings and identification of potential interviewees. An in-depth review of documents and preparation of the inception report describing methodology, tools, data sources and stakeholders to be interviewed was undertaken, presented to UNDP, discussed and approved by UNDP.

**Phase 2 – Data Collection Phase (Virtual Data Collection)**

With strict observance of COVID-19 strict operational procedures and security concerns in Libya, Phase 2 formed the largest part of the evaluation. It involved the consultant conducting virtual interviews with stakeholders as deemed necessary.

Primary data was collected using both virtual and online data-collection interfaces, such as Zoom, MS Teams, Teleconferencing, Telephone calls, etc. Key informant interviews were conducted with key stakeholders, namely the UNDP SUSC project team, implementing partners, donors and beneficiaries.

Secondary sources included desk review of relevant documents that include project documents, administrative records, monitoring reports, previous project reports, and commissioned studies. Other key documents reviewed include sector-related and relevant government policies, strategies, UNDP SUSC project documents, project amendments reports, project quality assurance reports, annual work plans, financial reports, quarterly and annual reports, assessment and evaluation reports.

**Phase 3 – Reporting Phase (Data Analysis, Report Writing, Validation, Revision and Finalization of Final Terminal Evaluation Report)**

* 1. ***Data analysis***

The data analysis process involved synthesis, consolidation, classification, summarizing and interpretation of the findings and/or results. Key data analysis tools used include content and thematic analysis. Overall, thematic analysis tool was used to generate themes on emerging evidence from the documents reviewed and interview scripts. Content analysis tool was used to generate meaning of evidential value to the evaluation from the interview scripts. Data from different primary sources were triangulated with data obtained from secondary sources and any other data sources to produce comprehensive findings which adequately addressed the assessment and analysis requirements as per the ToRs. The data on cross-cutting issues of gender equality and women empowerment, conflict sensitivity, disability, human rights, and ‘Leave No One Behind’, were segregated during analysis. Data was disaggregated by relevant criteria in order to assess whether benefits and contributions were fairly distributed across the interventions being evaluated.

**Deliverable 2 – Debriefing on preliminary findings:** Following the completion of data collection and analysis, a debriefing was held with UNDP and main stakeholders with a view to validate preliminary findings and testing tentative conclusions and/or recommendations. Debriefing was also intended to generate any comments and suggestions that might enrich the final report.

* 1. ***Preparation of Draft Evaluation Report***

The contents and structure of the evaluation report are consistent with UNDP structure and ToRs requirements (**Annex 6).** Following the ToRs, the draft report provided assessment on the projects’ achievements, shortcomings, lessons learnt, relevance, effectiveness, efficiency and sustainability. It also includes cross-cutting issues of gender equality and women empowerment, conflict sensitivity, disability, human rights and ‘Leave No One Behind’.

**Deliverable 3 – Draft Evaluation Report:** the final evaluation report contains, as a minimum, an executive summary, an overview of the evaluation mandate, and the evaluation’s main findings and recommendations.

## 6.3. Ethical Norms and Standards

The evaluator adhered to the transparency norms and ethical principles set by UNEG. The evaluation was conducted in line with the principles that are outlined in the:

* UNEG’s “Ethical Guidelines for Evaluation” [[23]](#footnote-23)
* Code of Conduct for Evaluators in the UN System[[24]](#footnote-24)

In line with the recommendations of UNEG, the evaluation was carried out in a participatory and gender-sensitive manner. The evaluation sought equal participation of women and men as much as possible. Consequently, KII were arranged in such a way that both female and male staff participated on behalf of the organization/government department. As the envisaged, field visit did not take place, the evaluator mitigated this risk by requesting additional reports containing information on project component issues addressed during the project implementation (e.g. elections, stabilization, prevention of the violent extremism, reconciliation, gender, minorities, youth, and persons with disabilities, etc.). The guidance provided by UNDP Evaluation Guidelines, 2021 and UNEG Quality Checklist for Evaluation, 2012 were followed during the entire evaluation process.

## 6.4. Limitations and Challenges

The final evaluation was conducted using virtual means. Therefore, the interviews were not as intensive and exhaustive in probing as would be for face-to-face interviews. This is because interviews often suffered occasional breakdown of the telephone and internet links. This limitation was overcome by the consultant requesting key informants to send him reports and any other written information relevant to the project that could help the consultant to augment the telephone interviews. Several additional pieces of information were shared in the process and enriched the data collection process.

Secondly, the consultant was unable to conduct FGDs with target beneficiaries especially women, youth and the marginalised, because it was found impossible to have telephone links due to poor ICT infrastructure and insecurity. Therefore, the information about how such groups benefitted from the SUSC project were sourced from activity and annual reports as well as written narratives from key project staff, consultants and grantees.

There was no significant effect of the limitations and challenges on the findings and conclusions other than missing the capture of voices of the marginalised and vulnerable.

# 7.0. Evaluation Findings

The presentation of findings follows the evaluation objectives as well as the OECD/DAC Evaluation criteria presented in section 5 f). This forms the basis of the conclusions, lessons learnt and recommendations as presented in the last section of this report.

## 7.1. Relevance and Design

**The SUSC project was well aligned with UNDP strategy, SDGs, national priorities and contributed to similar interventions and beneficiaries’ needs. The summary ranking table of Annex 1 provides analysis of the SUSC project relevancy and design.**

1. ***Alignment to UNDP Strategy***

**The SUSC project is well aligned to UNDP Libya country document (CPD 2019-2020) and its two outcomes namely outcome 1 and outcome 3. The details of the alignment are in the matrix below:**

**SUSC project components and related projects in the area based approach and link to UNDP approach in the CPD**

Table 2: Linkages between SUSC project components with UNDP CPD based approach

|  |  |  |
| --- | --- | --- |
| **#** | **SUSC COMPONENTS AND RELATED PROJECTS IN AREA BASED APPROACH** | **LINKS TO UNDP APPROACH IN CPD** |
| 1 | Prevention of Violent Extremism(PVE) | By supporting capacity of the Municipal Councils to design, develop and implement social policies for improved inclusion e(all women and girls, men and boys(including vulnerable groups, migrants and refugees), SUSC project was contributing to UNDP outcome 3 and outputs 3.1& 3.2. |
| 2 | Stability of Libya Project(SLP) | By carrying out capacity building of the CSOs to enable them create space for more Libyan-led local dialogue processes, SUSC is aligned with UNDP outcome 1 and its outputs 1.3 & 1.6. |
| Through initiating dialogue that engendered political processes and peace building at national level, SUSC project was aligned to outcome 1 and its outputs 1.1 and 1.4. |
| 3 | Transitional National Reconstruction of Libya(TNRL) | The support to infrastructure rehabilitation and social services delivery in areas of education, health and sanitation, SUSC project was contributing to outcome 3 and its output 3.1.  By promoting participatory planning in which all the sections of society including women and girls men and boys, vulnerable groups, migrants and refugees immensely benefited in the project interventions, SUSC project was contributing to outcome 3 and its outputs 3.1 and 3.2. |
| 4 | Local Elections Project (LEP) | Similarly by contributing to the timely planning, preparation and conduct of inclusive and peaceful municipal elections across Libya, SUSC was aligned to outcome 1 and its output 1.2. |
| By strengthening the elections processes through capacity building initiatives and civic education in quite a number on municipalities all over Libya, SUSC project was aligned to outcome 1 and its output 1.2. |

*Source: UNDP (2018). CPD (2019-2020), 29 June 2018.*

The project strengthened government functions, other Libyan institutions and civil society at different levels, which enabled better response to people’s needs. This was done through support to inclusive gender-sensitive decision making and participatory planning processes as well as in municipal elections.[[25]](#footnote-25)

Furthermore, capacity building for Municipal Councils enabled them deliver on quality social services to all women and girls, men and boys and vulnerable groups, which enhances human security and reduces inequalities.[[26]](#footnote-26)

1. ***Alignment to SDGs***

**The SUSC project, through its activities, has been able to deliver on a number of SDG goals beyond the targeted ones of 5, 9, and 16 to include SDGs 1,3,4,6,7,8,11,17.**The SUSC project, by design, was aligned to deliver on SDGs 5, 9, and 16. But evidence available in the documents reviewed reveal that the intervention ended up delivering on other SDGS that include SDG 1: *End poverty in all its forms everywhere*; SDG 3:*Good health and well-being*; SDG 4:*Quality education*; SDG 5: *Gender equality*; SDG 6: *Clean water and sanitation*; SDG 7: *Affordable and clean energy*; SDG 8: *Decent work and economic growth*; SDG 9: *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*; SDG 11: *Sustainable cities and communities;* and SDG 17:*Strengthen the means of implementation and revitalize the global partnership for sustainable development.* The details about the extent of alignment in terms of the project contribution are here below illustrated:

Table 3: Linkages between SDGs and SUSC activities

|  |  |
| --- | --- |
| **Sustainable Development Goal and Target** | **SUSC Activities** |
| **SDG 1: End poverty in all its forms everywhere**  **Target 1.1** By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $ 1.25 a day  **Target 1.2** By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions  **Target 1.3**Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable  **Target 1.5** By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate related extreme events and other economic, social and environmental shocks and disasters  **1.a** Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular, least developed countries, to implement programmes and policies to end poverty in all its dimensions  **1.b** Create sound policy frameworks at the national, regional and international levels, based on pro poor and gender sensitive development strategies, to support accelerated investment in poverty eradication actions | * Identifying community needs and priorities * Developing local medium-term development plans and fundraising strategies * Capacity building in project management * Issuance of Low Value Grants (LVGs) to CSOs to implement community initiatives |
| **SDG 3: Good health and well-being**  **Target 3.1** By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births  **Target 3.4** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being | * Rehabilitation of hospitals * Supply of medical equipment * Rehabilitation of the immigration COVID-19 isolation center * Provision of MHPSS |
| **SDG 4: Quality education**  **Target 4.1** By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes  **Target 4.3** By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university | * Rehabilitation of schools and universities * Provision of prefabricated primary schools * Support to critical thinking Education in primary and secondary schools |
| **SDG 5: Gender equality**  **Target 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life | * In-depth gender-sensitive assessment on local governance and PV * Rehabilitation of women’s center and supply of IT * Inclusion of women in Municipal Task Force * Capacity building of women local mediators |
| **SDG 6: Clean water and sanitation**  **Target 6.1** By 2030, achieve universal and equitable access to safe and affordable drinking water for all  **Target 6.2** By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations | * Supporting supply of water through provision of solar power * Repair infrastructure of GMMR * Provision of sewage trucks, water pumps, and generators for the water and sewage sector * Provision of sewage pumps and water pipeline * Supply of potable water tankers with trucker |
| **SDG 7: Affordable and Clean Energy**  **Target 7.1** By 2030, ensure universal access to affordable, reliable and modern energy services  **Target 7.2** By 2030, increase substantially the share of renewable energy in the globe | * Supporting solar power interventions aimed at improving electricity supply * Provision of generators to increase access to electricity * Power cables supplied * Supply and installation of solar streetlights |
| **SDG 8 Decent work and economic growth**  **Target 8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value | * Participatory medium planning in municipalities * Creation of job opportunities created through SFL’s civil works |
| **SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation** | * Support to infrastructure rehabilitation and provision of basic services * Funding the sectors of education, water and sanitation, energy, health, municipal and COVID-19 |
| **SDG 11: Sustainable cities and communities**  **Target 11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries | * Support to Participatory Medium Planning in Municipalities * Support to Municipal Elections * Support to Civic Education in Municipal Councils * Inclusion of Women and PWDs in participatory planning * Rehabilitation of sport center * Provision of fire engine trucks and communications equipment * Provision of solar powered internet * Supply of hydraulic cranes |
| **SDG 16 Peace, Justice and Strong Institutions**  **Target 16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels | * Convening and facilitating dialogues between key stakeholders * Recruitment process for experts in the fields of PVE education and cross-border cooperation * Elaboration of municipal development plans * Support the CCMCE in preparing and conducting municipal council elections * Support two virtual expert roundtable discussions and the pre-election conflict assessment process * Capacity development workshops through PEI * Delivery of a capacity building module on inclusive representation and international and national cooperation * Support to high level unification workshop for reunifying divided state and government entities |
| **SDG 17 Partnerships for the goals**  **Target 17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships | * Participatory community consultations to develop stabilization goals * Partnerships with national ministries and municipalities * Partnerships with several implementing partners (INGOs and NGOs) * Capacity building of CSOs |

***Source: SUSC Project documents***

1. ***Alignment to National Priorities***

**The project is relevant to and aligned with key national strategies and priorities, including the Law 59 on decentralization and transfer of competencies from national to local-level governments, and the national reconciliation strategy developed in 2019**. The Libyan Political Dialogue Forum Roadmap for the Preparatory Phase of a Comprehensive Solution (based off of the 2015 Libyan Political Agreement) identified key priorities for the transitional period. These include: national reconciliation, decentralization of local governance and enabling local institutions and municipalities to carry out their duties, and the reunification of state institutions. Furthermore, the Libyan CT Strategy, developed in 2020, includes a PVE component. The SUSC project contributed to these priorities, by linking top-down institutions and peace building processes with bottom-up conflict-resolution efforts, thus creating a synergistic interface between these processes.

## 7.1.2. Linkages between SUSC Project with similar Interventions

**The SUSC project design embodies the national reconciliation project implemented in partnership with UNMSIL. The SUSC project was aimed at linking top-down institutional peace building processes with bottom-up conflict resolution efforts.**

The strategies to roll out the SUSC project were developed with national counterparts. These comprised state officials and civil society actors, through consultative and inclusive processes to institutionalise countrywide efforts.[[27]](#footnote-27) This design demonstrates clear linkage between the SUSC and similar interventions referred to, such as the national reconciliation project. For example, the intra-communal dialogue implemented through the SFL community consultations and stabilisation dialogue, and the national reconciliation project network of local mediators, enabled the project’s bottom-up inter-communal reconciliation processes conducted in partnership with UNSMIL. The UNSMIL and UNDP provided training and technical support to encourage the network to mainstream gender equity considerations and assisted mediators to review the composition of their teams to include women and gender expertise.[[28]](#footnote-28)

## 7.1.3 Theory of Change and its Relevancy to Libyan Context –Beneficiaries’ Priorities and Needs

**Stakeholders interviewed during this evaluation agree that the ToC expressed in the causal flow is highly relevant. It addresses the needs of beneficiaries. The ToC placed emphasis on building capacities of Municipal Councils and CSOs, to address governance deficits and improve service delivery and ensure inclusion for all.**

The overall assessment of the evaluation consultant collaborated with interviews from many stakeholders are in agreement that the ToC was a well-thought-out causal mapping and was up to the mark in terms of attempts to respond to instability and disunity characterizing the Libyan socio-political landscape**.** Indeed, as evidence from documents reviewed attests, the ToC is quite relevant to the priorities and needs of the beneficiaries; it envisages change in governance reforms, through conducting regular free and fair and inclusive elections in municipal councils, as critical to stability and social cohesion. The theory also considers capacity-building initiatives to enable the conduct of free and fair elections and checking post-election violence, infrastructure development, strengthening service delivery and addressing issues of violent extremism among the youth with specific focus on the southern communities of Libya. To a great extent, the ToC visualized the anticipated change pathway to be brought about by addressing the challenges apparent in Libya, such as instability brought about by insecurity, poor infrastructure and social service delivery in the Municipal Councils, and exclusion of women, youth and marginalized groups (such as persons with disabilities) in the governance affairs of Libya.

**Notwithstanding its robustness, the operationalization of the ToC has been beset by limited roll-out of planned interventions** envisaged to reinforce each other to deliver on anticipated results. For example, delayed implementation of PVE and the lack of funding for mid-term participatory plans, impacted negatively on the delivery of some outcomes.[[29]](#footnote-29) This state of affairs has undermined the SUSC project’s envisaged delivery of basic services and support to economic opportunities which could have improved credibility and legitimacy within the Municipal Councils thus enhancing state legitimacy, stability and social cohesion.

## 7.1.4. Contribution of the SUSC Project to LNOB Principle - Mixed

**According to UNDP programming, the application of LNOB principle is one of the areas intended to ensure that project interventions are inclusive of all categories of people in a given society. The SUSC project’s contribution to LNOB principle was mixed.** This final evaluation noted that the most significant contribution of project to LNOB was under the election’s aspect; participatory planning and capacity building initiations on peace processes where LNOB groups were women, youth, marginalised groups and persons with disabilities were included. SUSC activities related to LNOB principle include: rehabilitation of the immigration COVID-19 isolation center; provision of MHPSS, inclusion of women in municipal task force; capacity building of women local mediators; supporting solar power interventions aimed at improving electricity supply; inclusion of women and PwDs in participatory planning; participatory community consultations to develop stabilization goals; capacity building of CSOs; provision of solar powered internet and; issuance of low value grants to CSOs to implement community initiatives among others.[[30]](#footnote-30) LNOB sensitivities included the need to have every community member participate in planning, allocation of cardinal roles to LNOB groups such as women in elections as candidates and voters, peace building, mediation processes and prevention of violent extremism by women, youth and elders which made it inevitable for project activities to include the vulnerable and marginalised persons.[[31]](#footnote-31)In other interventions, their inclusion was simply implied by default mainstreaming in LEP, PVE and NFL activities.[[32]](#footnote-32) This indicates that the LNOB principle was not mainstreamed but came out under the element of multi-stakeholder sensitivities applied in the project.

## 7.1.5. Coordination and Synergies of the Project with other Programmatic Interventions

**Notable coordination and synergies of the project were evident in elements of capacity building, contribution of resources, and direct interventions aimed at supporting stability and social cohesion.** Synergy and coordination were evident in programmatic interventions with UNSMIL reconciliation efforts, UNICEF interventions on critical thinking in primary and secondary schools, and pilot projects for cross-border cooperation (Libya and Tunisia border). These feed into operationalization of the Berlin Conference conclusions, support community leaders and civil society to counter violent extremism messages and culture of condoning violence within society and working with faith-based organisations and religious leaders to counter-message violence. Furthermore, the project strengthened the capacities of municipalities to develop local PVE strategies and action plans.[[33]](#footnote-33)

## 7.1.6. Strengths and Weakness of the Project Relevancy and Design

**a) Strengths of the Project Relevancy and Design**

**The strength of SUSC project relevancy and design was evident in *its focus on interventions on empowering Municipal Councils and other local institutions* as delivery mechanismsacross all the project components.** The evidence adduced from documents reviewed shows strength in the design and relevancy of the project, specifically, its focus on addressing pertinent issues facing Libya using bottom-up and top-down approaches. It also focuses on bringing on board institutions that are critical to the delivery of services, such as Municipal Councils, CSOs, and traditional-authority leaders. Also, quite critical were participatory aspects in local development plans, electioneering and governance that were inclusive of women, youth, PwDs and the marginalised (minorities-Tuareg and Tourba).

1. **Weaknesses of the Project Relevancy and Design**

**The weaknesses inherent in the project’s relevancy and design were bringing together *projects at varying times of implementation* which rendered the project components to operate in silos.**

First, the political situation was still too volatile to allow implementation of some of the envisaged project interventions, notably the different factional governments reigning in distinct parts of Libya, worsened by insecurity and potential violent extremism especially in the south.

Second, the SUSC project components were brought together at different levels of implementation. Interview evidence shows the project was abstract in the way it was designed with no clear plan, follow-up and understanding on how to coordinate its different elements. The project’s disparate elements tended to work in silos but converging onto one project.

Third, due to delays in implementation of some project component parts, after the project took off, there was a time when coordinators of the [different] project components were not working closely.

**OVERALL ASSESSMENT OF PROJECT RELEVANCE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

## 7.1.7. Coherence

**Internal and external coherence of project components**

**The SUSC project was internally coherent in coordination. Reinforcing efforts and synergies were built between project components especially through area-based coordination; while external coherence lay in linkages with government agencies, CSOs and UNSMIL interventions.**

As far as internal coherence is concerned, some of the project components under SUSC have been coherent as indicated in SUSC project documents. For instance, it was noted that there was coordination of efforts between projects on the ground in the same municipalities. The notable coordination was between SFL, LEP and TNRL. The three project components worked closely to provide incentives and community good-will to carry forward specific initiatives in their respective projects, a signal of internal coherence between the four project components.[[34]](#footnote-34)Good examples of internal coherence include capacity building activities for CSOs and Municipal Councils under SFL and LEP.

External coherence by the SUSC project was evident in the active engagement with Libyan partners in Municipal Councils, relevant central-government ministries, semi-public companies, civil society, and other international agencies in the area. This contributed to linkages with interventions such as livelihoods programme and UNMSIL peace building activities that will ensure sustainability of the project results.[[35]](#footnote-35)

SUSC project also worked with national experts and the UNMSIL political affairs section to identify priority conflicting cities/communities and by the time of this evaluation only one dialogue had been conducted directly by UNDP under the national reconciliation convened. Under LEP, the technical reunification initiative convened 9 dialogue events with key stakeholders, including bringing together representatives from divided institutions and successfully reached roadmap agreements under LEP. Evidently, these processes were aimed at resolving the conflicts by facilitating parties to reach agreement on key issues, and then devising road maps for implementation drawing on international support and state resources.

**OVERALL ASSESSMENT OF PROJECT COHERENCE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

## 7.2. Efficiency

The total budget for SUSC project was USD 11,284,000. All of it was realized and disbursed in two tranches of 50% each. Of the total budget, USD 7,975,163 was expended indicating a utilization rate of 70.6% despite challenges of late implementation of project components, Covid-19 pandemic and civil unrest.

## 7.2.1. Cost Effectiveness of the Project Implementation Strategy

**SUSC project worked through and coordinated with national and local institutions (ministries, CSOs & municipalities) as delivery mechanisms. The institutions were well versed with local context and had capacity to reach targeted beneficiaries in a manner that was cost effective as far as promotion of social cohesion and stability was concerned.**

The SUSC implementation strategy entailed *rebuilding political and social trust, expanding democratic dividends and social economic opportunities, countering violence to prevent extremism and improving the capacity of local authorities to respond to the needs of their communities.*

**To ensure the strategy would cost-effectively deliver on the project results, the SUSC project undertook a number of activities in partnership with Municipal Councils and CSOs**

To ensure cost effectiveness,the SUSC project provided LVG totalling to US$ 58,400[[36]](#footnote-36) to CSOs. The provision of the LVGs to CSO partners proved to be the best alternative given that CSOs were considered well versed with local context and could leverage own resources to enhance the SUSC agenda. This approach worked well and delivered services in a cost-effective manner by enabling the reach of the project to far-flung and insecure parts of Libya.

SUSC project supported Municipal Councils in organising and conducting elections and managing post-election interventions to avert violence. The UNDP LEP continued to support the CCMCE in preparing and conducting municipal council elections during a period of insecurity and health constraints as a result of COVID-19. The support was linked to elections in the municipalities of Sabratha, Al Khoms, Sirte, and Ejdabia in 2021. Two virtual expert roundtable discussions were also organised as part of an improved systematic approach to the pre-election conflict assessment process a way to better lay the foundations for peaceful and inclusive electoral cycles.[[37]](#footnote-37) Under infrastructure rehabilitation and social services SUSC SFL component funded the sectors of education, water and sanitation, energy, health, municipal and COVID-19. These included the rehabilitation of Omar Al-Mukhtar School in Derna and Talae Al-Naser School in Sirt, supply and installation of solar streetlights in Tawergha, rehabilitation of the immigration COVID-19 isolation center in Kufra, and others. Through an inclusive, conflict-sensitive and participatory approach, SFL supported the municipalities of Ghat, Bani Walid, and Derna in identifying community needs and priorities, and developing local medium-term development plans and fundraising strategies.[[38]](#footnote-38) Thus, SUSC-SFL partnership with Libyan state authorities and local partners in providing social services was a way of delivering services at a cheap cost.[[39]](#footnote-39)

Furthermore, in order to operationalize the SUSC project strategy, a study on local governance and PVE in the municipalities of Murzuq, Kufra, Ghat, Sebha, Bani Walid, Misrata and Zuwara[[40]](#footnote-40) was conducted. The study became an invaluable output because it generated an understanding of the country context, a critical input that guided operationalization of the strategy of countering violence to prevent extremism.[[41]](#footnote-41)

In line with improving the capacity of local authorities to respond to the needs of their communities, the SUSC project supported quite a number of capacity building initiatives. One of them was operationalized under a partnership with the Ministry of Planning and SUSC SFL component in which support to the municipalities of Derna, Ghat and Bani Walid, was undertaken. The initiative entailed building the capacities of Local Task Forces to develop strategic medium-term development plans[[42]](#footnote-42). For example of the 21 local officials that received capacity building and community engagement training on medium-term development plan were 3 women from Derna & Ghat)[[43]](#footnote-43).Other capacity building initiatives supported reconciliation and peace building efforts. The capacity building initiatives went a long way to strengthen the capacities of local actors in that they supported their transition towards self-sufficiency[[44]](#footnote-44)in the sense that skills acquired were adequate for the entities to undertake any future similar activities without external help/support.

## 7.2.2. Financial and Human Resource Management

**SUSC project had a well-coordinated approach to financial and human resource management across the project components. This approach contributed to efficiency in respect to allocation and utilisation of finances and human resource. This is demonstrated in the reallocation of resources to support budgets for activities considered vital to delivery of the project’s targeted outputs and outcomes. Extensive human resource with requisite expertise was recruited, which ably supported the project management and implementation interventions.**

***Financial Management***

This final evaluation assessed financial management to ascertain the efficiency derived from the coordinated implementation approach of the project components. An analysis of budget forecast in figure 2 below shows that a total budget of USD 11,284,000 was target and realized from one single donor-the EU.

Figure 2: Budget versus Expenditure

*Source: Annex 1: Financial overview for all SUSC components (ATLAS outputs) as of September 2022*

**Resource utilization rate**

As shown in the figure 3 below, of the total budget of USD 11,284,000; the USD 7,975,163 was expended indicating a utilization rate of 70.6% at the time of evaluation. According to financial records, it was not clear to the evaluation consultant whether balance of USD 3,308,836 would be utilized by the project after the evaluation. Note that more SUSC project activities were still ongoing. The high percentage rate of utilization at the time of the evaluation is an indicator of efficiency in financial resources management.

Figure 3: Funds utilization rate for SUSC project

*Source: Annex 1-financial overview of the whole SUSC components (Atlas outputs) As of Sept 2022*

Table 5 below shows comparative analyses of the budget forecasts for the budget period October 2021 to June 30, 2022. Table 5 (Budget for Action over the same period) shows the adjustments made in allocations.

It is imperative to note that there were readjustments of finances for the two outcomes (1&2) of the project to respond to emerging needs. For example, an adjustment shows reallocations increased by 14% for outcome 1 and reduction of same percentage against outcome 2.[[45]](#footnote-45) These reallocations were made to ensure that resources utilized where most needed and to ensure efficiency in financial resource use.

Table 5: Budget forecast from October 2021 to June 30, 2022

|  |  |  |
| --- | --- | --- |
| **Result** | **Items** | **Budgets(US$)** |
| **Outcome 1** | **EU Agreement** | **4,079,000.00** |
|  | Actual Expenditure | 2,805,676.30 |
|  | Budget Forecast-October 2021-June 2022 | 1,273,323.70 |
| **Outcome 2** | **EU Agreement** | **3,975,000.00** |
|  | Actual Expenditure | 7,526,656.00 |
|  | Budget Forecast-October 2021-June 2022 | 3,222,434.63 |
| **Project Management** | **EU Agreement** | **11,284,000.02** |
|  | Actual Expenditure | 4,383,467.45 |
|  | Budget Forecast-October 2021-June 2022 | 6,900,532.57 |

*Source: Annex 3 Forecast Budget*

Table 6: Budget for Action

|  |  |  |
| --- | --- | --- |
| **Budget for Action** | **Items** | **Budgets(US$)** |
| Outcome 1 | Total budget | 4,651,049.00 |
|  | Reallocation | 572,049.00 |
|  | Comment | 14% increase |
| Outcome2 |  |  |
|  | Total Budget | 3,433,957.00 |
|  | Reallocation | 541,043.00 |
|  | Comment | 14% decrease in budget |
| Project Management |  |  |
|  |  | 2,460,789.00 |
|  |  | -3,1005 |
|  | Comment | 1% decrease |

*Source: Annex III budget for Action to share*

Thus, budget line supporting critical basic service infrastructure in Municipal Councils was increased by utilizing the re-allocated funding from the cancelled activity 1.1.1 on area-based needs assessments, and some of the funding allocated under Activity 2.1.1.[[46]](#footnote-46)

To streamline the changes, the SUSC SFL amended the indicators and targets associated with activity 1.1.4 (made activity 1.1.3 in revised budget) in agreement with the EU as indicated in the progress report. The savings generated from this amendment was used to support basic infrastructure.[[47]](#footnote-47) Furthermore, LEP re-allocated some of the funds under outcome 2 (activity 2.3.2) to support civic engagement activities carried out under output 1.2. SUSC-LEP also revised the indicators associated with activity 1.2.1 in order to better capture the results of UNDP Libya’s civic and voter education activities, which included LVG to CSOs.[[48]](#footnote-48)

SUSC LEP component had to re-allocate some of the unspent funds, under outcome 2, and unspent funds under the project management budget heading, to support the post-election initiative (capacity building activities) carried out under output 1.2.[[49]](#footnote-49) M&E tools also came in hand and enabled real time reporting which helped in raising red-flags for quick response to rectify any issues arising.[[50]](#footnote-50) The overall assessment is that there was prudent financial management as shown in the above adjustments made to ensure relevant activities focused on to deliver project results.

**SUSC project prescribed financial management procedures and processes to ensure that there was streamlined management flow of funds at different levels, tracking funds to ensure no funds are lost or misused, put in place disbursement triggers (such as activity reports, work plans and contracts), and monitored physical progress on deliverables. However, the procedures and processes were found lacking for effective operationalization due to UNDP’s rigid procurement procedures and strict donor guidelines.**

SUSC flow of funds at different levels was envisaged as follows: tranche disbursements from the donor to UNDP and to subsequent levels were to be followed by disbursement of funds from the UNDP Country office to project staff, project components and the implementing partners (ministries, Municipal Councils, the CSOs, and service providers, consultants, hotels, etc). Some disbursements were tagged on activities and deliverables. Information from the reviewed documents shows that the flow of funds from the donor to UNDP was strictly based on annual work plans[[51]](#footnote-51) and contractual terms –any deviations on the funded activities was preceded by an addendum drawn in line with the DoA with the project donor.[[52]](#footnote-52) In instances where monies unspent in one project component were transferred to another, there were always financial reconciliations between the two as was the case with the transfer of funds from SFL to TNRL.[[53]](#footnote-53)

**Weaknesses in financial management**

The project found it difficult to balance complicated UNDP and EU procedures that were not harmonised and that created confusion in financial reporting. Much as there were attempts to follow financial procedures, as prescribed in the DoA with the donor and UNDP financial guidelines, interviews revealed that the project initially lacked someone who could assist in (or was dedicated to) finance management. Notably, in the early days of the project, it proved very difficult to know expenditure per project component, balances on account, and financial plans. As a consequence, each component did whatever they wanted with their budget plan. Therefore, issues of miscommunication, miscalculation of funds used and challenges of putting together an annual work plan for SUSC financing were apparent.[[54]](#footnote-54) In one of the interviews, it was reported thus:

*“We had a challenge in coming up with AWP because we didn’t know the entire mechanism of the other projects. So when it comes to financial management cost, human resource cost, using EU prescribed Direct Project Cost becomes challenge”[[55]](#footnote-55)*

There were also cases of imperfections in budget allocations reported during project implementation. In one of the interviews, a key informant reported a case in point where there were no funds allocated to kick-start the implementation of development plans. Yet, the SUSC SFL project component, under which the interventions were operationalized, had enough funds that could have been utilised to at least kick-start a pilot of one of the planned projects to showcase their viability[[56]](#footnote-56).

***Human Resource Management***

**The SUSC project recruited and deployed skilled expertise in management and implementation of activities across the project components which enhanced the human resource efficiency. Along the implementation continuum, adjustments in requisite skilled project personnel were undertaken to ensure efficiency in response to the project implementation needs.**

The overhaul of the human resource requirements did bring on board the necessary skills and also led to budgetary cuts which implied efficiency for project delivery. Key aspects of the overhaul were that a Development Coordination Specialist’ was recruited and made the overall coordinator in respect to observance of the project DoA to the EU-UNDP agreement.[[57]](#footnote-57) A Project Management Analyst position was adjusted from the envisioned ‘Project Finance Analyst’.[[58]](#footnote-58)A new position was created for Project M&E reporting specifically charged with Reporting, Monitoring and Evaluation Specialist. The position was given to international UN Volunteer who had the requisite skills and experience that enabled her deliver on the function to the satisfaction the SUSC project M&E needs. More adjustments made include the Project Associate positions replacing the functions of the ‘Project Officer’ envisioned for the overall SUSC project in the DoA.[[59]](#footnote-59) Human resources requirements were also adjusted under component projects. The positions affected include the TNRL Project Officer, and the TNRL and PVE Project Assistant position.[[60]](#footnote-60)

Furthermore, documentary evidence indicates that SUSC project teams ensured they maintained dedicated project personnel who were critical for the delivery of project targets. For example, the SUSC-SFL component engaged an Engineering Specialist, Procurement Specialist, Finance Assistant and Finance Officer who replaced the ‘Project Finance Associate’ envisioned in the DoA. SUSC SFL and SUSC TNRL project components also did charge CTG (third party services) staff to SUSC.[[61]](#footnote-61)The latter adjustments were considered necessary in order to ensure human resource efficiency during project implementation.[[62]](#footnote-62)

Overall, the coordinated approach to financial and human resource management by the SUSC project contributed to efficiency in delivery of the targeted project outputs.

**OVERALL ASSESSMENT OF PROJECT FINANCIAL AND HUMAN RESOURCE MANAGEMENT**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

## 7.2.3. Management, Partnership and Coordination

**SUSC project staff was able to adapt and respond quickly to the rapidly evolving national context in Libya, and also made progress toward achieving the project’s objectives.[[63]](#footnote-63)**

In order to respond appropriately to the Libyan changing context, some of the SUSC project activities were changed.[[64]](#footnote-64) Correspondingly, in order to streamline coordination, UNDP formalized coordination between the four SUSC project components in line with the overall objective of promoting a coordinated approach to local stability, national unity, and social cohesion. This was achieved by putting in place dedicated coordinating staff to track progress and identify areas where activities could better catalyse results toward other outputs/targets.[[65]](#footnote-65)

**Coordination**

The SUSC Project Coordinator convened coordination meetings with the component leads and provided updates on past and upcoming planned activities, as a way of sharing institutional knowledge about key areas of intervention in a collaborative manner.[[66]](#footnote-66) It was also reported that the Project Coordinator, working with focal points and other team members of project components, explored additional complementarities between components and on specific project activities moving forward in the project and fully exploited these existing synergies in upcoming engagements.[[67]](#footnote-67) This was in line with the area-based approach, which guided SUSC’s coordinated support provision to conflict-affected municipalities across Libya. The streamlined coordination enabled efficient delivery of project outputs, contributed to improved financial management and resource sharing across the four project components.

**Partnerships**

SUSC project initiated and engaged in productive partnership that strongly supported the delivery of its results. Notable partnerships include TNRL and PVE project working closely with government ministries such as Ministry of Planning and Local Governance and Education as well as Municipal Councils.[[68]](#footnote-68) Furthermore, SFL component worked with Local Peace Committees and LEP components worked in close relation with conflict prevention platforms. Additionally, LEP component worked closely with CCMCE and CSOs in the area of supporting election issues.[[69]](#footnote-69)

**The SUSC project strengths in management, partnership and coordination were evident in the revision of some activities and associated indicators as well as formalisation of coordination of the four project components.**

The project undertook to revise some of the activities and/or associated indicators and targets to reflect the reality of needs within the Libyan context, and to better capture the results achieved under the project. For example, the need for updating the baselines and targets that were left undefined in the Annex 1 DoA of the EU-UNDP agreement, and some data collection sources, were adapted accordingly during project implementation.[[70]](#footnote-70)As a step toward better management, UNDP had to revise some of the existing activities, indicators, and targets, as well as, to add new ones[[71]](#footnote-71) and also to adapt to changing realities and priorities of the project.

Another strength registered by this evaluation was that UNDP also managed to formalize coordination between the four project components. This was effectively operationalized through an integrated SUSC project design in which required human resources were put in place to track progress and identify areas where activities can catalyse results towards other outputs/targets.[[72]](#footnote-72)

***Weaknesses in Management, Partnership and Coordination***

**The main weakness registered during project implementation was that components of the project were delivered under different pillars. For each project component, different work plans were used.**

This evaluation noted that the weaknesses in management, partnership and coordination rotated around amalgamation of project components from different pillars[[73]](#footnote-73) to be implemented under one roof. Information available from the interviews reveals that it proved a challenge to operationalize amalgamated components in circumstances where projects were designed to deliver under different pillars[[74]](#footnote-74). Besides the pillar anomaly, the restricting office structures for the component to deliver on SUSC outcomes in a way distorted the interventions operationalized as it took time and effort to reorient to new arrangements by project components. Thus, in order to properly implement the different project components, it would have been more appropriate if the components were delivered under the same pillar. Thus, working under different pillars was often difficult[[75]](#footnote-75) for the implementing partner (UNDP) working hand in hand with responsible parties, contractors and grantees of the LVG in terms of delivering results.

Second, the project was funded by the EU; the donor was very sensitive in respect to financial management because it required records on Direct Project Costs such as details of human resources costs and financial costs. This was due to lack of harmonization between UNDP annual work plan and financial management systems structure and that of the budget by the donor. This is evidence is collaborated in interviews with project staff and documents reviewed. As such, the UNDP financial management system as structured is highly complicated to present or analyze the information in the EU format. Consequently, it became challenging when the funder demanded such minute details.[[76]](#footnote-76)

**OVERALL ASSESSMENT OF PROJECT MANAGEMENT, PARTNERSHIP AND COORDINATION**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

## 7.2.4. Robustness of the M&E Systems

**The M&E system was adaptive and responded to changing needs. It was an efficient and effective project management tool; was updated during revision of the project document to mainstream gender within indicators so as to enable collection and reporting of gender disaggregated data in line with donor requirements.**

SUSC project enhanced its M&E mechanisms by introducing new tools to enable real-time reporting accompanied by detailed information on the physical location of the operations of project components.[[77]](#footnote-77) This development, as pointed in the documents reviewed, contributed greatly to improving effectiveness and project performance because it helped in raising red flags for quick response and trouble shooting.

SUSC area/locator tracker was used to serve as a regular tool to capture data on a monthly basis to feed into coordination meetings. This tool was operationalized hand in hand with a dash board and map presentation for visualisation of where SUSC project components were being operationalized, indicating GPS coordinates of *baladiyas*.[[78]](#footnote-78) The attention to detail–in terms of physical location of emerging issues–did ensure that management was enabled to pay attention to critical areas of the project and make adjustments in the implementation strategy in real time with minimal resources.

In addition, the project planned some monitoring mechanisms with local actors. For example, some local peace structures and CSOs were involved in monitoring project activities such as SUSC SFL and LEP PEI on women FGDs. The added value of working with local stakeholders was that CSOs were always on the ground and proved helpful in monitoring activities, including project contributions toward the stabilization goal as well as peace building initiatives. There was deliberate working with peace structures, through CSOs involvement in project activities, such as local capacity building for local peace structures, which were well-monitored through activity reports such as attendance registers and training assessments. Interventions like stabilization required quick action responses for trouble shooting, and were properly managed, due to integration of local actors. Thus, the M&E system enabled easy and quick response to emerging issues as per the SUSC project agenda.[[79]](#footnote-79)

**Strengths and Weaknesses of the M&E system**

**The M&E system enabled timely reporting but capture of disaggregated data reflecting PWDs was inadequate.**

Strengths of the M&E system lied in its in-depth detail, as well as, the ability to capture and report on real time data, while, weaknesses were that, whereas it had robust tools to enable the capture of data in real time, these strengths were not fully utilized by the project staff to ensure maximum benefit. Data gaps noted by the evaluation are attributed to lack of accurate values for ongoing project interventions during the time of evaluation hence the use of phrase *“to be decided”*. However, it should be noted that there were data gaps on disaggregation on PwDs.[[80]](#footnote-80)

## 7.2.5. Value for Money

***Project provisions of value for money in terms of costs and benefits***

The project ensured value for money by strictly following procurement procedures as prescribed in the concept notes, ToR for consultants and technical specifications of equipment. The selection processes took into account the requisite qualifications of service providers and service providers. This was further augmented by enforcement of accountability procedures supported by financial expenditures and activity documentation before and after resources were dispensed.[[81]](#footnote-81)

**OVERALL ASSESSMENT OF PROJECT EFFICIENCY**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

**7.2.6. Risk Management**

The SUSC project envisaged a number of risks heavily driven by insecurity and political associated instability in Libya. Thus, care was taken during project design to ensure appropriate measures would be undertaken during project implementation. This evaluation assessed whether during the project implementation care was taken to deal with any anticipated risks that materialized. Evidence adduced from the documents reviewed reveals that indeed some of the anticipated risks emerged and were appropriately addressed. Evidence is demonstrated by SUSC project undertaking conflict sensitive approaches and employing innovation to reach targeted beneficiaries (**Annex 1-OECD criteria-Conflict sensitivity).[[82]](#footnote-82)** This is also collaborated with evidence from the interviews with partners who pointed out that use of appropriate strategies such as building trust among the targeted population as well as deployment of appropriate multi-media technological innovations appealing to all sections of the populations enabled wide reach and appeal during civic voter education campaigns and capacity building for CSOs, Municipal Councils and women candidates for electioneering processes [[83]](#footnote-83)

## 7.3. Effectiveness

## 7.3.1. Project Output and Outcome Achievements

SUSSC project enhanced its M&E mechanisms by introducing new tools to enable real-time reporting accompanied by detailed information on the physical location of the operations of project components.[[84]](#footnote-84) This development, as pointed in the documents reviewed, contributed greatly to improving effectiveness and project performance because it helped in raising red flags for quick response and trouble shooting.

**The overall performance toward achieving the outcomes and outputs is that at the level of outcome achievement, outcome 1 has been achieved because all the 2 outputs have been realised. While outcome 2 has been partially achieved because most of the 4 outputs were underway by the time of the evaluation.**

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

**There has been significant progress made towards realising this outcome. There is active involvement by the local communities in the electioneering process (as result of voter education, voter registration increased rapidly by 3.8% from May to July 2020 in the five municipalities of Kikla, Misurata, Alsharghia, Tragen, Qatron and Ghat[[85]](#footnote-85)) and women have come on board to contest for seats in Municipal Councils.**

**All the 2 outputs under outcome 1 were achieved.**

***Output 1.1: Public trust and confidence in elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs***

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **Progress at End-line(September 2022)** |
| # of civil works projects completed or equipment provided that meet local priorities | 0 | 7 | 12 |
| # of local officials (disaggregated by region and gender) that received capacity building and community engagement training on local development plan | 0 | 6 | 17 (13 men and 4 women - Bani Walid - 1; Derna - 2; Ghat - 1) |
| # of local development plans crafted through community dialogue and consultation | 0 | 3 | 3 |
| # of outreach initiatives to promote inclusive community participation | 0 | 8 | 0 |

*# of civil works projects completed or equipment provided that meet local priorities*

Under this output, the SUSC project undertook to provide the necessary infrastructure that could endear the communities in Municipal Councils be able to realise the fruits of electioneering and ultimately lead to trust and social cohesion. Observations made by this evaluation show that indeed a lot was done in terms of delivery on this indicator. By the time of this evaluation, the project almost doubled its target by delivering on 12 projects yet had targeted to deliver only 7 projects (which is 171.4%).[[86]](#footnote-86) Therefore, the project was able to address the needs of local priorities because it delivered on the expectations of the communities in the targeted municipalities. The level of achievement is reaffirmed in one of the interviews in the following words:

*“In output one, we had a lot of investments to do and we have done around 80% of this…and the users are very satisfied with what we have done.”[[87]](#footnote-87)*

**Success Story-Rehabilitation of the Amalal School**

The Amalal School which had been badly damaged by war was rehabilitated which enabled many children to access education. The school’s capacity was 450 students. On a positive note, because the school decided to run 2 shifts (morning and afternoon), the total number of beneficiaries benefitting from the school’s rehabilitation went up to 950 students. Many IDPs who had managed to resettle back home in the area were happy because their children were able to go school.

*# Of local officials (disaggregated by region and gender) that received capacity building and community engagement training on local development plan*

Capacity building was one of the key areas implemented by the SUSC project initiatives and almost cut across all project components. Capacity building was envisaged to enhance delivery of social services through participatory planning that is inclusive of men and women. Under this indicator, the target was surpassed and capacity was built for 17 persons, all of whom were members of the task forces against the originally targeted 6 local officials. Thus, it exceeded the target by almost three times (a 283.3% performance).[[88]](#footnote-88) However, this final evaluation did not come across any disaggregated data beyond that of gender (13 men and 4 women). There was no more disaggregation by the number of youth and disabled persons in the data collected. Therefore, the evaluation was unable to make any conclusions on how many youth or disabled persons, benefited from this capacity-building intervention.

Figure 4: Capacity building session in progress

  
**Box 1 – Success story of capacity-building initiatives**

There was successful completion of the capacity building program and the development of a 5-year development plan (2020-2024) and a resource mobilization strategy for the municipality of Kikla in March 2020, the experience replicated in 3 selected municipalities: Bani Walid (West), Derna (East), and Ghat (South). This replication is a key milestone to sustainability of the project results.

*# of local development plans crafted through community dialogue and consultation*

As per the SUSC project design, the number of local development plans targeted was 3 in number. This target was achieved 100% and 3 development plans are already developed and await funding. What is more remarkable is that the development of plans was highly participatory, which ensured greater ownership and accountability toward achieving the stabilization goals at local and national levels.[[89]](#footnote-89)Although some respondents expressed pessimism over failure to allocate funds to sponsor demonstrations from interviews that could serve as an examples of the success of the initiative among the communities and municipal authorities[[90]](#footnote-90), the evaluation has noted capacity building training for resources mobilisation received from the project by the municipalities provided a window of opportunities because such capacity was a sure way and avenue of raising adequate resources that could guarantee sustainable support of project results in the long-term.

*# of outreach initiatives to promote inclusive community participation*

One of the initiatives of the project was to be all inclusive. Under this indicator, the inclusion of all stakeholders (and beneficiaries) could not be met due to matters beyond the project’s control. Constraints could be attributed to the Corvid-19 pandemic and the general insecurity in Libya. These were *force majeure* issues far beyond the powers of the project management and implementation teams.

**The overall observation, by this evaluation, is that out of the four targets set under this output, three of them were realised. Two of the three targets were by far exceeded. But one was not realised at all. This implied that the overall best performance in realising the output was about 75% level of achievement. Thus, the contribution of the output towards realising the outcome 1 has been commendable.**

***Output 1.2: Support the civic and voter education campaign of Central Committee of the Municipal Council Elections (CCMCE) on the promotion of inclusive and peaceful electoral processes including acceptance of results***

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **Achieved** |
| # of individuals reached with live civic and voter education activities | 0 | 400 | - |
| #of municipalities (disaggregated by region) benefitting from civic and voter education activities | 0 | 15 | 9 |
| # of municipal representatives (disaggregated by region and gender) that received capacity building training in outreach and communication tools for the promotion of democratic principles and governance | 0 | 125 | 105 |
| % of newly elected leaders trained on inclusive decision-making processes agreeing that the training was effective | 0 | 60 | - |
| # of newly elected leaders (disaggregated by region and gender) trained to focus on inclusive decision-making processes | 0 | 100 | 179 |

*# of individuals reached with live civic and voter education activities*

Live civic education and voter education were intended to build civic competence necessary for the promotion of inclusive and peaceful electoral processes, including acceptance of results in target municipalities. At the commencement of the interventions, civic education targeted to reach 400 individuals.[[91]](#footnote-91)By the time of the evaluation, the consultant was unable to establish the actual number of individuals reached. The evaluation noted that given the wide reach of the campaign the target was far exceeded with significant impact given that all the targeted adult population of municipalities were reached directly or indirectly. Therefore, the set target was far exceeded taking into account the principle of inclusiveness of all in terms of the numbers and categories of eligible voters reached. Therefore, the civic education component had significant impact in terms of positive responsiveness to participation in elections.

*#of municipalities (disaggregated by region) benefitting from civic and voter education activities*

Municipalities were the main focal points of the SUSC project for civic and voter education to have any real impact as far as elections were concerned. Evaluation findings show that of the 15 municipalities targeted by the intervention only 9 had been covered but the real actual number was yet to be decided by the project team.[[92]](#footnote-92) Thus, the evaluation is unable to make informed judgment on how the limited coverage of the municipalities has contributed to promoting inclusive and violence-free elections that could catalyze stability and cohesion in Libya.

*# of municipal representatives (disaggregated by region and gender) that received capacity building training in outreach and communication tools for the promotion of democratic principles and governance*

Whereas the 125 municipal council representatives were targeted, by the time of the evaluation records show that so far 105 were reached (the actual number of representatives was not disaggregated by gender and was yet to be decided[[93]](#footnote-93)) by the project team. Therefore, this evaluation is unable to determine whether the intervention was inclusive of all gender and regionally distributed in municipalities across Libya.

*% of newly elected leaders trained on inclusive decision-making processes agreeing that the training was effective*

Training of newly elected leaders on inclusive decision making was undertaken. Available records show that whereas the target was 60%, the actual number reached was yet to be decided[[94]](#footnote-94). Thus, this evaluation is unable to report on actual number of newly elected leaders who benefitted from the training and therefore cannot make a judgment on the extent to which the training was effective.

*# of newly elected leaders (disaggregated by region and gender) trained to focus on inclusive decision-making processes*

The target number of newly elected leaders targeted to benefit from the training was 100 individuals. Evidence available shows that the number was far exceeded and had reached 162 individuals (although the actual number of the trainees at the end of the intervention is yet to be decided by the project team).[[95]](#footnote-95) However, the evaluation is unable to establish the trainees by gender and regions of origin for lack of disaggregated data.

**Overall performance on the delivery of the output is that out of the 5 indicators, 1 indicator was exceeded, 4 indicators’ actually realized. This performance was adequate to effectively support the promotion of inclusive and peaceful electoral processes including acceptance of results as per SUSC project targets.**

**Outcome 2: Space for local dialogue and social cohesion is created and maintained. Municipal governments are better connected to national reconciliation efforts. Social cohesion and peaceful environments are strengthened through education, counter messaging, cross-border cooperation, and municipal PVE strategies.**

**The overall project performance towards the achievement of outcome 2 of the project has been mixed, this is perceptible with PVE project just rolled out, some activities not funded such as medium-term plans, youth councils not yet in place and a number of indicators not realized. Therefore, Outcome 2 has been partially achieved within the project lifespan.**

***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***

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **Partially Achieved** |
| # of consultation meetings conducted with key stakeholders in conflict-affected communities | 0 | 2 | 1 |
| # of intra-communal dialogues conducted with UNSMIL and/or local mediators | 0 | 4 | - |
| # of local-level social cohesion initiatives aimed at advancing implementation of reconciliation agreements supported | 0 | 3 | 5 |
| # of local mediators trained, segregated by gender, age and place of origin | 0 | 30 | 65(21women, 44 men) |
| # of workshops and learning sessions with local mediators and peace actors | 0 | 6 | - |
| # of assessments to identify the role of women in mediation in Libya | 0 | 1 | - |
| % of women mediators in Network of Local Mediators | 0 | 40 | - |

*#of consultation meetings conducted with key stakeholders in conflict-affected communities*

Under this output, the indicator was two consultative meetings planned and held. However, only 1 consultative meeting was held (the actual number of participants not available) at the time of this evaluation.[[96]](#footnote-96)

***# of intra-communal dialogues conducted with UNSMIL and/or local mediators***

Intra-communal dialogues are an important ingredient in advancing peaceful coexistence. Under SUSC project design, it was planned that 4 intra-communal dialogues would be held.[[97]](#footnote-97) However, the actual number realized was not known. Thus, the evaluation is unable to make any judgment on the actual number and likely impact of the intra-communal dialogues.

***# of local-level social cohesion initiatives aimed at advancing implementation of reconciliation agreements supported***

SUSC had targeted to have in place 3 local social cohesion initiatives, but 5 initiatives were realized by time of this evaluation.[[98]](#footnote-98) This indicates excellent performance in terms of contribution to building social cohesion at the local level, a level that is crucial to building stabilization in Libya.

***# of local mediators trained, segregated by gender, age and place of origin***

The target was 30 local mediators. The information available in the updated results framework data shows the actual number trained were 65.[[99]](#footnote-99) In addition, it was reported that there were changes in the *modus operandi* in which ToT with NoLM and local mediators was planned to take place online and later in person training by September 2022.[[100]](#footnote-100) Therefore, this evaluation noted there were changes in timing and the way the intervention could be delivered. As planned the training was gender- and region- inclusive.

***# of workshops and learning sessions with local mediators and peace actors***

SUSC project planned to deliver 6 workshops and learning sessions with local mediators and peace actors. Information available from the documents reviewed showed that in September the ToT took place.[[101]](#footnote-101) This evaluation was unable to establish exact number of participants by gender.

***# of assessments to identify the role of women in mediation in Libya***

The SUSC project considered women as important members of society in contributing to peace building in Libya. Information available in the documents reviewed indicates that a planned assessment was contracted to UNITAR and two coordination meetings have been held.[[102]](#footnote-102) Thus the assessment was well under way by the time of the evaluation.

***% of women mediators in Network of Local Mediators***

As per project targets, it was envisaged that by end of the project, 40% of women mediators will be in the network of local mediators. By the time of the evaluation, there was no information available about this indicator about this indicator value.[[103]](#footnote-103)

The overall performance of the delivery on this output is that out of the 7 indicators, only 2 indicators were achieved; 1 indicator not achieved; 4 had no information on the values. The evaluation noted it was partially achieved in terms of delivery on this output. The implication is that mediation, tools and mechanisms of peace building have been strengthened to some extent thus contributing toward stability and social cohesion.

**Output 2.2: Municipal Councils and government institutions are sensitized to act as a local conduit for national level reconciliation efforts**

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **Partially Achieved** |
| # of municipalities (disaggregated by region) supported to mitigate electoral conflicts | 0 | 6 | 5 |
| # of youth municipal councils established | 0 | 2 | 2 |
| # of proposals developed by youth municipal councils | 0 | 2 | 0 |
| # of municipalities (disaggregated by region) engaged in consultative processes | 0 | 40 | 28 |
| # of technical consultations facilitated | 0 | 8 | 9 |
| Technical roadmap for reunification process established | 0 | 1 | 2 |

*# of municipalities (disaggregated by region) supported to mitigate electoral conflicts*

SUSC project had targeted to provide support to 6 municipalities to mitigate electoral conflicts.[[104]](#footnote-104) However, information available indicates that only 5 municipalities were supported; though, according to records, the actual number of supported municipalities was yet to be decided by project staff. This final evaluation notes that under this indicator, the project almost achieved its target and might have even exceeded it though data is not readily available to confirm that.

*# of youth municipal councils established*

The target was Tripoli City where 2 youth Municipal Councils were to be first established.[[105]](#footnote-105) The information available to this final evaluation indicates that by the time of evaluation the youth municipal councils were ongoing - with selection of participants, launch of the councils , as well as, a key stakeholder meeting having taken place.

*# of proposals developed by youth municipal councils*

The activity took place in the 4th quarter of 2022 and was ongoing by the time of the evaluation, thus, this indicator. Youth councils developing proposals will be achieved in due course.

*# of municipalities (disaggregated by region) engaged in consultative processes*

SUSC project targeted to support 40 consultative processes that would contribute to stabilization processes in Libya.[[106]](#footnote-106) However, this final evaluation established that only 28 were undertaken by the time of the evaluation. The participating municipalities were Marj, Benghazi, Kufra, Edri Shati, Sebha, Wadi Etba, Traghen, Misrata, Souq Al Jumu’a, Gharyan, Gadames, Al Shweref, Beni Walid and Zawiya,Yefren, Ijkhira, Arrayana, Wadi Bawanis, Garabuli, Wadi Itba, Aujla (x2), Tripoli Central, Ghat, Sabratha, Idri Shati, Brak Shati, Bint Baya and Al HAwamed.[[107]](#footnote-107)Although the target was not reached, it should be noted that so far the SUSC project’s effectiveness regarding stabilization efforts is taking root.

*# of technical consultations facilitated*

Under this indicator, the project conducted 9 technical consultations exceeding the target of 8.[[108]](#footnote-108) The information available from documents reviewed indicates that the consultations culminated in a three-day high-level workshop in Tunis. During the Tunis workshop, key stakeholders and authorities gave inputs and recommendations on reunifying the divided state and government entities.[[109]](#footnote-109) Thus achievement of this indicator made significant contribution toward the stabilization process in Libya to which the SUSC project aimed to contribute to

***Technical roadmap for reunification process established***

Under this indicator, the target was exceeded. Initially, only 1 technical roadmap had been planned but 2 road maps[[110]](#footnote-110)were realized which translates into significant contribution as far as stabilization of Libya is concerned.

The overall performance of the output is that out of the 6 indicators: 2 were achieved and exceeded the target; two fell short of the target; and two were on going. This indicates significant progress had been made in the area of ensuring that local governments act as local conduits for national level reconciliation efforts. More interventions are required so as to reinforce the achievements so far realized by the project in this area.

**Output 2.3: Civil society empowered to engage in social cohesion and peace building initiatives**

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **Likely to be achieved** |
| # of NGOs capacitated for the UNDP NGO roster | 0 | 40 | 28 |
| # of NGOs receiving one-on-one mentorship and guidance on conflict prevention and management | 0 | 14 | 19 |
| # of local peace structures supported | 0 | 3 | 7 |
| # of inter-communal peace building and civic engagement initiatives created and implemented by network of NGO partners through LVG | 0 | 5 | 7 |

*# of NGOs capacitated for the UNDP NGO roster*

NGOs were considered as strategic partners in the implementation process of SUSC project interventions due to their reach and approaches in promoting social cohesion and stabilization of Libya. This final evaluation shows that of the 40 NGOs targeted for capacity building 35 had been reached by time of the evaluation. The evaluation also learnt that new CSOs under SFL and TNRL grants had been capacitated and were benefitting from UNITAR training/ mentorship for 2022.[[111]](#footnote-111)This implies that the SUSC project made significant inroads to exploit the high potential of NGOs. This project effort will enable NGOs make critical contributions to the stabilization agenda of Libya.

*# of NGOs receiving one-on-one mentorship and guidance on conflict prevention and management*

Under this indicator, the number of NGOs targeted was 14. By the time of this final evaluation, the target had been exceeded and the number of NGOs mentored totaled up to 19.[[112]](#footnote-112) This final evaluation has learnt that this indicator was added to reflect the need for the provision of further technical support to NGOs through UNITAR under SUSC.[[113]](#footnote-113)

*# of local peace structures supported*

Under this indicator, the target was to support 3 structures. At the end of the project 7 structures had been reached.[[114]](#footnote-114)These efforts point to the fact that the project has invested a lot in terms of supporting peace structures and thus facilitated what is likely to be sustainability avenues for project results in the long-term.

*# of inter-communal peace building and civic engagement initiatives created and implemented by network of NGO partners through LVG*

SUSC project’s target was 5 inter-communal peace building and civic engagement initiatives created and implemented by network of NGO partners. The project reached 7 inter-communal peace building and civic engagement initiatives[[115]](#footnote-115)which implies that coverage exceeded the target. This translates into a wide and in-depth approach to peace building by the SUSC project. In one of the interviews it was affirmed that:

*“We were able to train women data collectors as part of capacity building process. All data collectors were all women because it was a very sensitive gender issue… and we also made sure we include marginalized groups as we had one woman from Tarbo tribe and one woman from Tuareg tribe… four women were from the big tribe. So we had diversity and one of the achievements was to show to stakeholders that we have diversity and that’s what we did for event attended by 30 participants mostly female.”[[116]](#footnote-116)*

Initiatives undertaken by Grantees of Low Value Grants

Some of the initiatives undertaken by the NGOs grantees aimed to respond to social cohesion and peace building at the municipality level by:

a) Analyzed existing conflict in the target locations with an emphasis on its root causes, conflicting parties, conflict dynamics and timeline, and how these dimensions are affected by or affecting other conflicts;

b) Identified connectors and dividers regarding the conflict at hand;

c) Identified the gender dimension in the conflict analysis and how it affects its dynamics; and

d) Highlighted possible entry points for potential intervention to address the existing local conflict at the local level. Municipalities covered included Tripoli (x2), Sebha (x2), Benghazi, Sirte and Ghat

**Output 2.4: Conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, cross-border cooperation and Municipal PVE strategies and planning.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **Baseline** | **Target** | **Likely to be achieved** |
| # of area based local assessments conducted to identify the root causes of violent extremism | 0 | 1 | 8 |
| # cross border pilot projects implemented for prevention of vulnerable populations to be recruited | 0 | 3 | On-going |
| # of youth/children (disaggregated by age and gender) receiving education on peaceful, non-violent conflict resolution | 0 | 30 | On-going |
| # of peace education pilot projects implemented | 0 | 3 | On-going |
| # of municipal with PVE action plans and/or strategies developed (disaggregated by region) | 0 | 3 | Underway |
| National PVE Framework developed | 0 | Yes | Underway |
| # of community leaders supported to counter violent extremism messaging | 0 | 3 | National PVE conference underway |

*# of area based local assessments conducted to identify the root causes of violent extremism*

Under this indicator, the target was 1 local area-based assessment; instead, 8 of them were undertaken, indicating the target was exceeded.[[117]](#footnote-117) Thus in terms of identifying the root causes of the conflict, the project is reported to have done better thus preparing a roll-out of informed interventions in a manner likely to achieve the desired results.

***# Cross border pilot projects implemented for prevention of vulnerable populations to be recruited***

The target was to implement 3 cross-border projects implemented and by the time of the evaluation they were on going. Therefore, the evaluation can confirm that despite a late start, the pilot projects implemented under PVE were on-going in earnest by the time of the evaluation.

*# of youth/children (disaggregated by age and gender) receiving education on peaceful, non-violent conflict resolution*

The evaluation can confirm that the peace education curriculum for Libya was completed by the consultant and CSOs were already in high gear to implement the peace education component.

*# of peace education pilot projects implemented*

The peace education pilot projects were already being implemented by the time of the evaluation. This indicator was likely to be achieved.

*# of municipal with PVE action plans and/or strategies developed (disaggregated by region) National PVE Framework developed*

By the time of the evaluation the local municipal action plans were underway with the local advisory committee engagement on-going in targeted municipalities by implementing partner NAPI the responsible party. The indicator is therefore likely to be achieved.

***National PVE Framework developed***

By the time of the evaluation, the National PVE Framework was underway. The output under this indicator is therefore likely to be achieved.

*# of community leaders supported to counter violent extremism messaging*

The National PVE Conference was scheduled to take place on October 10th -12th at the time when evaluation was being done. This indicator target was likely to be achieved by community leaders.

Overall, performance on this output is that only one indicator was realised and the rest were underway. Therefore, many of the activities were being implemented and indicators were likely to be achieved.

## 7.3.2. Effect of Project Activities and Outputs on Women, Men and Vulnerable groups

**Deliberate efforts were undertaken by the project to address issues of men, women and vulnerable groups by way of inclusion in design, implementation and monitoring of the SUSC project. This was done across the project components interventions of course with some variations in inclusion.**

For example, women issues in the SUSC LEP were addressed through consultative processes on matters of governance drawing on their participation in elective leadership positions.[[118]](#footnote-118) Women were also involved in studies aimed at informing measures intended to improve their participation in governance activities and capacity building initiatives implemented by the project. Examples were two FGDs conducted in which selected participants elected women from different municipalities believed to be knowledgeable about the challenges that women face in participating in elections. The project went further to build capacity of women on Module 4 with specific focus on the law 59. The workshop was aimed at enabling women to understand and appreciate their role and participation in the governance of their municipalities. These two approaches were some of the ideal ways by which the SUSC project undertook to ensure women participation in its project activities.[[119]](#footnote-119)

Under some SUSC project components, the inclusion of women and youth was embedded in the design and implementation which enhanced the reach to women and youth. For example, under the SUSC LEP project component, design and implementation of awareness campaigns had crucial elements of inclusion of youth and women during the design and production of awareness materials such as social media s and radio spots on women’s political rights and participation in elections.[[120]](#footnote-120) It was also noted that all the 6 CSOs which received grants from UNDP had gender-specific activities, targeting women and youth, such as 1st time voters.[[121]](#footnote-121)

Furthermore, in relation to local elections, the local council regulations dictated that women and persons with disabilities should have reserved seats (ring fencing). This approach enhanced the participation of women and PwDs in local elections in a manner that ensured their rights to participate in governance were observed.[[122]](#footnote-122) The ring-fencing of seats for women and PwDs not only ensured participation but also promoted competition within those groups leading to vibrant participation where the able and true representatives of their interests are [expectedly] promoted.

However, the amendment to have reserved seats for women and PwDs removed is likely to infringe on their rights to fully participate in governance of their country. The blame has been placed on the Ministry of Local Governance for imposing such an electoral reform without input from electoral stakeholders or the CCMCE.[[123]](#footnote-123) The imposition of the new, counter-ring-fencing, regulation, therefore, is likely to water down achievements so far registered in respect to promotion of women and PwDs in governance.

7.3.3. Results Achievement and Strategies for Enhanced Effectiveness.

**SUSC interventions were multiple and engrained in a number of interventions intended to deliver on the project results.** Evidence, from documents reviewed and interviews with stakeholders, shows that a number of achievements were realised by the project despite hitches that derailed achievement of some results. Bottle-necks were due to political context and *force majeure* factors such as Covid-19 pandemic and break out of conflict and constrained project timeframes.

**SUSC project achieved a lot in the area of supporting local elections, rehabilitation of infrastructure, social service delivery, participatory planning, and strengthened capacity of Municipal Councils to deliver on their mandates**

The project had the greatest achievements in the areas of promoting local elections, rehabilitation of infrastructure and capacity building for CSOs to deliver civic education. In promoting local Municipal Council elections, there was wide and deep involvement and engagement with communities and inclusion of women, men, youth and persons with disabilities. The project component also built capacity of CSOs to deliver on critical outputs, such as civic education.

Another area where the project made commendable achievements was infrastructure rehabilitation and social service delivery. Notable achievements include: the wide geographical spread in respect to rehabilitation of infrastructure; social services delivery with improved access closer to the communities and; the participatory approaches employed in planning where communities were actively involved and contributed ideas. Furthermore, ordinary citizens were involved in development planning in their localities. The process also empowered the Municipal Council authorities to deliver on their mandates.

## 7.3.4 Facilitating and Inhibiting Factors

**Facilitating factors that enabled the project have greatest achievements include use of participatory approaches, capacity building and employment of appropriate strategies while rolling out interventions. Inhibiting factors were insecurity; lose coordination of project components at inception stage, lack of democratic culture and fragility in Libya.**

Key facilitating factors noted by this final evaluation was the use of participatory approaches and appropriate strategies in interventions.

First, the SUSC project employed participatory approaches in understanding the context of the targeted areas especially municipalities, and conducted situation analyses before undertaking any intervention. This was evident in SFL and LEP project components activities at local level. Such approaches helped in identifying real needs, understanding contexts such as cultural and political sensitivity that are critical for buy-in, and active participation of stakeholders (such as the CSOs, Municipal Councils and community members). Capacity building initiatives undertaken by the SUSC project especially with the local councils and elections committees enhanced women participation in municipal elections.[[124]](#footnote-124)

Secondly, there was deployment of appropriate strategies while rolling out interventions. For example, the SUSC-LEP component project adopted the multi-media, target-friendly civic education communication strategies, such as, deployment of social media that is ideal for reaching out to youth. It also closely worked with CSOs which were already on ground. Closer cooperation with the communities played an important role, and enriched CSOs experience in managing political and cultural sensitivities that are common in Libya. Evidence from interviews demonstrates that the deployment of a variety of expertise in all spheres of project implementation, right at design and implementation levels, coupled with dedicated staff, played an important role in the delivery of great project achievements.[[125]](#footnote-125)

***Inhibiting factors***

**Insecurity, project components delivering on different pillars and associated changing office structure, loose coordination of project components at inception stage, lack of democratic culture and fragility in Libya were the main inhibiting factors.**

Information availed to this evaluation, from documents reviewed and interviews with projects’ staff, shows that many of the inhibiting factors were external to the project. An example cited is evidence from documents reviewed was the perilous Covid-19 pandemic. The Covid-19 pandemic affected the project’s interventions of drilling boreholes in Alhawary and Kufra due to movement restrictions.[[126]](#footnote-126)

Second, the insecurity, which is associated with political instability in Libya, contributed greatly to undermining the realization of project results.[[127]](#footnote-127)

**Internally,** after the project inception, there were delays in implementing some project components such as PVE. There was also a time when the components were not working closely and tended to work in silos.[[128]](#footnote-128) Thus coordination was not smooth during the initial period of the project. It was remarked in one of the interviews that generally, coordination meetings were held once in a month but sometimes could take longer[[129]](#footnote-129) except for financial meetings.[[130]](#footnote-130) Specific thematic coordination meetings took place but also on adhoc basis which did not augur well for effective project implementation.

Equally important, Libya has had a history of non-democratic processes. For many years, the country was under direct, overt, dictatorial rule. Therefore, talk of elections and dictatorial attitudes still reign in people’s minds! Consequently, the project team had an uphill task of contributing to the long-term objective of promoting democracy in the country[[131]](#footnote-131) which has a deep culture of non-democracy strains.

Lastly, this evaluation noted that fragility in Libya, broadly conceived, stills remains a stumbling block to transformative interventions due to weak political systems, economic uncertainties, social disharmony, and instability[[132]](#footnote-132), all of which strained efforts of the project team to effectively deliver on the project outcomes. However, the evaluation noted that the inhibiting factors were mitigated by undertaking activities during peace times and participatory sensitization activities under LEP and SFL and restricting the SUSC project office to ensure effective coordination of project components.

**The SUSC project made limited achievements in the area of national reconciliation but by time of evaluation made significant inroads to prevention of extremism**. The factors in national reconciliation stem from limited trust in government institutions because of suspicion that the National Unity Government of Libya is an imposition from the west. Thus, building democratic processes is a long and protracted journey that requires slow but consistent interventions with combined and well-coordinated efforts between the higher and local levels across the whole of Libya. In efforts to prevent violent extremism, the project at the evaluation time had made significant steps such as putting anti-PVE education initiatives and PVE frameworks in place.

**The project was able to use area-based and coordinated approaches as per design. The most widely area-based coordination was between SFL and LEP project components**

A number of area-based coordinated approaches were deployed to synergise as well as ensure effective delivery of targeted results. The documents reviewed indicate that the SUSC project actively supported and promoted area-based coordinated interventions. As shown in figure 1, the SUSC-LEP project component has the most widespread interventions covering 18 municipalities, and is targeted at enhancing the democratic processes of free, fair and conflict-free elections in Libya. It has been observed that much of the area-based coordination of project components were aimed at promoting synergies for effective delivery of project results. Notable area-based coordination efforts of the SUSC project components are those of SFL and LEP components. The latter employed the highest numbers of area-based coordinated approaches, followed by SFL, PVE and TNRL and least the PVE and SFL (see figure 1 below). The translated actions on the ground at Municipal Council level are participatory development planning and related PVE activities as well as LVG to CSOs.[[133]](#footnote-133)

**Figure 3: Area-based coordinated SUSC project component approaches in Libya**

Map

Description automatically generated***Source: SUSC activity mapping November 2021***

**The Project Management effectively built synergies across the four components by ensuring two or more project components worked together to deliver on a certain outcome or outputs and financial reconciliations were done in circumstances where funds were shifted from one component to support another as noted between LEP and SFL.**

It is evident that reinforcement of activities was necessary for two or more project components to be implemented in the same area and coordinated to enhance delivery on an outcome or related outputs (Fig 1).[[134]](#footnote-134) This arrangement, undertaken by the SUSC project management, was aimed at building synergies put in place during project design.

The second approach relates to financial resource management. Money not used was shifted from one component and used in another component as is the case with LEP and SFL.[[135]](#footnote-135)Under such circumstances, financial reconciliation was done between SFL and TNRL as part of reinforcing synergies across the project components.[[136]](#footnote-136) Similarly, personnel were shared as a way of building synergies. This was perceptible with SFL and TNRL.[[137]](#footnote-137) In instances where synergies remained lacking, this was attributed to differing implementation strategies employed by each SUSC project component because of differences in commencement dates and designs.[[138]](#footnote-138)

**Stakeholders, such as government ministries and departments, Municipal Councils, CSOs and community members, were actively involved in project management and implementation in a participatory manner to deliver on project interventions**

Under the SUSC SFL component, the project management and participatory approaches were employed during activity implementation to understand the local context. Context analysis entailed undertaking assessments, research studies, and participatory planning processes involving the communities in identifying areas with the greatest need and how they could participate in activities aimed at service delivery.[[139]](#footnote-139)

Other good SUSC examples of participatory management and implementation include: women FGDs conducted to understand challenges faced by women in governance and skills imparted to women to undertake research[[140]](#footnote-140); capacity building of women on governance on Module 4 focusing on the understanding the law number 59; involvement of Municipality Councils and citizens in planning for their areas; involvement of women peace makers networks to promote social cohesion and; deployment of local mediators in peace-building processes.[[141]](#footnote-141) Other equally important participatory endeavours were: civic education undertakings in which youth and women were actively involved; local elections committees and; separate consultations with women, minorities and youth, to enhance their participation in governance.[[142]](#footnote-142) Social media tools also proved critical for citizen education on elections and related issues.[[143]](#footnote-143)

However, based on documents reviewed, it was reported , during project planning and implementation meeting, that minorities were often engaged separately from other majorities which tended to further isolate them from others in terms of sharing ideas and improved interactive relations that could foster bonding and social cohesion.[[144]](#footnote-144) In one of the interviews, it was reported thus:

*“We should not try to differentiate between the minorities and rest of the community. We should make sure they are not in separate meetings but we should invite them to participate in one town-hall meeting. By doing that it would be a great opportunity to break the gaps and enhance trust among them.”[[145]](#footnote-145)*

**Holding physical meetings and use of wider platforms should have been the best options in which the project could have given local beneficiary communities a stronger voice to express themselves on matters that concern them.**

Most of the project engagements, especially with youth, women and PwDs, were often undertaken online. Radio and social media platforms, which had communication limitations in time and low-quality signal, could not enable beneficiaries fully contribute ideas and raise their deeper concerns. Physical interactions and holding separate meetings for minorities, youth, and women, also limited their voice unlike when they participated in general meetings with other community members.[[146]](#footnote-146)In one of the interviews, one of the implementing partners agreed that voices, especially for women, youth and marginalised groups, could better be made stronger if they were given a wider platform to express themselves in meetings jointly held with other community members. This way they could have an opportunity for stronger voices as well as generation of ideas that respond to other ideas generated by the different group-categories.[[147]](#footnote-147)

***Project Impacts, Intended and Unintended Effects***

**Although this evaluation finds it too early to assess the likely impact of the project interventions, so far, the unintended positive impact is that conservative religious and ethnic leaders have embraced the democratic processes; while the negative unintended impact is the exclusion of women who have offered themselves to participate in elections as candidates in the Municipal Council elections.**

***Positive***

Successfully engaging a wide variety of stakeholders including conservative religious leaders (who might otherwise be hesitant to engage in UN-led processes) was an important step in building a firm foundation for democratic and peace building processes in Libya. For example SFL conflict sensitive participatory trainings, intra communal dialogues and LEP election activities including live civic education engagements in the municipalities of Wahat, Tripoli and Brack shat[[148]](#footnote-148)

***Negative***

Promoting women empowerment in interventions on governance has been heavily undermined by social cultural barriers. This calls for well-tailored interventions that build on strong social cultural elements that promote women interest at community level. A good approach would be enhancing more efforts such as SUSC women FDGs and sensitisations to overcome social cultural barriers. Otherwise lack of such actions and the limited women participation in local election is likely to undermine social cohesion and stability.

**OVERALL ASSESSMENT OF PROJECT IMPACT AND EFFECTIVENESS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

## 7.4. Sustainability of the Project

**State commitment and local ownership by government and beneficiary communities were evident in partnerships with ministries, elections board, and Municipal Councils; community involvement in peace mediation; participatory medium planning and; participation in elections. This is likely to sustain project benefits over the longer term, with possible continuities and lasting impact.**

National ownership, evident in partnership with the project implementation, includes the Ministry of Planning, Ministry of Local Governance, and Ministry of Education. This indicates political will that is symbolic of ownership at national level. Therefore, by partnering with government institutions there are guarantees of continued funding in respect to social services, elections, mediation efforts and support to livelihoods especially for the marginalized and vulnerable after the end of the project.

Furthermore, the developed capacity of Municipal Councils to deliver on social services and infrastructure development, as well as planning initiatives, are very strong elements that demonstrate sustainability of project interventions and long term benefits for target populations. For instance, the LAC developed via the SUSC PVE project will feed into local-level municipal PVE strategies and involvement with various stakeholders, which builds local ownership and buy-in of PVE programs over the long term—including, working closely with municipal councils, Libyan CSOs and grassroots community-based organizations (including faith-based groups), youth groups, teachers and school administrators, religious and ethnic leaders.[[149]](#footnote-149)

At the time of final evaluation, there were already initiatives supported by UNDP to raise funds to implement the projects planned in the SUSC-beneficiary Municipal Councils under the participatory approaches conducted by SFL project component. Once funding is secured, it will contribute to sustainability of interventions which benefits the targeted populations in the long-term[[150]](#footnote-150) Furthermore, the capacity of Municipal Councils has been improved which enables them to provide better social services in the long-term.[[151]](#footnote-151) During an interview, it was confirmed thus:

*“As the start, the idea was new, so it took a lot of convincing for the municipalities to agree working with us…and by the end of the project, the result was good they accepted the priorities of the community and they approved them.”[[152]](#footnote-152)*

The participation of women in local elections also gives them leverage to be active citizens in local governance[[153]](#footnote-153) which enhances their voice. This opportunity will enable women to fight for their rights in the long term which has valuable whole-of-society benefits.

**The project does not have an exit plan or strategies but the sustainability of results are engrained in the new CPD (2023-2025)** that seeks to **sustain inclusive political dialogues, reconciliation and citizen engagement as well as empowering women and youth results. This is in addition to the capacities built across all project components and continuous project activities, such as elections, peace and conflict mediations, civic education activities that go hand in hand with regular elections, and peace mediation activities, are an implied strategy for continued project activities after it has ended.**

The new UNDP CPD (2023-2025) has already engrained interventions to sustain inclusive political dialogues, reconciliation and citizen engagement as well as empowering women and youth within institutions and society at large, put in place subtle means to address hate speech and scaling up support to reconciliation efforts at the local and grass-roots levels.[[154]](#footnote-154) This continuity is strongly built on the capacities built across all project components and implementing partners such as Municipal Councils, CSOs are an implied strategy for project-related continuities after the SUSC project has ended. For example, the PVE project is yet to roll out its activities; the planned youth councils will enhance the legitimacy and representativeness of local elections and therefore implant good governance that in turn promotes stability and social cohesion. The local mediators, and CSOs networks, have the capacity to support peace-building and civic education activities for a much longer time once they continue to secure funding even after the project comes to an end. Municipal Councils’ enhanced capacity to plan and deliver development programmes, including, infrastructure will continue to strengthen resilience and reduce fragility, while, also enhancing social cohesion and stability.

**Stakeholders such as UNDP and UNSMIL will continue to run similar programs after SUSC project and therefore will support the project’s long-term objectives**

The UNDP and UNMSIL partnership have an on-going activity aimed at promoting stability and anti-terrorism interventions by government.[[155]](#footnote-155) CSOs whose capacity has been built will use such resource to advance the cause of social cohesion and stability in Libya for purposes of promoting the long term objectives of the SUSC project.[[156]](#footnote-156) The Network of Local Mediators (NoLM) is already receiving co-funding from USAID and will continue beyond the lifecycle of the SUSC project. This in itself is a sustainable approach to promoting women’s meaningful inclusion within local-level reconciliation initiatives. It is envisaged that highly qualified women mediators will eventually play a role in contributing to broader national and local-level reconciliation efforts and frameworks in the long-term including serving in important roles within the High National Commission on Reconciliation.[[157]](#footnote-157)

**Despite the existence of strategies described above, there are huge social, environmental and political risks likely to threaten the sustainability of the project**

The apparent social risks include cultural and religious practices that view women as inferior to men. Therefore, participation of women in governance, and in local peace mediation, may not be sustainable unless men are socialised to view women as important governance participants. Women also reported financial constraints to run as candidates in municipal elections. According to discoveries made during the evaluation, conducting an electoral campaign costs a huge amount of money which many women do not have, in addition to, the absence in backing from armed groups or powerful families, even in Libya where the history of elections is almost naught–indicating potential implantation of a dubious electoral democracy anchored on money instead of development policy issues and ideological convictions.[[158]](#footnote-158) It has also been reported that elected women sometimes faced challenges of limited trust by their male colleagues at their respective portfolios because of their feminine status.

Environmental risks likely to affect project sustainability include remoteness and geo-social peripherally of community members, especially from the south. The national level neglect of the southern regions of Libya, and the devastating impact it has at the local level, proves that any strategy to combat the recruitment of youth in violent extremist group must necessarily address the plight of the south. Other issues [that are] environmental in nature include obstacles such as long distance to nearest centers, and lack of transportation means, which constrains people’s full participation in the governance of their country.[[159]](#footnote-159) Insecurity in some parts of Libya renders it unsafe for people to move freely to do their jobs as employees or council representatives.[[160]](#footnote-160)

Political risks likely to affect sustainability rotate around political fragility of Libya which remains problematic due to weak political system and instability[[161]](#footnote-161), and a fragmented geo-political landscape of the country. The lack of stability in the electoral calendar has hindered advance planning, affecting the coordination of civic and voter education activities, and the candidates’ ability to mobilize voters more broadly.[[162]](#footnote-162)

Correspondingly, elected leaders have limited knowledge of the legal framework, specifically Law 59, which continues to hamper improvements in governance by all elected members regardless of their gender.[[163]](#footnote-163)An unstable policy direction is also a big risk. For example, any change in personnel in the Ministry of Local Governance influences change of policy direction. When “the special advisor to the ministry changed, everything changed.”[[164]](#footnote-164)Furthermore, the changes in the law dictating individual merit implies that there are no more reserve seats for women and disabled persons, a ring-fencing reversal which may hamper their participation and has already caused instability in municipal councils.[[165]](#footnote-165)

**OVERALL ASSESSMENT OF PROJECT SUSTAINABILITY**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **1** | **2** | **3** | **4** | **5** |
| Very Poor | Rather Unsatisfactory | Satisfactory | Good | Excellent/Highly Relevant |

## 7.5. Cross-Cutting Issues

**The project addressed cross-cutting issues with varying degrees of inclusion and targets. The discussions below illustrate the extent to which they were addressed.**

## 7.5.1. Gender Equality and Women’s Empowerment

**The inclusion of gender and women’s empowerment was given equal attention across all project components at the design, implementation and monitoring levels. A gender strategy was put in place to aid gender equality and women empowerment during project implementation and monitoring.**

At the design level, gender and women empowerment were given due consideration in local elections project which specifies how women should be included and enabled to participate in local elections. For example, under the LEP component, especially activities related to C&VE strategy, full incorporation of elements of inclusive participation and messaging to women as targeted voters and potential candidates stood out as a key element. This implies the consideration of women in project design.[[166]](#footnote-166)

At project implementation level, project components considered inclusion of women as fundamental to the success of the intervention activities. Capacity building activities undertaken by the project’s in dialogue processes, such as the leadership of UNSMIL, and the first ToT training course, targeted women which eventually gave rise to formation of networks and sub-networks of women mediators.[[167]](#footnote-167)Other interventions in governance also had women as targets of first instance especially training module on women’s participation in local governance. Of the number targeted, 29 were newly elected women councilors from 27 municipalities.[[168]](#footnote-168) Commendably, the project undertook pro-active measures to enhance women participation. A case in point was the PEI team designing a workshop module through initiated multiple research methods involving women themselves to understand the context and build a solid ground to design the module’s content that is suitable for increased women participation. The innovation generated useful views from the elected women that informed capacity building to improve women participation in governance processes.

In the area of monitoring and evaluation, the reports reviewed were comprehensive enough to capture gender disaggregated data on gender issues. Despite the above attempts, some barriers exist and continue to constrain women empowerment. For instance, women participation in governance is seen as intruding in the male-preserved domain. In one of the PEI specifically for Module 1 & 2, there was low women participation compared to elected male members.

**This final evaluation did not find any evidence of the existence of specific gender action plans; rather found actions intended to promote gender equality in the design and implementation of project activities**.

SUSC project’s thrust into implementing the gender action issues is visible in a number of project-component activities and interventions. Information from documents reviewed shows that elected women have actively participated in conducting awareness campaigns in the health sector, organizing charity activities, and organized trainings mostly vocational trainings for women. During interviews with some respondents, it was observed that most of the women have been involved in many sectors within the Municipal Council sectors, such as economy, health, communication, education, social insurance. This has given them due respect and regard while coordinating with local entities, conducting meetings, and information dissemination to citizens.[[169]](#footnote-169)

UNSMIL and UNDP provided training and technical support that ensured gender equity considerations, and assisted the mediators to review the composition in order to include women and gender expertise.[[170]](#footnote-170)In practice, women were encouraged to participate in leadership positions; elections for municipal councils and saw women quite active in medium term development planning process in some municipalities. Under the SUSC-LEP component, civic and voter education and information activities, the design and production of media products aimed at promoting women’s active participation as voters and candidates in municipal elections[[171]](#footnote-171).

UNDP Libya’s area-based PVE assessment also collected gender-disaggregated data, in addition to a comprehensive gender analysis of the drivers of violent extremism in the seven targeted Libyan municipalities. This effort also covered the ways in which violent extremist groups have capitalized on and manipulated societal gender norms and expectations for their own motives. The results of the study inform a holistic gender-mainstreamed approach to UNDP Libya’s 2022 PVE programming. This formed the building blocks for the National PVE Framework, which will ultimately enhance human security and reduce gendered inequalities in Libya.[[172]](#footnote-172)

SUSC TNRL component equally operationalized gender promotion in some of their activities. For example, the training for the Network of Local Mediators included many women activists who benefitted or were empowered by the training. This cadre of women mediators can be critical in establishing a Special Commission for Women in the recently established HCNR.[[173]](#footnote-173)

**From the evidence presented above, it is clear that the SUSC project promoted positive changes in gender equality and empowerment to a great extent but with some unintended negative consequences on women.** The deliberate effort to include women in the design and implementation of the project interventions has been quite revealing on positive changes that have occurred in the realm of gender equality and women empowerment in Libya. It should be noted that as a result of project interventions, the way society viewed women in Libya has changed even though some barriers still remain.

There were some unintended negative effects at community level where women are considered to be weak and vulnerable and lack support from family and community.[[174]](#footnote-174) This attitude is still peddled by pro-masculine groups buttressed by the socio-cultural beliefs and practices that view empowered women as an existential threat to male domination. Thus, in some cases such women have been ostracized. A case in point was a woman who was assaulted for trying to participate in elections in one of the Municipal Councils.

**Vital resources have been spent by the SUSC project to address inequalities in general and gender inequality in particular. This has been evident in capacity building initiatives to bring about community dialogues between rival communities and participation of both men and women in governance, mediation and peace building processes and participatory planning.**

SUSC project undertook a number of interventions intended to address gender inequality. Under the SUSC-TNRL component, the project provided training for the NoLM through UNITAR on relevant subjects, including gender-responsive mediation techniques, in order to increase the participation of women mediators within the existing NoLM. UNDP Libya also conducted a comprehensive assessment on Libyan women’s roles in mediation with specific focus on women’s formal and informal mediation activities, mapping of independent women mediators in Libya, documenting existing women’s mediation networks and projects. This was supported by other international organizations or NGOs (such as UN Women and the Crisis Management Initiative) in order to identify women mediators interested in participating in UNDP’s NoLM, as well as to enhance UNDP synergies with existing networks among others.[[175]](#footnote-175)

Finally, there has been gender-sensitive reporting on Local Governance and Prevention of Violent Extremism in Libya, which identified key drivers of PVE in Libya and provided recommendations on designing and implementing effective PVE programming in Libya in light of these findings.[[176]](#footnote-176)

## 7.5.2. Conflict Sensitivity

**The UNDP SUSC project was very sensitive to conflict in both design and implementation of its interventions. In that regard, SUSC project carried out contextual analyses to generate information on the existing friendly intervention approaches that are conflict sensitive. The involvement of informal local actors in consultative processes and implementation of activities, as well as bringing on board conflict experts to guide and support its interventions targeted at peace building and conflict resolution, were efforts towards conflict sensitivity of the project. It also suppressed visibility of international donors during the launch and implementation of project interventions for fear to evoke anger from citizens toward these donors.**

A number of conflict-sensitive approaches were adopted during the project interventions. These approaches were intended to ensure that there are no bias or inflammatory statements or actions that could pit one community or political side against the other. Cases in point include tailored approaches to each locality through undertaking context analysis and related studies[[177]](#footnote-177) to ensure there is no bias that could evoke conflict. There was also inclusion of informal local actors, such as ethnic leaders, wise men, and religious leaders, to settle disputes and insecurity.[[178]](#footnote-178) Informal local actors are held in high regard. They have the power and influence to avert conflict. Their inclusion in peace dialogue processes, local elections, and mid-term development planning, greatly contributed to averting suspicions from influential groups to trust the SUSC project’s good intentions.

UNDP Libya office also hired conflict experts to support SUSC-PVE education and cross-border cooperation in 2021.[[179]](#footnote-179) The expertise ably supported the project in dealing with sensitive issues that averted conflict. For example, the SUSC-TNRL project component in Kufra supported local dialogues to promote social cohesion between 2 rival ethnic groups, the Tebu and Zway.[[180]](#footnote-180)

Furthermore, the SUSC project components of LEP, TNRL and PVE did not provide visibility to international donor partners in local communications products. This was intended to avoid generating potential provocations and tensions in line with UNDP Libya’s conflict sensitive approach. As such, the SUSC project in its approach to local and national elections programs refrained from displaying donor flags or logos on electoral materials, which averted the wrath this might attract due to the highly sensitive political and fragile nature of elections in Libya. Similarly, the SUSC project components of TNRL and PVE equally provided low donor visibility on the ground where it was deemed necessary by the project teams in order to build local ownership of peace efforts.[[181]](#footnote-181)

**The unintended positive or negative effects on the peace and conflict context in areas of intervention as a result of this project were sabotage of the water wells along the GMMR and exclusion of some women contesting in Municipal Council elections.**

This final evaluation notes that some of the unintended positive or negative effects of the project on the peace and conflict context include: (i) sabotage of water wells in the areas of BrakShati and the GMMR [[182]](#footnote-182) as result of some communities having limited access to water due to power outage issues and; (ii) the social exclusion of women contesting for local council elections in some of the Municipal Council elections.

***Extent to which the project was perceived to benefit one group over another***

Although the project worked towards national stability and cohesion, this evaluation has noted that in some of the interventions, conflicts continue to be evoked. In the interventions of SFL and TNRL to improve water supply, the evaluation learnt that some instances it brought about tensions due to unequal access to the resource. For example, communities which live around the BrakShati area and the GMMR continue to clash over infrastructure related to water supply. The GMMR–a primary source of fresh water for Libya–has had its infrastructure under threat due to sabotage which has so far destroyed 170 wells. This is attributed to the fact that some communities feel alienated from that invaluable resource that passes through their land. Such local tensions were likely to worsen instability in the area around the municipality of BrakShati[[183]](#footnote-183). Planned support for the GMMR SUSC-TNRL held a consultation on 9th June 2021 between key stakeholders to discuss power and water security for at risk communities in the Brak Valley Area and the evaluation learnt that there was a planning phase to support solar power interventions aimed at improving electricity and the supply of water in an effort to provide peace dividends to communities around the GMMR.[[184]](#footnote-184)

**Perceptions of different groups about UNDP hiring, partnership, and procurement practices exhibited disproportionate allocation of interventions and lack of employment opportunities for youth from the west of Libya.**

Evidence from interviews reveals disproportionate allocation of interventions which rendered some areas benefits less than other areas. An example given was that during infrastructure rehabilitation and improvement in service delivery, “some municipalities got too much while others got nothing”.[[185]](#footnote-185)In one of the interviews, the youth complained that UNDP was biased in the way it provided opportunities to local communities and groups in the east and west, especially when it came to employment opportunities for the youth. The youth felt none of them from the East of Libya were accessing employment opportunities from the UNDP while the youth from the West of Libya had access to immense employment opportunities. This development was attributed to the fact that the East of Libya had fewer projects than the West.[[186]](#footnote-186)

## 7.5.3. Extent of Disability Inclusion

**Inclusion of disabled person was limited to elections where they were mobilised to participate as candidates and voters through targeted civic education interventions. There was also involvement of PwDs in SUSC LEP post-election initiative training. Beyond that, it has not been clear on how PwDs were included in other interventions implemented by other SUSC project components.**

Inclusion of disabled persons was evident in the civic education interventions that specifically targeted PwDs aged 46 years.[[187]](#footnote-187) However, it is not clear how the disabled, especially the blind, deaf, and dumb, were supported to access civic education messages or were enabled to participate in Municipal Council sessions. Furthermore, there is no evidence that a twin track approach was employed to enhance inclusion of PwDs in all project interventions. Worse still, the changes in the law governing elections abolishing seats specifically reserved for PwDs is likely to entrench their exclusion.[[188]](#footnote-188)This new legal development is likely to create an insurmountable barrier to PwDs participation in local governance with dire consequences of denying them basic social services and voice in the local councils and general governance. This development indicates lack of foresight of the SUSC project to mitigate effects of the legal regime that affects sustainability of its results.

## 7.5.4. Human Rights and ‘Leave No One Behind’

**The UNDP operationalized the principle of “leave no one behind” by ensuring that there was inclusion of marginalised groups in the design and implementation of project interventions undertaken by SUSC.**

SUSC project, in its components’ interventions, included women, youth, PwDs and the marginalised. These groups are considered most likely to be left behind.[[189]](#footnote-189)As realised from documents and interviews with project staff, project interventions such as LEP, TNRL, and PVE were very specific in their involvement of disadvantaged and marginalised groups. The inclusion of women, and their participation in local council elections and mid-term planning engagements in Municipal Councils, as well as their engagement as local mediators, were all intentional on the part of the SUSC project to embrace the principle of “leaving no one behind”.

**Note: Overall project performance across OECD/DAC criteria has been good. The details of the rating are attached (see Annex 8)**

## 7.6. Good Practices of the Project

Good practices enjoined by the project include: bottom-up and top-down nexus; participatory approaches; elaborate coordination of the four project components and; deployment of multi-media approaches during civic education programming.

* **The bottom-up and top-down nexus enabled the project to enhance peace processes and development planning**

Bottom up and top-down nexus in the peace processes and development planning was a smart way in which the SUSC project yielded enormous benefits to the project beneficiaries at different levels. This was evident in capacity building of CSOs for strengthened peace building, participatory planning at municipality level and training local mediators. These actions were critical bedrocks that contributed to enhanced peace building and social service deliver thus contributing to social cohesion.

* **Participatory approaches employed in the mid-term planning in Municipal Councils was helpful at enhancing social service delivery**

Participatory approaches employed during mid-term planning in the Municipal Council had impressive benefits of attracting buy-in by local communities and brought about a sense of collective effort that was cherished by beneficiaries and Municipal Councils. This has helped improve service delivery in Municipal Councils and brought about a semblance of national cohesion.

* **Elaborate coordination of project components was a plus at delivery of project objectives**

SUSC project put in a place an elaborate co-ordination mechanism among the four project components. This enabled area-based interventions to deliver on the project objectives, and may, in the long-run, have positive impacts for the targeted communities and Municipal Councils.

* **Deployment of multimedia approaches was an important ingredient that rallied the marginalised to actively participate in Municipal Elections**

Deployment of multimedia approaches during civic education, through radio spot messages, TV animations, social media (whatsapp, facebook), and interactive sections, was crucial to reaching diverse audiences. This incentivised women, youth, PwDs and the marginalised to participate in the municipal elections as voters and candidates. Evidence from one of the interviews vividly illustrates the impact of the multimedia approach in the following words:

*“About 70% of our campaigns hit our target, we at least managed to get people talking about elections and we can know from the focus groups we did about elections and the comments from the social media…for example you get people talking and arguing about a certain subject. That was an indication that we have started to hit our target.”*

## 7.7. Key lessons learned

* **Using the bottom-up and top-down project implementation approaches was crucial to realising project outcomes**

Use of bottom-up and top-down approaches empowered local authorities, communities, and CSOs to participate and own up project interventions. This enabled these low-level stakeholders to benefit and have a voice, which, in turn, enhanced the effectiveness of SUSC interventions in the municipalities and throughout Libya. The top-down approach, specifically, involvement of central government and municipal authorities also facilitated interactions between state authorities and the citizens they serve. This bridges the gap between the state and society, hence furthering the importance of state legitimacy that is critical for sustainable peace and effective service delivery.

* **Flexibility during project work, the agility to adopt new communication technologies, enabled continued delivery of activities amidst the Covid-19 threat and insecurity in Libya**

Adoption of internet-based communication strategies, especially zoom and its use during meetings and research undertakings, participatory planning and civic education messaging, not only contributed to cost efficiency but also ensured continuous communication with stakeholders and beneficiaries amid Covid-19 restrictions. This enabled the project implementers to reach out to remote, inaccessible, areas that would have been impossible due insecurity and poor transport infrastructure.

* **Adoption of bottom-up approach at the Municipality Council level and inclusion of a network of local mediators were key success peace deals at local level**

SUSC project experience has shown that the local peace deals form strong bedrock upon which national level ones can be firmly anchored. This is because local leaders such as wise men, religious leaders and opinion shapers, tend to be a firm foundation upon which solid peace deals can last in heavily fragmented Libya.

*•* **Linking up national with local levels to ensure there is no marginalisation of some areas or communities is quite an important step toward stability**

Local efforts alone cannot bring lasting stability, as national level conflicts inevitably play out in local tensions. Thus, there is need for linkages between UNDP projects focusing on the national level and interventions at municipality and lower levels to ensure a more holistic approach. It is important to provide avenues for the central government to reach all the regions and avoid marginalizing any areas with respect to service delivery. The government also needs to maintain connections with and between regions of Libya. That will be essential for long term stability.

* **National governance challenges have a negative effect in driving extremism especially in areas that have been neglected**

The socio-economic and other drivers of violent extremism can be viewed through the lens of the prevailing national governance challenges in Libya. The national level neglect of southern Libya, and the devastating impact it has had at the local level, proves that any strategy to prevent or reverse the recruitment of youths in violent extremist groups ought to be undertaken within the umbrella of a national PVE framework.

# 8.0. CONCLUSION AND RECOMMENDATIONS

## 8.1. Conclusion

SUSC project focused on critical elements aimed at promoting stability and social cohesion in Libya. The interventions supported, such as Municipal Elections and related capacity building initiatives (e.g. civic education, provision of social services, rehabilitation of infrastructure and prevention of extremism) were quite important, relevant, and timely, given the state of affairs in Libya. Deliberate effort to make the project inclusive of all, including, women, youth, PwDs, IDPs, and refugees, were geared toward bringing everyone on board in the stabilization effort.

During implementation--as guided by the project design--the involvement of government ministries and departments, CSOs, municipal authorities, and local informal institutions, invaluably influenced not only the efficiency but also effective delivery of project interventions. Elements of synergy between the SUSC project and related national and international development agenda and programming were equally evident and signaled the importance of the interventions in promoting stability and social cohesion in Libya.

Pre-project understandings were important in ensuring overall project-design and implementation modalities that took into account sensitivities that would have hampered project success. It is, indeed, a critical lesson that pre-project fragility and resilience assessments , situation analyses, political economy analyses and stakeholder mappings, are crucial for the design and implementation of projects that touch sensitive issues like national and sub-national security, political competition, reconciliation and peace building, violent extremism, radicalization, and addressing the plight of structurally marginalized regions, communities and groups.

The project had a budget of USD 11,284,000. The resources required as per the budget were all realized. Of the total budget, the project expended USD 7,975,163 indicating a utilization rate of 70.6% at the time of evaluation. This high utilization rate indicates better efficiency of resource use given the challenges of Covid-19 and insecurity faced by the project during its implementation.

**Relevancy and Design**

The project was highly relevant. Its design was up to the marker in addressing political instability and conflict issues that have affected Libya for many years. The focus on electoral reforms, building the capacity of Municipal Councils to deliver better social services, infrastructural rehabilitation, inclusion of all, and capacitation and deployment of CSOs to operationalize some activities, were important to the project’s stabilization and social cohesion efforts. Apparent weaknesses, such as bringing together project components at varying times of implementation, may have hampered coherence and synergy of project components but do not counteract overall relevance.

**Efficiency**

Regarding efficiency, SUSC project applied a number of efficiency mechanisms. These include diversification of activities to ensure delivery of results, re-allocation of funds and value for money in many respects of implementing project interventions. However, aspects such as fiscal restriction, delayed procurement processes, and failure to balance the budget, did undermine efficiency in delivery of some project activities.

**Effectiveness**

This evaluation concludes that given the circumstances under which the project was implemented, such as, outbreak of the COVID -19 pandemic, episodes of conflict in some parts of Libya and general fragility, the project team tried their level best to deliver on the target results by reaching targeted beneficiaries. Since the project was comprised of different components that commenced at varied times, it was a challenge to deliver on all the targeted outputs within the project prescribed timeframe.

**Sustainability**

On sustainability, the final evaluation notes that although the project did not have an articulate exit strategy, a number of undertakings guarantee sustainability and long-term benefits to target beneficiaries. These are evident in working relations with government ministries and departments, the involvement of CSOs, women and youth engagement, and participation of elders and religious leaders in governance programs like elections. These are all avenues for institutional and financial sustainability. However, the risks of insecurity and ethnic conflicts remain apparent and may hamper the sustainability aspects of the project results unless follow-on interventions focus on addressing these conflicts.

**Cross- Cutting Issues**

Cross-cutting issues**,** of gender and women empowerment, disability, human rights, “leaving no one behind”, and conflict sensitivity, were given due consideration in project design and implementation. More emphasis was on women empowerment as seen in the Municipal Council elections, peace building and medium planning. However, disability issues were not attended as expected especially in social services and infrastructure interventions. There is no evidence directly linking project interventions and efforts to address the needs of disabled peoples (such as disability-specific/tailored civic education to the blind and deaf, provision of assistive devices and special needs education).

## 8.2. Recommendations

Based on these findings and going forward, this final evaluation recommends the following:

**Relevance and Design**

**• UNDP should in future design and formulate such umbrella projects like SUSC by ensuring they commence at the same time and have one common global program document so that the component parts are well articulated on how they related and support each other to meet the project goal**

Umbrella projects with different project components should have one programme document in which all component project activities are well linked on how they feed into each other to realize outcomes that lead to one goal. This can only be achieved when one global programme document speaks to all components as expressed in the results framework. Partnerships envisaged should be clearly articulated to guide implementation and monitoring of activities and results.

* **UNDP should respect traditional norms while promoting gender equality and women empowerment**

It is evident in the project implementation that promotion of gender and women empowerment--if not carefully done--may create resentment and hatred against women. Catering for women priorities in programming should be done in a way that respects the traditional norms of their communities while also involving men in such emancipatory interventions. Employing participatory and consultative approaches inclusive of elders, traditional and religious leaders, and influential men is required for the Libyan context now and in the future.

* **UNDP should put in place clear exit strategy to ensure there is adequate preparation for project sustainability**

There is need to put in place clear exit strategies to guide post-project sustainability of results in future – because an exit strategy creates a framework in which institutional frameworks, resources and environment are prepared to anchor and sustain project results. Good examples to be replicated as part of robust exit strategy may include approaches such are the curriculum on PVE education, continuous capacity building initiatives inbuilt in programming at local level in municipalities and linking local mediation networks with CSOs programmes.

**Effectiveness**

* **UNDP and Government should work more with CSOs since they have a grassroots comparative advantage.**

CSOs should be included in a more structured way from the beginning in the project/ and or activity design phase; their involvement should be more at a strategic level than primarily as beneficiaries. The on-going participatory mechanism for civil society, youth and women engagement as key strategic partners should be used in establishing feedback loops to communities as a way of enhancing social cohesion and stability of Libya.

* **UNDP should implement interventions aimed to achieving an overall objective at the same time to ensure effective delivery and synergies with related interventions and enable equal contribution to outcomes envisaged**

SUSC project implementation provided invaluable experience, that, in order to fully implement similar projects and or/interventions, the UNDP should plan and operationalize the commencement of project components at the same time to enhance internal and external coherence, strengthen synergies and ensure that much more is done in terms of inclusive participation and delivery of immense benefits to the targeted beneficiaries.

**Efficiency**

* **UNDP should streamline budgetary allocations to project interventions to cater for funding of attendant activities that emerge to enhance and deliver on anticipated outputs and outcomes**

In future interventions, UNDP and other stakeholders should put in place mechanisms to ensure that budgets are in place to finance attendant project activities to enhance social cohesion. This recommendation is derived from a situation where the SFL component had good funding but could not allocate some of its resources to finance the medium plans that were already in place so as to build confidence among the beneficiaries, and signal to them that their involvement in planning was not on vain.

* **UNDP should put in place mechanisms to ensure that procurement processes are smooth and timely to deliver on planned activities**

There is urgent need for UNDP logistics and procurement processes to be streamlined to ensure quick and adaptive processes to respond to context. This is in response to complaints from some implementing partners that procurement processes were often rigid and not adaptive to context in terms of delivery of related goods and services during the implementation of activities in far flung remote and conflicted-ridden areas.

* **UNDP should involve more of the youth than the elderly in its programme interventions because they are critical at enhancing social cohesion and stability.**

Youth especially fresh university graduates tend to be innovative, have adequate energy to expense towards programmes endeavors that involve them actively and welcome new ideas. Thus, their engagement in activities of a given programme attracts adequate human resources critical for efficient delivery of programme results.

**Sustainability**

* **UNDP should involve more of the youth than the elderly in its programme interventions because they critical at enhancing social cohesion and stability**

Working more with youth than the elderly, especially in programme interventions aimed at stabilization, has huge dividends for the future of stabilization of Libya. This is because in so doing, the youth are dissuaded from being used as pawns in conflicts, and are less likely to be recruited into violent extremism. More value needs to be attached to working more with youth, a demographic group that is highly embracing technological changes and are not conservative, unlike the elders whose interest may be about perpetuating the status quo which benefits them yet detrimental to stability in Libya.

* **Municipal Councils should adopt participatory planning and inclusion of local mediators and peace frameworks in their work**

Municipal Councils should adopt participatory planning approaches in all they do so as to enhance local ownership as well as effective and efficient service delivery that is key to promote social cohesion and stability in Libya.

**Cross-cutting issues**

* **The government of Libya should take serious affirmative action in support of women and PwDs to help them realise their potential so that they can ably contribute to stability and social cohesion.**

The government of Libya should adopt a twin track approach and revisit the amendment of the Law 59 which abolished reserved seats for women and PwDs at municipal councils. The PwDs also need support in accessing assistive devices to enable their mobility and access to information so that they are able to fully enjoy their rights and meaningfully participate in governance and development processes.

# 9.0 Annexes

## Annex 1: Summary OECD/DAC Ranking Table

*Overall Performance of the Project (Based on the Satisfaction Likert Scale as follows 5=Very Satisfied, 4=Satisfied, 3=Neither Satisfied nor Dissatisfied, 2=Dissatisfied, 1=Very Dissatisfied).*

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Level of**  **Satisfaction**  **(1-5)** | **COMMENT** |
| Relevance & Design | 5 | The project considered alignment of its implementation to the UNDP country programme, SDG agenda, national priorities especially Law 59, addressed the LNOB principle, engaged key state and local stakeholders, largely participatory and inclusive of all. It also put in place a long-term strategy of addressing stability and social cohesion concerns of Libya. |
| Coherence | 4 | For internal coherence, the SUSC project components closely worked together to deliver on some activities thus contributing to the outcomes. As far as external coherence is concerned, there was coordination with other on-going programmes being implemented by UNSMIL on security and stability. |
| Efficiency | 4 | The project had a budget of US$ 11,284,000. Resources required as per the budget were all realized. Of the total budget, the USD 7,975,163 was expended indicating a utilization rate of 70.6% at the time of evaluation. This high utilization rate indicates better efficiency of resource use given the challenges of Covid-19 and insecurity faced by the project during its implementation.  Use of Local actors including CSOs, Municipal Councils, Local Networks of Mediators, peace committees and conflict platforms served as a cost effective way of supporting interventions because the capacity built led to self-sufficiency. This enabled the project undertake interventions at a relatively cheaper cost. |
| Effectiveness | 4 | Efforts to appraise the planned against the achieved required a detailed analysis of the theory of change on how activities fed into outputs and outputs led to outcomes and ultimately impact. The project has registered some commendable progress towards achievement of outcome 1 as most its output indicators were realised. For outcome 2, most of the output indicators were yet to be realised some of the project activities of PVE were on-going by the time of the evaluation. Area based coordinated project component approaches have been built. Government, CSOs and beneficiaries have been engaged in a participatory manner within the project components by project management. The mechanisms and tools for peace building namely Local Mediators, SFL Local Peace Committees and LEP conflict prevention platforms were strengthened through capacity building initiatives. The positive unintended impact of the project is that conservative religious and ethnic leaders have embraced peace processes and democratic elections. The negative unintended impact of the project is that it has brought about resentment of individual women who have actively participated in governance processes as candidates in elections. |
| Sustainability | 4 | The project was implemented in partnership with government institutions, CSOs, Municipal Councils, Networks of Local Mediators whose mandates focus on supporting and promoting social service delivery, peace building and social cohesion. This partnership arrangement will in itself provide avenues for sustainability of project results long after the project is ends. In addition, the project built the capacity of implementing partners in a way that will help mobilise necessary resources to continue with enhancing project results. |
| Gender Equality and Women’s Empowerment | 4 | Efforts were made towards promoting gender and women empowerment in the project design and implementation. For example women were supported to actively participate as candidates and voters in elections and also engaged in peace mediation as members of local mediators, and participatory planning at Municipal Council medium planning exercises. However, much as M&E tools provided for capture of gender specific data collection and analysis by the project, there is scanty gender disaggregated statistical data in project reports. |
| Conflict Sensitivity | 4 | SUSC project took conflict sensitivity seriously in its design and implementation. This was done by employing conflict experts to guide and support its interventions and suppression of visibility of international donors to avert violent reaction from Libyans. It also did situational analysis to generate information on how best interventions can be implemented without creating conflict among the targeted beneficiaries. |
| Human Rights and "Leaving no one behind” | 4 | The project in its design and implementation strived to include women, youth and PwDs. Indeed, in interventions such as governance (elections) participatory planning and peace building, women were actively involved. |
| Extent of disability Inclusion | 3 | According to the project design, inclusion of disabled persons is given due consideration but with specific focus on their participation as candidates and voters in the Municipal council elections. However, beyond that there was no provision of assistive devices to enable persons with disabilities who are deaf, dumb, blind and partially sighted to fully participate in elections and other project intervention such as participatory planning, capacity building interventions etc. |
| **Overall Performance** | **4** | **SUSC project has performed relatively well and outcome 1 has been achieved, while, outcome 2 had been partially achieved by the time of evaluation.** |

**SUSC Management Structure**



## Annex 2: Theory of change

***Reconstructed Theory of Change-SUSC project***

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| **Activities** | **Outputs** | **Outcomes** | **Impact** |
| 1. Conduct area based assessment to identify the needs and gaps for provision of basic services. 2. Support rehabilitation of key services necessary to support the local peace deals and stabilization goals and bolster local elections. 3. Assess and address the capacity gaps of local authorities and capacity building plan to manage socio-economic affairs, particularly using the established PVE approach and deliver basic social services guided by conflict sensitive approach. 4. Increase community participation in the local development trajectory and foster systematic and active social accountability | **Output 1.1:** Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs. | **Outcome 1:** Local communities are increasingly stable following local elections and confidence in democratic governance/elections increases. | **Stability, national unity and social cohesion are realized in Libya** |
| 1. Support the civic and voter education campaign of the CCMC on the promotion of inclusive and peaceful electoral processes including acceptance of results. 2. Provide a capacity building training for municipal elected and non-elected officials to actively engage with citizens. 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. | **Output 1.2:** Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate. |
| 1. Identify key issues/grievances and build ownership for the dialogue initiatives in pivotal strategic areas identified by UNSMIL such as Misrata/Bani; Warid; Misrata/Tawergha; Murzuq; Sebha;Kufra and Derna. 2. Convene and facilitate dialogues in targeted areas (above) based in the strategic guidance of SRSG and in line with the operationalization of the relevant references to reconciliation in Berlin Conference Conclusions as endorsed by resolution 2510 (2020) of the UN Security Council. 3. Conduct outreach and advocacy to ensure implementation of reconciliation agreements. 4. Facilitate peer learning for the national network of local mediators in reconciliation and conflict resolution. | **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. | **Outcome 2**: Space for local dialogue and social cohesion is created and maintained. Municipal governments are better connected to national reconciliation efforts. Social cohesion and peaceful environments are strengthened through education, counter messaging, cross-border cooperation, and municipal PVE strategies. |
| 1. Support municipalities before and after elections to establish consultative processes for /intercommunity platforms on inclusion and peace building efforts at community level. 2. Establish mechanisms to mitigate post electoral conflict by incorporating peace building elements into an institutional approach to peace building through capacity development.   Build inclusive civic engagement platforms and sensitize key stakeholders as needed for active civic participation. | **Output 2.2:** Municipal Councils and government institutions are sensitized to act as a local conduit for national level reconciliation efforts. |
| 1. Build a network of and capacitate CSOs to engage in peace building, community dialogues and social cohesion initiatives. 2. Support existing or establish inclusive local peace structures bringing together key community stakeholders and actors and enable to monitor, prevent, mitigate and manage local conflict. 3. Support civil society led initiatives to promote community dialogues, social cohesion initiatives by providing micro grants. | **Output 2.3:** Civil society empowered to engage in social cohesion and peace building initiatives. |
| 1. Conduct area/region based and gender sensitive assessments focused on the root causes of vulnerability to armed group recruitment to support prevention of extremism. 2. Create a pilot project for cross-border cooperation targeting vulnerable marginalized populations’ counter-message extremism and preventing radicalism. 3. Establish pilot project(s) in targeted municipalities to educate boys and girls on non-violent peaceful resolution and train teachers to teach critical thinking skills. 4. Support municipalities and strengthen capacities to integrate PVE elements into local development strategies and plans. 5. Provide support to religious leaders and faith based organizations to counter messages and culture of condoning violence within society. | **Output 2.4:**  Conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, cross-border cooperation and municipal PVE strategies and planning. |
| **External Assumptions**  • Local approval and political will  • Active CSOs participation in peace building | | | |

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Women Participation in Local Governance-Focus Group Discussions (FGDs) Report (1st and 8th February 2021

## Annex 6: TORs

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: June 16, 2022

Ref: IC-UNDP-22-008

Office: UNDP Libya

Description of the assignment: Final Evaluation of Stability, Unity, and Social Cohesion (SUSC) Project

Project name: Stability, Unity, and Social Cohesion (SUSC) Project

**Background and Context**

UNDP Libya’s Stability, Unity, Social Cohesion (SUSC) project funded by the European Union (EU) was designed in the context of a deeply divided society that is facing significant national and local-level challenges that hinder unity and peace. Progress has been made since the project’s commencement in July 2020 across the intra-Libyan dialogues of the peace process arising out of the First Berlin Conference on Libya, including forming a new unified transitional government (Government of National Unity – GNU) headed by Prime Minister Abdul Hamid Dbeibah under a mandate to administer the country until the national elections originally scheduled for 24 December 2021. However, this process has been stymied by the postponement of the elections and a contested process to establish a new interim government to replace the one established under the United Nations-supported process, following a vote by the House of Representatives in February 2022.

Protracted political instability and a deteriorating security situation following the 2011 revolution and resulting civil wars have impacted the public infrastructure and living conditions in the country. Weak and divided state and government institutions have further exacerbated the problems facing the Libyan populace by failing to provide adequate basic services—including education, health, cash liquidity, legal documentation, electricity, water, and security—with competition over limited resources further exacerbating cleavages among communities in turn at the local level (REACH, 2019). An overdependence on oil resources and the undiversified economy has further exacerbated the situation, with an estimated 19.4% unemployment rate in 2020.[[190]](#footnote-190)According to past UNDP SFL perception surveys conducted by Voluntas, Libya’s poor governance record, the prolonged conflict, and political division have fostered nation-wide distrust and dissatisfaction in the government. Within this context, marginalized groups are at risk of being left behind – in particular young men and women who are largely excluded from decision-making processes and face limited opportunities for gainful socio-economic opportunities in the formal economy.

The SUSC project aims to promote a coherent and coordinated approach to enhancing local stability, national unity and social cohesion. In July 2020, this ‘pilot project’ to a strategic and area-based UNDP Libya programming approach formally integrated three existing complementary projects under the umbrella of the SUSC project: the Stabilization Facility for Libya (SFL), Toward National Reconciliation in Libya (TNRL), the Local Elections Project (LEP) supporting the Central Committee for Municipal Council Elections (CCCME) and newly elected municipal councils targeting various municipalities, while introducing a new project on Preventing Violent Extremism (PVE) targeting youth and marginalized groups in Kufra, Zuwara, Sebha, Murzuq, Bani Walid, Ghat, and Misrata. In doing so, UNDP sought to enhance synergies and leverage each of the four project components towards the success of the others, ultimately deepening UNDP’s impact in targeted communities that have been affected by national and local-level conflict and prolonged instability and amplifying the sustainability of its initiatives.

Libya lacks a National Development Plan, as such there is no clear national vision for sustainable development against which to compare the SUSC project, which aligns with SDG 5, 9, and 16 (UNSF 2019-2022 Libya Evaluation Finding Summary).[[191]](#footnote-191) Through supporting inclusive governance and greater civic engagement—including of women and youth—the project contributes to the promotion of civic, social and economic rights and gender equality in Libya. However, the project is relevant to and aligned with key national strategies and priorities, including the Law 59 on decentralization and transfer of competencies from national to local-level government, the national reconciliation strategy developed in 2019, The Libyan Political Dialogue Forum (LPDF) [roadmap for the preparatory phase of a comprehensive solution](https://unsmil.unmissions.org/sites/default/files/lpdf_-_roadmap_final_eng_0.pdf) (based off of the 2015 Libyan Political Agreement) identified national reconciliation, decentralization of local governance and enabling local institutions and municipalities to carry out their duties, and the reunification of state institutions as key priorities for the transitional period. Furthermore, the Libyan Counter-Terrorism (CT) strategy created in 2020 includes a Prevention of Violent Extremism (PVE) component.

The SUSC project seeks to deliver the following outcomes and outputs:

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

*Output 1.1: Public trust and confidence in the elected officials increased through improved basic services and enhanced government capacity to manage socioeconomic affairs*

*Output 1.2: Municipal Council members supported to promote democratic principles of governance, including representing the will of their electorate*

Outcome 2: Space for local dialogue and social cohesion is created and maintained. Municipal governments are better connected to national reconciliation efforts. Social cohesion and peaceful environments are strengthened through education, counter messaging, cross-border cooperation, and municipal PVE strategies.

*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*

*Output 2.2: Municipal Councils and government institutions are sensitized to act as a local conduit for national level reconciliation efforts*

*Output 2.3: Civil society empowered to engage in social cohesion and peace building initiatives*

*Output 2.4: Conditions that contribute to violent conflict are targeted through early child education, youth development, engagement of religious leaders, cross-border cooperation and Municipal PVE strategies and planning*

A theory of change underpinning the project is annexed to these TOR.

Ultimately, UNDP’s strategic approach to promoting peace and reconciliation in Libya involves targeting change at all levels of Libyan society. This includes fostering political and social trust, supporting democratic processes and socio-economic development, countering cultures of violence and strengthening local institutions by improving the capacity of local authorities to respond to the needs of their communities. Civic engagement—including participatory and inclusive decision-making processes—as a foundation for social cohesion and national unity lies at the heart of the SUSC project logic. On a practical level, coordination is envisaged to take place through implementation strategies, community consultations for localized planning, pooling resources, and designating human resources to track progress and identify areas where activities can catalyse results toward other outputs/targets.

The project is implemented by UNDP and based on fostering deep and sustained engagement with a wide variety of stakeholders and partners, including municipal councils, relevant central government ministries and state institutions (such as the Central Committee for Municipal Council Elections, the Ministry of Planning, the National Planning Council, Presidential Council and its Counter-Terrorism Unit), civil society (including CSOs, youth, community leaders, teachers, and so on), members of the UNDP Network of Local Mediators, and other international agencies, including UNSMIL.

During the course of the project implementation and the report preparation process, the need to revise some of the activities and/or associated indicators and targets to better reflect the reality of the needs of the Libyan context since the project’s inception, as well as to reflect the upcoming conclusion of the broader ‘SFL’ programme, became considered necessary. A revised results framework was agreed with the Donor through the progress report submitted in November 2021 and approved in December 2021 (annexed to these Terms of Reference). The agreed changes included an increased focus on gender within the project’s national reconciliation component, including through targeted measures to increase women’s participation within the Network of Local Mediators. Several new activities were also incorporated, including supporting municipalities to engage in consultative processes/for a in support of national-level reconciliation efforts, and supporting Libyan authorities to advance reunification efforts of state institutions.

This final project evaluation constitutes a central component of the SUSC project monitoring and evaluation plan. Although it underwent an internal Quality Assurance exercise in late 2021, this will be the first in-depth evaluation of the overall SUSC project. With regard to the separate projects associated with SUSC, UNDP Libya previously conducted an evaluation in 2019-2020 of Phase I of the joint UNDP-UNSMIL ‘Towards National Reconciliation in Libya’ (TNRL) project, and the SFL project final evaluation is expected to take place in mid-2022 in tandem with the SUSC project evaluation.

|  |  |  |
| --- | --- | --- |
| **PROJECT/OUTCOME INFORMATION** | | |
| **Project/Outcome Title** | Stability, Unity, and Social Cohesion (SUSC) Project | |
| **Atlas ID** | 00128693 | |
| **Corporate Outcome and Output** | **UNSF outcome involving UNDP No. 1:** By 2022, 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  **UNSF outcome involving UNDP No. 3:** By 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social services delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities. | |
| **Country** | Libya | |
| **Region** | RBAS$ | |
| **Date project document signed** | August 03, 2020 | |
| **Project Dates** | **Start** | **Planned end** |
| July 01, 2020 | June 30, 2022 |
| **Project Budget** | 10,000,000 EUR estimated at US$ 11,284,000 | |
| **Project expenditure at the time of evaluation** | US$ 5,102,752 | |
| **Funding Source** | European Commission – DG NEAR (European Neighborhood Instrument) | |
| **Implementing Party**[[192]](#footnote-192) | UNDP Libya | |

**SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

The purpose of the evaluation is to assess the validity of UNDP Libya ‘Stability, Unity and Social Cohesion’ (SUSC) project design (including Theory of Change) for the upcoming peacebuilding and livelihoods programme in Libya, as well as the project’s relevance, effectiveness, efficiency, sustainability, and approaches to social inclusion during implementation. The evaluation will assess the intended and unintended outputs, outcomes and impact of the project on the target communities and make recommendations to enhance operational and programmatic effectiveness of similar initiatives in comparable situations and and coordinated, area-based programming moving forward.

The project evaluation will include a review of the project design and assumptions made at the beginning of the project and the development process. It will assess the extent to which the project results have been achieved, and cross cutting issues such as gender, conflict sensitivity, and human rights have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning. The evaluation’s specific objectives include:

* Examine the project theory of change by testing the relationship between activities, outputs, outcomes, and wider context
* Review the appropriateness of the implementation strategy and the overall performance of the Project in achieving the intended outputs and their contributions to outcome level goals by providing an objective assessment of the intervention achievements, constraints, performance, results, relevance, and sustainability.
* Identify factors which facilitated or hindered the results achievement, both in terms of the external environment and those related to internal factors.
* Identify and assess the project’s response mechanisms and adaptability to unforeseen external and internal factors.
* Determine whether the SUSC project’s coordinated and area-based approach functioned as intended (building synergies across interventions and leveraging results for the success of others)
* Define the extent to which the Project addressed cross cutting issues including gender, human rights, disability issues, and conflict sensitivity.
* Establish and document the positive impact and any negative or positive unintended consequences of activities and the relevance to the overall strategy, to validate results in terms of achievements toward the outputs; to examine to what extent interventions supported co-existence efforts, strengthened and empowered and enhanced participation of vulnerable groups particularly in decision making and resources sharing
* Document lessons learned, best practices, success stories and challenges encountered throughout the project design and implementation stages to inform future initiatives. Formulate clear, focused, and forward-looking recommendations to inform future UNDP Libya programming and internal coordination in the context of Covid-19 and continued political instability.

As outlined in the previous section, all of the components included under this project form part of other multi-donor projects or project ‘portfolios’/ have other complementary programming (Local Elections, Towards National Reconciliation, Stabilization Facility for Libya, Preventing Violent Extremism). As such, rather than separately LEP, SFL, PVE, and TNRL, this evaluation will be focused on assessing each component’s contribution to the overall project and the extent they worked together for collective results/ outcomes.

The end users of the evaluation results include UNDP management, programme and project staff, and the donor. The evaluation will cover the entire project duration, from its beginning (1st July 2020) to the anticipated end date (30th June 2022). The evaluation will be conducted over a cumulative forty (40) workdays period beginning on April 01, 2022 until the project end date. The evaluator will also take into account the findings of previous and ongoing project evaluations and is expected to coordinate with the SFL project evaluator to avoid duplication of efforts.

The geographic locations to be covered within the scope of the evaluation include the areas (*mantikas*) benefitting from cross-cutting support under this project, including: Misrata (including Bani Walid) and Murzuq, in addition to 1-2 of the following locations depending on time and resources available: Sebha, Ghat, and Ubari. Target groups include beneficiaries of targeted localities, including women, youth, and vulnerable groups.

**Evaluation Criteria and Key Guiding Questions**

The following key questions are proposed to guide the decentralized final project evaluation, which, when answered, will give intended end users the information they seek in order to make decisions, take actions and increase knowledge. The proposed questions are grouped according to the OECD-DAC evaluation criteria, including relevance; coherence; impact; effectiveness; efficiency; and sustainability.

The final key guiding questions to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

1. **Relevance and Coherence:**

* To what extent was the project in line with relevant to the national development priorities, the country programme’s outputs and outcomes, the UNDP Strategic Plan and the SDGs?
* To what extent was the project design (including the Theory of Change) coherent and relevant to the needs of the Libyan context, including the priorities and requirements of beneficiaries?
* To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country, and the corresponding changing needs and priorities of partners and national constituents (men, women, and other groups) in areas of intervention?
* To what extent were the projects complementing other past, ongoing or planned interventions by other relevant national or international actors (UN agencies, international or national NGOs, government agencies, etc.)? Did any coordination or synergies take place?
* How is the project perceived among Libyan partners and Libyan stakeholders?
* ‘Leave no one behind’: To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? (Please see further questions in the ‘cross-cutting issues’ section below)
* How well does the intervention fit?
* How compatible was the project to other interventions in the country?
* To what extent did the intervention support or undermine policies?
* What synergies or interlinkages benefitted from this project within UNDP and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

1. **Efficiency**

* To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective? Have activities supporting the strategy been cost-effective?
* To what extent have resources been used efficiently—including the extent to which the coordinated approach had an improved effect on project financial/ human resource efficiency?
* To what extent were the project management structure and systems efficient in generating the expected results?
* To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?
* How efficiently was the fund flow managed at different levels? Were levels of subsequent fund disbursements comparable to the levels of physical progress made across the project? In other words, to what extent did the fund managers apply payment by milestones arrangement with implementing partners? Was there flow of funds tracking, disbursement triggers and monitoring of physical progress?
* Did the Project provide value for money in terms of costs and benefits?

1. **Impact and Effectiveness**

* Are the project activities and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?
* To what extent did the intervention achieve the expected results? What, if any, alternative strategies would have been more effective in achieving the project objectives?
* In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
* In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
* Was the project management effective in conducting an area-based and coordinated approach, as envisioned in the project design? Did the project management effectively build synergies across the four components? Why or why not?
* How have different stakeholders been involved in project implementation? To what extent are project management and implementation participatory? Specifically—to what extent were community voices incorporated effectively into local decision-making processes and sitting of interventions in areas of intervention? How could the project have given stronger voices to the local beneficiary communities?
* Were there any positive or negative unintended effects of the project?

1. **Risk and Sustainability**

* Are there any social or political risks that may jeopardize sustainability of project outputs and outcomes?

1. **Sustainability of the Project.**

* What is the likelihood that project interventions are sustainable? To what extent are targeted populations (including men, women, and vulnerable groups) likely to benefit from the project interventions in the long-term?
* Are there any social, environmental, or political risks that may jeopardize sustainability of project outputs?
* Is there any exit plan or strategies for activities continuity after the project? To what extent are these exit plans well-designed and well-planned? What could be done to strengthen exit strategies and sustainability of the four project components?
* To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
* Has the project’s partnership strategy been appropriate, effective and contributed to sustainable impact?
* To what extent do stakeholders support the project’s long-term objectives?
* What is the level of stated commitment or local ownership by the government and beneficiary community in sustaining the project benefits?

***Evaluation of Cross-Cutting Issues:***

Cross cutting issues, including gender, conflict sensitivity, human rights, disability, and ‘leave no one behind’ will be considered evaluation questions as well the evaluation process. Gender analysis, including gender disaggregated data need to be incorporated in the evaluation.

Gender Equality and Women’s Empowerment

* To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
* To what extent did the project implement its Gender Action Plan?
* To what extent has the project promoted positive changes in gender equality and the  
  empowerment of women? Were there any unintended effects?
* To what extent were the resources used to address inequalities in general, and gender issues in particular?

Conflict Sensitivity

* To what extent did UNDP adopt a conflict-sensitive approach to this intervention?
* Were there any unintended [positive or negative] effects on the peace and conflict context in areas of intervention as a result of this project?
* To what extent is the project perceived to benefit one group over another (and reinforcing lines of division)?
* How are UNDP hiring, partnership, and procurement practices perceived by different groups in the areas of intervention? Are they disproportionately benefitting/ favouring one group over another?

Disability

* To what extent did UNDP consider the needs of people living with disabilities within the project design and implementation?
* What proportion of the beneficiaries of a programme were persons with disabilities?
* What barriers did persons with disabilities face? Was a twin-track approach adopted?

Human Rights and ‘Leave No One Behind’

* To what extent have the research and monitoring been inclusive in terms of capturing the situation of the most vulnerable and marginalized part of the Libya population?
* To what extent have disadvantaged and marginalized groups (indigenous populations, unemployed or underemployed/ poor, Libyans with undetermined legal status, etc.) benefitted from this intervention?

**Methodology**

Based on UNDP guidelines for evaluations, and in consultation with UNDP Libya CO, the evaluation will be inclusive and participatory, involving all principal stakeholders into the analysis. The evaluator is expected to ensure close engagement with the evaluation manager and project staff throughout the process. The evaluation will consider the social, political, security and economic context which affects the overall performance of the project. All evaluation products are expected to address gender, conflict sensitivity, disability and human right issues.

The project evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries, including regional bodies, governments where interventions or advisory support were provided. The evaluation is expected to take a **“theory of change’’ (TOC) approach** to determining causal links between the interventions that the project has supported and observed progress in the following areasbenefitting from cross-cutting support (area-based) in Misrata (including Bani Walid) and Murzuq, in addition to 1-2 of the following locations depending on time and resources available: Sebha, Ghat, and Ubari.

Evidence obtained and used to assess the results of the support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, and other means as far as the current situation allows. During this exercise, the evaluation team is expected to apply the following approaches for data collection and analysis, which include a combination of both qualitative and quantitative methods:

* **Desk review of relevant documents** (including project documents, donor reports with project amendments made, project quality assurance reports, annual workplans, financial reports, etc.)
* **Interviews and meetings** with current and former (men and women) UNDP Libya CO project staff and key stakeholders such as representatives of involved ministries, representatives of key civil society organizations, and partners:
  + **Semi-structured key informant interviews** designed for different categories of stakeholders(UNDP Libya staff, government and civil society partners, beneficiaries)based on the key guiding evaluation questions around relevance, coherence, effectiveness, efficiency, sustainability, and impact.
  + Focus group discussions (if feasible) with male and female beneficiaries and stakeholders.
* **Surveys and questionnaires** including participants in development programmes, partners, and other stakeholders.
* **Data review and analysis** of monitoring, financial data and other data sources and methods. Evidencewillbeprovidedforeveryclaimgeneratedbytheevaluationanddatawillbetriangulatedtoensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

The proposed approach and methodology should be considered as flexible guidelines rather than final requirements. The evaluators will have an opportunity to make their inputs and propose changes in the evaluation design—with the final methodological approach to be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

Due to travel restrictions imposed globally and internally by the Covid-19 pandemic, activities will be done remotely using different mediums (Zoom, WhatsApp, Microsoft teams, etc.) to conduct the evaluation—as such. to have extensive experience in conducting remote evaluations.

**The consultant is expected to deliver the following outputs:**

UNDP Libya expects the following deliverables from the evaluation team (with the detailed timeline and schedule for completion of the evaluation products outlined in the section ‘evaluation timeline’ below. These products include:

* **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. The report should include all the requirements in the standard template of the inception reports.
* **Evaluation debriefings.** The evaluator will provide briefing and debriefing session with UNDP, including Senior Management and UNDP CO project staff—including preliminary findings.
* **Draft evaluation report (within an agreed length).** A length of 40 to 60 pages including executive summary is suggested.
* **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
* **Final evaluation report addressing the content required (in the standard evaluation report template and as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines**
* **Presentation to UNDP Libya and other stakeholders**
* **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant to maximize use.

The detailed evaluation workplan will be agreed upon between the UNDP and the selected International Consultant. The Project evaluation will require forty (40) working days to take place over a month period from 27th June, 2022. The consultancy will be home-based.

The International Consultant is expected to commence the assignment on April 01, 2022. The assignment and final deliverable are expected to be completed, with the detail as described in the below table:

|  |  |  |
| --- | --- | --- |
| **Activity** | **Deliverables** | **Time frame** |
| Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed  Inception report on proposed evaluation methodology, work plan and proposed structure of the report. | Inception Report | 8 days |
| Briefing to UNDP on inception report for agreeing methodology | 1 day |
| Desk review of existing documents, interviews, and preparation of guidance for national consultant  Data collection and interviews in the country | Draft Report | 10 days |
| Draft evaluation report | 8 days |
| Debriefing with UNDP | 1 day |
| Stakeholder meeting and review of the draft report |  | 1 day |
| Finalization of the evaluation report (incorporating comments received on the drafts) and the set of recommendations | Final Report | 10 days |
| Presentation to SUSC | 1 day |
| **Total number of working days** |  | **40 days** |

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

Payments are based upon output, i.e., upon delivery of the services specified in the TOR.

**Institutional Arrangements**

The project Evaluation is commissioned by the UNDP Libya Deputy Resident Representative (Programme). The International Consultant will work with the evaluation manager (UNDP Libya Monitoring & Evaluation Specialist) and the SUSC project team for conducting the evaluation. These CO colleagues will be responsible for the provision of documents and data as requested and support the overall evaluation, including facilitating arrangements meeting.

UNDP SUSC project team will:

* Provide the evaluator with appropriate support (in those situations that are beyond the evaluator’s control) to ensure that the objective of the evaluation is achieved with reasonable efficiency and effectiveness;
* Project Team will ensure that relevant documents are available to the consultants upon the commencement of their tasks;
* Project Team will coordinate and inform government counterparts, partners and other related stakeholders as needed
* Support to identify key stakeholders to be interviewed as part of the assessment;
* Help in liaising with partners; and
* Organize inception meetings between the selected evaluator, partners and stakeholders prior to the scheduled start of the evaluation assignment.

The UNDP Libya evaluation manager will facilitate a feedback mechanism enabling key stakeholders, including the donor and project partners, to provide feedback on the evaluation. This includes circulating the draft Terms of Reference for this evaluation, as well as the inception report and draft review report to provide detailed comments on the quality of methodology, evidence collected, analysis and reporting. Stakeholders will also provide input to the development of management responses and key actions recommended by the evaluation. The feedback provided by UNDP and stakeholders should be addressed by the evaluator.

**Evaluation Ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

I. Duty Station:

Home based

II. Contract duration:

The duration of the contract will be 40 working days as per the deliverables.

ANNEX

ANNEX 1- TERMS OF REFERENCES (TOR)

ANNEX 2 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

ANNEX 3- FINANCIAL PROPOSAL TEMPLATE

ANNEX 4- STATEMENT OF HEALTH- INDIVIDUAL CONTRACTOR

ANNEX 5 - RECOMMENDED STRUCTURE OF EVALUATION REPORT

## Annex 7: List of persons interviewed

***List of Stakeholders interviewed –***

|  |  |
| --- | --- |
| **Organisation** | **Name of Official** |
| DRR – Programmes - UNDP Libya | Dr. Chris Laker |
| SUSC SFL/ TNRL - Project Manager | Yuka Heya |
| TNRL Project Manager | Mohamed Khalil |
| Reporting and M&E Specialist | Audrey Williams |
| Project Coordinator | Emmanuel Maduike |
| Representatives -National Reconciliation | Mohamed Abuznad |
| LEP -the Chief Technical Advisor | Daniel Stroux |
| Civic and Voter Education | * Mohamed Busneina * Aya Besbas |
| Technical Re-unification and Municipal Dialogue Platform | Mohamed Fortia |
| Post- Election Initiative and Youth Municipal Councils | Rihab Bader |
| Conflict Prevention and Electoral Security | Tarek Alkarami |
| UNITAR | Viviana Mojica Aurelio |
| Libyan Counter Terrorism Center for PVE component | General Mohamed Saleh |
| SFL Coordinator - Sirt | Algaddafi Salem Saleh Alpotte |
| SFL Coordinator - Sebha | Jamal Mohammed Abdulah Omer |
| SFL Coordinator - East | Lujain elaujalli |
| PVE Technical Expert | Khaled Salim |
| UNDP/PEI - Municipal Council Support Field Coordinator Advisor | Mawada Elmilady |
| Ministry of Planning for SFL - Coordinator | Ala O.a Dhiem |
| Ministry of Planning – Directorate of Technical Cooperation | Lamin Mohammed |
| The European Union (EU) | * Lucia Santuccione * Thomas Boyer |
| UNDP Libya | Jamal Omar |
| Almizan CSO | Soliman Albrassi |
| Fonnon Institute CSOs | Amin Elaayat |
| Libya Film Institute CSO | Ayoub Ahmed |
| ATHER for Development and Empowerment CSO | Mohammed Hamadi |
| Fezzan Libya Organisation CSO | Miss. Bushra Alhodin |
| CCLE – Legal Aid Coordinator | Abdelhafeed Saad |
| CCLE – Operations/Elections Security | Ahmed Salem Alahrash |
| UNDP Libya | Khadim Mohammed |

## Annex 8: Evaluation Matrix

**Evaluation Criteria Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Criteria** | **Key Evaluation Questions** | **Sources of data/tools** | **Indicators of Success** | **Data Analysis Approach** |
| **1.Relevance and Coherence** | **The extent to which the project strategy, proposed activities and expected outputs and outcomes are justified and remain relevant to beneficiaries’ assessed needs, country’s policies, and donor’s priorities. More specifically, the relevance of the project should be assessed through the following questions:**  •To what extent was the project in line with relevant to the national development priorities, the country programme’s outputs and outcomes, the UNDP Strategic Plan and the SDGs?  •To what extent was the project design (including the Theory of Change) coherent and relevant to the needs of the Libyan context, including the priorities and requirements of beneficiaries?  •To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country, and the corresponding changing needs and priorities of partners and national constituents (men, women, and other groups) in areas of intervention?  •To what extent were the projects complementing other past, ongoing or planned interventions by other relevant national or international actors (UN agencies, international or national NGOs, government agencies, etc.)? Did any coordination or synergies take place?  •How is the project perceived among Libyan partners and Libyan stakeholders?  •‘Leave no one behind’: To what extent does the project contribute to gender equality, the empowerment of women and the human rights based approach? (Please see further questions in the ‘cross-cutting issues’ section below)  •How well does the intervention fit?  •How compatible was the project to other interventions in the country?  •To what extent did the intervention support or undermine policies?  •What synergies or interlinkages benefitted from this project within UNDP and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort. | **Documents:**  SUSC Project document ,UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN Women Country Strategy, UNDP LNOB programme document, Project documents of LEP, SFL, TNRL and PVE, NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation.  **Key Informant Interviews:**  SUSC Project team, LEP,SFL,TNRL and PVE project teams, UN Women, UNICEF, UNSMIL,EU, NGOs grantees, , Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit. and Heads of Municipal Councils and Local Coordinators  **Focus Group Discussions:**  Members of Municipal Councils, Local Coordinators, Women, Youth and Vulnerable Groups, local co-coordinators, SFL Peace Committees, Local Mediators,Members of LEP Conflict Prevention.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMILWomen, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit.. | Relevant project documents accessed and interviews conducted with targeted key informants | Thematic and content analysis |
| **2) Efficiency** | **The extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:**  •To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective? Have activities supporting the strategy been cost-effective?  •To what extent have resources been used efficiently—including the extent to which the coordinated approach had an improved effect on project financial/ human resource efficiency?  •To what extent were the project management structure and systems efficient in generating the expected results?  •To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?  •How efficiently was the fund flow managed at different levels? Were levels of subsequent fund disbursements comparable to the levels of physical progress made across the project? In other words, to what extent did the fund managers apply payment by milestones arrangement with implementing partners? Was there flow of funds tracking, disbursement triggers and monitoring of physical progress?  •Did the Project provide value for money in terms of costs and benefits? | **Documents:**  Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, SUSC Project progress reports from partners, Assessment Reports, Reports from dialogues, financial and Audit reports, Progress Reports from local co-coordinators and handover documents and Ex-poste survey to a representative sample, Project Progress reports from grantees, Quarterly and Annual Reports.  **Key Informant Interviews:**  SUSC Project team, LEP, SFL, TNRL and PVE project teams, NGOs grantees, Heads of Municipal Councils, Local Coordinators and Project Grantees.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators ,Members of LEP Conflict Prevention platforms, Women, Youth and Vulnerable Groups, local co-coordinators.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees. | Relevant project documents accessed and interviews conducted with targeted key informants | Thematic and Content Analysis |
| **3)Impact and Effectiveness** | **Effectiveness the extent to which the projects expected outputs and outcomes are being achieved or are expected to be achieved. Factors contributing to or detracting from the achievement of the project desired results and objectives should also be included in the assessment. More specifically, the effectiveness of the project should be assessed through the following guiding questions:**  •Are the project activities and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?  •To what extent did the intervention achieve the expected results? What, if any, alternative strategies would have been more effective in achieving the project objectives?  •In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?  •In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?  •Was the project management effective in conducting an area-based and coordinated approach, as envisioned in the project design? Did the project management effectively build synergies across the four components? Why or why not?  •How have different stakeholders been involved in project implementation? To what extent are project management and implementation participatory? Specifically—to what extent were community voices incorporated effectively into local decision-making processes and sitting of interventions in areas of intervention? How could the project have given stronger voices to the local beneficiary communities?  •Were there any positive or negative unintended effects of the project**?** | **Documents:**  SUSC Project document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation ,UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN women Country strategy, UNDP LNOB programme document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project quarterly and Annual Reports, Mid-term evaluation Project team, Project progress reports from partners, Assessment Reports, Reports from dialogues, Audit and financial reports, Progress Reports from local co-coordinators and handover documents and Ex-poste survey to a representative sample, Project Progress reports from grantees.  **Key Informant Interviews:**  SUSC Project team, Project heads of LEP,SFL,TNRL and PVE,UN Women, UNICEF, heads of partner NGOs, UNSMIL, leaders of Municipal Councils, Local Coordinators and NGO Grantees  **Focus Group Discussions:**  Municipal Council Members ,SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Women, Youth and Vulnerable Groups, local co-coordinators.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Thematic and Content |
| **4)Risk and Sustainability** | **Any impediments or obstacles to sustainability of the project results will be assessed by the question below:**  •Are there any social or political risks that may jeopardize sustainability of project outputs and outcomes? | **Documents:**  SUSC Project document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN women Country strategy, UNDP LNOB programme document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programmereports and UNSMIL, SUSC project Mid-term evaluation, Project progress reports from partners, Assessment Reports, Reports from dialogues, Audit and financial reports, Progress Reports from local co-coordinators and handover documents and Ex-poste survey to a representative sample, Project Progress reports from grantees, Quarterly and Annual Reports  **Key Informant Interviews:**  Project heads of LEP,SFL,TNRL and PVE,UN Women, UNICEF, heads of partner NGOs, UNSMIL SUSC Project team, Implementing partners, Grantees, Partners, Local Coordinators.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Local Coordinators, Women, Youth and Vulnerable Groups  **Survey questions:**  SUSC project team, Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Content and thematic Analysis |
| **5) Sustainability of the Project.** | **In assessing the sustainability of the Project, the evaluation will look at the positive and negative changes produced by the Project’s development interventions, directly or indirectly, intended, or unintended. It will also include the positive and negative impact of external factors, such as changes in terms of social cohesion and elements of political stability conditions.**  •What is the likelihood that project interventions are sustainable? To what extent are targeted populations (including men, women, and vulnerable groups) likely to benefit from the project interventions in the long-term?  •Are there any social, environmental, or political risks that may jeopardize sustainability of project outputs?  •Is there any exit plan or strategies for activities continuity after the project? To what extent are these exit plans well-designed and well-planned? What could be done to strengthen exit strategies and sustainability of the four project components?  •To what extent will financial and economic resources be available to sustain the benefits achieved by the project?  •Has the project’s partnership strategy been appropriate, effective and contributed to sustainable impact?  •To what extent do stakeholders support the project’s long-term objectives?  •What is the level of stated commitment or local ownership by the government and beneficiary community in sustaining the project benefits? | **Documents:**  SUSC Project document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN women Country strategy, UNDP LNOB programme document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, Project progress reports from partners, Assessment Reports, Reports from dialogues, Audit and financial reports, Progress Reports from local co-coordinators and handover documents and Ex-poste survey to a representative sample, Project Progress reports from grantees, Quarterly and Annual Reports  **Key Informant Interviews:**  Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, heads of partner NGOs, UNSMIL Project team, Heads of Municipal Councils, Grantees, Partners and Local Coordinators.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Grantees, Local Coordinators, Women, Youth and Vulnerable Groups.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Thematic and Content analysis |
| **Gender Equality and Women’s Empowerment** | •To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?  •To what extent did the project implement its Gender Action Plan?  •To what extent has the project promoted positive changes in gender equality and the  empowerment of women? Were there any unintended effects?  •To what extent were the resources used to address inequalities in general, and gender issues in particular? | **Documents:**  SUSC Project document, UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN women Country strategy, UNDP LNOB programme document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, Project progress reports from partners, Assessment Reports, Reports from dialogues, Audit and financial reports, Progress Reports from local co-coordinators and handover documents and Ex-poste survey to a representative sample, Project Progress reports from grantees, Quarterly and Annual Reports  **Key Informant Interviews:**  SUSC Project head, Project heads of LEP,SFL,TNRL and PVE,UN Women, UNICEF, heads of partner NGOs, UNSMIL, Local Coordinators and Heads of Municipal Councils and Grantees.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Local Coordinators, Members of Municipal Councils, Women, Youth and Vulnerable Groups.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Content and thematic analysis |
| **Conflict Sensitivity** | •To what extent did UNDP adopt a conflict-sensitive approach to this intervention?  •Were there any unintended [positive or negative] effects on the peace and conflict context in areas of intervention as a result of this project?  •To what extent is the project perceived to benefit one group over another (and reinforcing lines of division)?  •How are UNDP hiring, partnership, and procurement practices perceived by different groups in the areas of intervention? Are they disproportionately benefitting/ favouring one group over another? | **Documents:**  SUSC Project document, UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN women Country strategy, UNDP LNOB programme document, Project documents of LEP, SFL, TNRL and PVE, NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, Project progress reports from partners, Assessment Reports, Reports from dialogues, Audit and financial reports, Progress Reports from local co-coordinators and handover documents, Project Progress reports from grantees, Quarterly and Annual Reports.  **Key Informant Interviews:**  SUSC Project team, Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, heads of partner NGOs, UNSMIL Local Coordinators, Heads of Municipal Councils and Grantees.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Women, Persons with Disabilities, Youth and Vulnerable Groups.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Content and thematic analysis |
| **Disability** | •To what extent did UNDP consider the needs of people living with disabilities within the project design and implementation?  •What proportion of the beneficiaries of a programme were persons with disabilities?  •What barriers did persons with disabilities face? Was a twin-track approach adopted? | **Documents:**  SUSC Project document, UNDP Strategic Plan, Theory of Change, Libyan Constitution, UNICEF country strategy, UN women Country strategy, UNDP LNOB programme document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Mid-term evaluation, Project progress reports from partners, Assessment Reports, Reports from dialogues, Audit and financial reports, Progress Reports from local co-coordinators and handover documents and Ex-poste survey to a representative sample, Project Progress reports from grantees, Quarterly and Annual Reports.  **Key Informant Interviews:**  SUSC Project team, Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, heads of partner NGOs, UNSMIL Local Coordinators, Heads of Municipal Councils and Grantees.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Persons with Disabilities, Women, Youth and Vulnerable Groups, Local Coordinators and grantees, Members of Municipal Councils  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Thematic and content analysis |
| **Human Rights and ‘Leave No One Behind’** | •To what extent have the research and monitoring been inclusive in terms of capturing the situation of the most vulnerable and marginalized part of the Libya population?  •To what extent have disadvantaged and marginalized groups (indigenous populations, unemployed or underemployed/ poor, Libyans with undetermined legal status, etc.) benefitted from this intervention? | **Documents:**  SUSC Project document, UNDP Strategic Plan, UNICEF Country document, UN Women Country document, UNDP LNOB programme document, Project documents of LEP,SFL,TNRL and PVE,NGOs project/programme reports and UNSMIL, SUSC project Quarterly and Annual Reports, Monitoring and Mid-term evaluation reports, Project progress reports from partners, Assessment Reports, Research Reports, Reports from local co-coordinators and handover documents and Ex-poste survey representative sample, Project Progress reports from grantees.  **Key Informant Interviews:**  SUSC Project team, Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, heads of partner NGOs, UNSMIL Local Coordinators, Heads of Municipal Councils and Grantees, LNOB focal persons-UNDP and UNICEF country Offices.  **Focus Group Discussions:**  Municipal Council Members, SFL Peace Committees, Local Mediators, Members of LEP Conflict Prevention platforms, Persons with Disabilities, Women, Youth and Vulnerable Groups, Local Coordinators and grantees.  **Survey questions:**  SUSC project team Project heads of LEP, SFL, TNRL and PVE, UN Women, UNICEF, EU, heads of partner NGOs, UNSMIL Women, Ministry of Planning, The National Planning Council, Presidential Council, Counter terrorism Unit., Heads of Municipal Councils and Grantees | Relevant project documents accessed and interviews conducted with targeted key informants | Thematic and Content analysis |

## Annex 9: Signed UNEG Code of Conduct form

**Evaluators/Consultants:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.

6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.

9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

**Interim Evaluation Consultant Agreement Form**

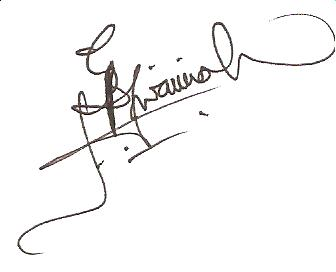
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: **CLIFF BERNARD NUWAKORA**

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at KAMPALA- UGANDA (Place) on **27TH OCTOBER 2022**



Signature:

1. Law 59 of 2012 is legislation framework put in in place by the transitional government to operationalize the decentralization framework aimed to promoting democratic governance in Libya. The law 59 provides for the establishment of the local councils, participation of all including women and youth so as to promote stability, social cohesion and national unity. [↑](#footnote-ref-1)
2. UNDP(2018) Country Programme Document for Libya (2019-2020) [↑](#footnote-ref-2)
3. United Nations-Transforming Our World: The 2030 Agenda for Sustainable Development A/Res/70/1 [↑](#footnote-ref-3)
4. https://www.securitycouncilreport.org/whatsinblue/2022/05/libya-briefing-and-consultations-6.php [↑](#footnote-ref-4)
5. World Bank, 2021, <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=LY> [↑](#footnote-ref-5)
6. (<https://tradingeconomics.com/libya/gdp-per-> capita#:~:text=GDP%20per%20Capita%20in%20Libya%20is%20expected%20to%20reach%207350.00,according%20to%20our%20econometric%20models-accessed on 26th November,2022 [↑](#footnote-ref-6)
7. Juillard H., Robalino D. Kitchingman-Roy D., Ossandon, M. and Charlot, C. (2021) Labour Market Assessment Libya. Tunis: IOM. [↑](#footnote-ref-7)
8. Ibid [↑](#footnote-ref-8)
9. (2020 Statistical Annex Table 5-)UNDP, Gender Equality Index, 2020: <http://hdr.undp.org/sites/default/files/2020_statistical_annex_table_5.pdf>.*The evaluation consultant was unable to access latest information on composition of employment by sector disaggregated by sex* [↑](#footnote-ref-9)
10. REACH Joint Market Monitoring Initiative (JMMI) July 2021. [↑](#footnote-ref-10)
11. Although the national testing numbers are relatively high, most of the testing for COVID-19 is concentrated in the west. Limited testing capacity in the south and east has likely led to significant under-reporting (only laboratory-confirmed cases are included in official statistics). Moreover, the mortality surveillance system is weak and disease surveillance in many locations is inadequate. These factors mask the true extent of COVID-19 in the country. [↑](#footnote-ref-11)
12. Our World in Data https://ourworldindata.org/covid-vaccinations?country=LBY- accessed on 26th November,2022 [↑](#footnote-ref-12)
13. World Health Organization (WHO) | DATA

    (https://data.humdata.org/visualization/covid19-humanitarian-operations/?ga1&gclid=Cj0KCQiAj4ecBhD3ARIsAM4Q\_jEqOa5- PgyHrqE9qOUlXUpS1DNVvpefHioSIo6lmxOjIpFDWtcFpAaAo1CEALw\_wcB accessed on 26th November, 2022 [↑](#footnote-ref-13)
14. Annex 1-Description of Action-SUSC project document – 1st July 2020-31st December 2022 [↑](#footnote-ref-14)
15. Project Document SUSC project [↑](#footnote-ref-15)
16. SUSC Activity Mapping-November 2021 [↑](#footnote-ref-16)
17. Annex I: Description of the Action-Amendment request to share [↑](#footnote-ref-17)
18. Ibid [↑](#footnote-ref-18)
19. Ibid [↑](#footnote-ref-19)
20. Ibid [↑](#footnote-ref-20)
21. Ibid [↑](#footnote-ref-21)
22. SUSC Annual Report 2021 [↑](#footnote-ref-22)
23. http://www.uneval.org/ [↑](#footnote-ref-23)
24. http://www.unevaluation.org/document/detail/100 [↑](#footnote-ref-24)
25. CPD for Libya 2019-2020, pp. 11-12 [↑](#footnote-ref-25)
26. Ibid, pp. 11-12 [↑](#footnote-ref-26)
27. SUSCProject Document-2020 [↑](#footnote-ref-27)
28. SUSC Project Document-2020 [↑](#footnote-ref-28)
29. Interview with SFL project [↑](#footnote-ref-29)
30. SUSC project component reports [↑](#footnote-ref-30)
31. SUSC project component reports [↑](#footnote-ref-31)
32. SUSC Project Document-2020 [↑](#footnote-ref-32)
33. Annex1:Description of Action –amendment to share [↑](#footnote-ref-33)
34. SUSC Project Document-2020 [↑](#footnote-ref-34)
35. Ibid [↑](#footnote-ref-35)
36. Ibid P.6 [↑](#footnote-ref-36)
37. SUSC Annual Progress Report 2021 [↑](#footnote-ref-37)
38. Ibid [↑](#footnote-ref-38)
39. SUSC Progress Report 1 July 2020 – 30 September 2021 [↑](#footnote-ref-39)
40. SUSC Progress Report 1 July 2020-30 September 2021 [↑](#footnote-ref-40)
41. SUSC Progress Report 1 July 2020 – 30 September 2021 [↑](#footnote-ref-41)
42. Stabilization Facility for Libya Quarterly Update – 2022 Q1 1 January – 31 March 2022-P.8 [↑](#footnote-ref-42)
43. Programmatic Field Monitoring Visit Report-SFL notes LDP to share [↑](#footnote-ref-43)
44. Stabilization Facility for Libya Quarterly Update – 2022 Q1 1 January – 31 March 2022-P.8 [↑](#footnote-ref-44)
45. Annex 3 Forecast Budget and Annex 3 Forecast Budget [↑](#footnote-ref-45)
46. Annex III-Budget for the Action to share [↑](#footnote-ref-46)
47. Annex III-Budget for the Action to share [↑](#footnote-ref-47)
48. Annex III-Budget for the Action to share [↑](#footnote-ref-48)
49. Annex III-Budget for the Action to share-P [↑](#footnote-ref-49)
50. SUSC December Coordination Meeting Agenda-Date/ time: 10am Tunis, 3rd December 2021 [↑](#footnote-ref-50)
51. Approved 2021 AWP SUSC project& Annex 2 Progress Annual Financial Report-Reporting period: 01/07/2020 - 30/09/2021 [↑](#footnote-ref-51)
52. Indicator Reporting SUSC August [↑](#footnote-ref-52)
53. Interview with UNDP [↑](#footnote-ref-53)
54. Interview with the UNDP SFL [↑](#footnote-ref-54)
55. Interview with UNDP Libya Office [↑](#footnote-ref-55)
56. Interview with SFL –Component 2 [↑](#footnote-ref-56)
57. Annex III Budget for the Action [↑](#footnote-ref-57)
58. Annex III Budget for the Action [↑](#footnote-ref-58)
59. Annex III Budget for the Action [↑](#footnote-ref-59)
60. Annex III Budget for the Action [↑](#footnote-ref-60)
61. SUSC Progress Report 1 July 2020 – 30 September 2021-Pgs 42-43 [↑](#footnote-ref-61)
62. Annex III Budget for the Action [↑](#footnote-ref-62)
63. SUSC Progress Report 1 July 2020 – 30 September 2021-P.8 Quoting the EU focal point in Libya [↑](#footnote-ref-63)
64. SUSC Progress Report 1 July 2020 – 30 September 2021-P.8 [↑](#footnote-ref-64)
65. SUSC Progress Report 1 July 2020 – 30 September 2021-P.8 [↑](#footnote-ref-65)
66. SUSC Progress Report 1 July 2020 – 30 September 2021-P.8 [↑](#footnote-ref-66)
67. Ibid [↑](#footnote-ref-67)
68. SUSC Progress Report 1 July 2020 – 30 September 2021 [↑](#footnote-ref-68)
69. SUSC Progress Report 1 July 2020 – 30 September 2021 [↑](#footnote-ref-69)
70. SUSC Progress Report 1 July 2020 – 30 September 2021-P.43 [↑](#footnote-ref-70)
71. SUSC Progress Report 1 July 2020 – 30 September 2021-P.44 [↑](#footnote-ref-71)
72. SUSC Progress Report 1 July 2020 – 30 September 2021-P.4 [↑](#footnote-ref-72)
73. For example SFL& is under the Peace Pillar while LEP is under the governance pillar which as one respondent indicated, constrained to some extent the coordination of the SUSC project [↑](#footnote-ref-73)
74. Interview with UNDP Libya Office [↑](#footnote-ref-74)
75. Interview with SFL [↑](#footnote-ref-75)
76. Interview with SFL [↑](#footnote-ref-76)
77. SUSC December Coordination Meeting Agenda-Date/ time: 10am Tunis, 3rd December 2021 [↑](#footnote-ref-77)
78. Ibid and *Baladiyahs* are the lowest administrative divisions in Libya [↑](#footnote-ref-78)
79. Interview with UNDP SFL project [↑](#footnote-ref-79)
80. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-80)
81. Concept Notes, ToR and Reports seen by the evaluation conform that indeed SUSC project ensured there was value for money in all the activities undertaken. [↑](#footnote-ref-81)
82. Indicator reporting SUSC August AW-NT [↑](#footnote-ref-82)
83. Interviews with Stabilization Project and Civic Voter Education programme [↑](#footnote-ref-83)
84. SUSC December Coordination Meeting Agenda-Date/ time: 10am Tunis, 3rd December 2021 [↑](#footnote-ref-84)
85. Local Elections Project -Report on project support to local elections in Libya, Reporting period from January to June 2020-P.27 [↑](#footnote-ref-85)
86. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-86)
87. Interview with SFL project component [↑](#footnote-ref-87)
88. Annual Progress Report 2021-Stability, Unity, and Social Cohesion (SUSC) Project-ENI/2020/417-450-P.6 [↑](#footnote-ref-88)
89. Annual Progress Report 2021-Stability, Unity, and Social Cohesion (SUSC) Project-ENI/2020/417-450-P.6 [↑](#footnote-ref-89)
90. Interview with SFL [↑](#footnote-ref-90)
91. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-91)
92. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-92)
93. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-93)
94. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-94)
95. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-95)
96. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-96)
97. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-97)
98. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-98)
99. Project Progress Report 1 January 2021 – December 2022PBF Project: “Towards National Reconciliation in Libya” Phase II Project Number: 00114463 [↑](#footnote-ref-99)
100. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-100)
101. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-101)
102. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-102)
103. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-103)
104. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-104)
105. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-105)
106. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-106)
107. 220907 Indicator reporting SUSC August [↑](#footnote-ref-107)
108. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-108)
109. SUSC Annual Report P.5. [↑](#footnote-ref-109)
110. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-110)
111. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-111)
112. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-112)
113. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-113)
114. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-114)
115. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-115)
116. Interview with grantee NGO [↑](#footnote-ref-116)
117. Indicator reporting SUSC project August AW-ANT [↑](#footnote-ref-117)
118. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-118)
119. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-119)
120. Local Elections Project (LEP)2021 Annual Progress Report [↑](#footnote-ref-120)
121. Local Elections Project (LEP) 2021 Annual Progress Report [↑](#footnote-ref-121)
122. Local Elections Project (LEP) 2021 Annual Progress Report [↑](#footnote-ref-122)
123. Local Elections Project (LEP) 2021 Annual Progress Report [↑](#footnote-ref-123)
124. Interview with Municipal Council Support team [↑](#footnote-ref-124)
125. Interview with LEP [↑](#footnote-ref-125)
126. Narrative SUSC Project Report [↑](#footnote-ref-126)
127. Interview with Local Elections Project [↑](#footnote-ref-127)
128. Interview with Local Elections Project [↑](#footnote-ref-128)
129. Interview with Local Elections Project [↑](#footnote-ref-129)
130. Interview with Local Elections Project [↑](#footnote-ref-130)
131. Interview with Local Elections Project [↑](#footnote-ref-131)
132. Interview with Local Elections Project [↑](#footnote-ref-132)
133. SUSC July Coordination meeting-MoM [↑](#footnote-ref-133)
134. SUSC Activity Mapping-November 2021 [↑](#footnote-ref-134)
135. Interview with LEP [↑](#footnote-ref-135)
136. Interview with LEP [↑](#footnote-ref-136)
137. Interview with LEP [↑](#footnote-ref-137)
138. Interview with LEP [↑](#footnote-ref-138)
139. Interview with Municipal Council Support-Elections [↑](#footnote-ref-139)
140. Interview with Civic Education CSOs [↑](#footnote-ref-140)
141. Interview with SFL [↑](#footnote-ref-141)
142. Interview with Municipality Council Support Elections [↑](#footnote-ref-142)
143. Interview with Civic Education-CSOs [↑](#footnote-ref-143)
144. Interview with SFL [↑](#footnote-ref-144)
145. Interview with a local NGO [↑](#footnote-ref-145)
146. Interview with Regional Coordinator- Municipality Council Support Team [↑](#footnote-ref-146)
147. Interview with Regional Coordinator- Municipality Council Support Team [↑](#footnote-ref-147)
148. SUSC annual narrative report [↑](#footnote-ref-148)
149. SUSC Progress Report 1 July 2020 – 30 September 2021-P.34-35 [↑](#footnote-ref-149)
150. Interview with SFL component 2 [↑](#footnote-ref-150)
151. Interview with SFL component 2 [↑](#footnote-ref-151)
152. Interview with Local NGO [↑](#footnote-ref-152)
153. Interview with SFL component 2 [↑](#footnote-ref-153)
154. UNDP CPD(2023-2025)document [↑](#footnote-ref-154)
155. Progress Report -1 July 2020 – 30 September 2021-SUSC-ENI/2020/417-450 [↑](#footnote-ref-155)
156. Progress Report -1 July 2020 – 30 September 2021-SUSC Project-ENI/2020/417-450 [↑](#footnote-ref-156)
157. Progress Report -1 July 2020 – 30 September 2021-SUSC Project-ENI/2020/417-450 [↑](#footnote-ref-157)
158. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-158)
159. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-159)
160. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-160)
161. Interview with Local Elections Project [↑](#footnote-ref-161)
162. SUSC Progress Report 1 July 2020 – 30 September 2021-P.37 [↑](#footnote-ref-162)
163. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-163)
164. Interview with Municipal Council Support Elections [↑](#footnote-ref-164)
165. Interview with Municipal Council Support Elections [↑](#footnote-ref-165)
166. Annex 1 SUSC project document P.9 [↑](#footnote-ref-166)
167. Project Progress Report-1 January 2021 – December 2022-PBF Project: “Towards National Reconciliation in Libya” Phase II [↑](#footnote-ref-167)
168. Project Progress Report-1 January 2021 – December 2022-PBF Project: “Towards National Reconciliation in Libya” Phase II P.5 [↑](#footnote-ref-168)
169. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-169)
170. Annex I SUSC project document P.11-12 [↑](#footnote-ref-170)
171. Annual Progress Report 2021-SUSC Project -ENI/2020/417-450P.41 [↑](#footnote-ref-171)
172. Annual Progress Report 2021-SUSC) Project -ENI/2020/417-450P,40 [↑](#footnote-ref-172)
173. Women Participation in Local Governance FGDsReport (1st and 8th February 2021) [↑](#footnote-ref-173)
174. Women Participation in Local Governance FGDs Report (1st and 8th February 2021) [↑](#footnote-ref-174)
175. SUSC Progress Report 1 July 2020 – 30 September 2021-P.32 [↑](#footnote-ref-175)
176. SUSC Progress Report 1 July 2020 – 30 September 2021-P.32 [↑](#footnote-ref-176)
177. Annex I SUSC project document [↑](#footnote-ref-177)
178. Annex I SUSC project document [↑](#footnote-ref-178)
179. Annual Progress Report 2021-SUSC Project -ENI/2020/417-450-P.5 [↑](#footnote-ref-179)
180. Annual Progress Report 2021-SUSC Project -ENI/2020/417-450-P.5 [↑](#footnote-ref-180)
181. SUSC Progress Report 1 July 2020 – 30 September 2021-P.42 [↑](#footnote-ref-181)
182. Annual Progress Report 2021SUSCProject -ENI/2020/417-450-P.5 [↑](#footnote-ref-182)
183. Annual Progress Report 2021SUSC Project -ENI/2020/417-450-P.5 [↑](#footnote-ref-183)
184. SUSC Annual Narrative Report 2021 [↑](#footnote-ref-184)
185. Interview with Municipal Council Support Elections [↑](#footnote-ref-185)
186. Interview with Stabilization Project [↑](#footnote-ref-186)
187. Interview with Civic Education Elections Project [↑](#footnote-ref-187)
188. Interview with Municipal Council Support Elections [↑](#footnote-ref-188)
189. Annex I SUSC project document [↑](#footnote-ref-189)
190. World Bank, 2021, <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=LY> [↑](#footnote-ref-190)
191. Although there is no national consensus on development goals as well as no established framework to assess national-level progress made against the SDGs, the Libyan Sustainable Development Committee established by the Ministry of Planning submitted its first [Voluntary National Review in](https://www.arabdevelopmentportal.com/publication/libya-voluntary-national-review-2020#:~:text=Libya's%20first%20voluntary%20review%20of,for%20Libyans%20by%20monitoring%20the) 2020 (United Nations Common Country Analysis, Libya, 2021), and the Government of Libya (Government of National Accord at the time) also submitted [a national report](https://www.ohchr.org/EN/HRBodies/UPR/Pages/LYindex.aspx) to the 36th session of the Human Rights Council as part of the Universal Periodic Review process. Libya is also signatory to several international human rights conventions, including the Convention on the Elimination of Discrimination of All Forms of Discrimination (with reservations entered). [↑](#footnote-ref-191)
192. This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan. [↑](#footnote-ref-192)