



TAQARIB / LIBYA LOCAL GOVERNANCE AND CIVIL SOCIETY (LGCS) ACTIVITY

FY 2020 Q1 QUARTERLY REPORT
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FY 2020 Q1 QUARTERLY REPORT

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ACRONYMS AND ABBREVIATIONS

| | |
|---------|--|
| AOR | Agreement Officer's Representative |
| CSO | Civil Society Organization |
| KPIs | Key Performance Indicators |
| LEGS | Libya Elections and Governance Support Program |
| TAQARIB | Local Governance and Civil Society |
| HCLG | High Council for Local Governance |
| HCTC | High Council for the Transfer of Competencies |
| LOE | Level of Effort |
| LKCBCP | Libyan Korean Center for Building and Construction Professions |
| LPFM | Libya Public Financial Management Activity |
| NACC | National Authority for Combatting Corruption |
| MC | Municipal Council |
| M&E | Monitoring and Evaluation [REDACTED] |
| MEL | Monitoring, Evaluation, and Learning |
| MOF | Ministry of Finance |
| MOLG | Ministry of Local Government |
| MOOC | Massive Online Open Course |
| MOP | Ministry of Planning |
| MPI | Municipal Performance Index |
| NESDB | National Economic and Social Development Board |
| OPI | Organizational Performance Index |
| PEA | Political Economy Analysis |
| PPP | Public-Private Partnership |
| RFA | Request for Applications |

| | |
|-------|--|
| STTA | Short-Term Technical Assistance |
| TAMIS | Technical and Administrative Management Information System |
| TOT | Training of Trainers |
| UN | United Nations |
| USAID | United States Agency for International Development |
| VIS | Visible Improvement in Service process |
| WEON | Women’s Elected Officials Network WEON |



FOREWORD

Requirements from Award

Quarterly Performance Reports: Within 30 days after each quarter of the USG fiscal year, the recipient shall provide a quarterly performance report which will document overall progress towards objectives and targets, activities completed during the reporting period, any problems and challenges encountered during implementation (including financial issues) and how they were mitigated. The report will also include data on all indicators established in the MEL Plan, and specific activities planned for the next quarterly reporting period.

The recipient will report performance progress for the program under the award on a quarterly basis within 30 calendar days after the end of each standard USG fiscal quarter (i.e. October 30, January 30, April 30, July 30) to the AOR. The recipient must provide a justification for instances when annual targets are not met or are exceeded.



EXECUTIVE SUMMARY

The second quarter of the Taqarib project saw “the rubber meet the ground” on all three Taqarib objectives. Programmatic advances were in part results of a near-complete operational framework including; the recruitment, mobilization and engagement of all key staff members; establishment of our Libya banking infrastructure, and general absence of transactional finance challenges; establishment of a Benghazi Office and full functionality of the Tripoli office – all of which enabled the Taqarib team to communicate and cooperate across departments, and offices to achieve progress this quarter that is both measurable - and sustainable.

On the first objective to strengthen the capacity of targeted municipal institutions to deliver services and be more responsive to citizen needs [Objective 1], the Objective team (including the Senior Technical Advisor) determined the first six beneficiary municipalities, and together with their local partners determined first mahallas for Taqarib engagement, established a draft level of hard and soft services for assistance, including preliminary policies, procedures, SOPS, and guidelines for those services. The Objective team began drafting scopes of work including technical work, engineering guidelines, budgets and timeline of technical assistance. The municipalities have agreed to appoint a minimum of one focal point to work with Taqarib throughout the assistance period, and finally the team has selected the Massive Online Open Course (MOOC) courses, training methodology, and training centers.

Parallel to the achievements toward this objective, the Taqarib team noted challenges in getting cities to make decisions, a significant lack of coordination between municipalities, civic groups and the private sector, and a limited availability in the country of materials required for technical assistance. In addition, peer to peer learning is affected by the political divide and may be problematic where national level governance bodies interject in Taqarib local level as [REDACTED]

On the second objective of building the capacity of citizens, civil society, organizations, private sector actors, and other formal and informal actors to advocate and hold municipal related national-level institutions accountable to delivering their mandates [Objective 2], the Objective team have finalized grants documents, and grant administration processes. The Tripoli-based Taqarib team proactively engaged dozens of CSOs to learn more about their work and share with them the objectives and opportunities available with Taqarib. Taqarib as both a project and innovative approach to inclusive local governance was very well received. The element of a significantly enhanced role for the community in service delivery improvement was timely and generated much creative energy and goodwill toward the objective.

Although the CSOs Taqarib engaged appear to be capable of making significant contributions in civic education, public awareness, popularizing volunteerism, and community mobilization, it is evident that the overall effort of this objective will require significant technical assistance from Taqarib - from the CSO proposal inception, through delivery and reporting. The same need was observed of the Women Elected Officials Network (WEON), which is engaged in all three objectives. Nascent organizations have a very limited capacity to deliver, and do not traditionally assist in the sector.

Finally, on the third objective of strengthening national and sub-national decentralization policies, systems and coordination [Objective 3], the Taqarib team have enjoyed the tailwind of administrative decentralization efforts by Government of National Accord (western) authorities with the passing and

implementation of law 59, and renewed efforts at political decentralization by the Interim Government (eastern) through Resolution No. 416/2019 in preparation for municipal council elections in 2020. In accordance with the work plan and newly emerging opportunities toward decentralized policies, Taqarib conducted a dialogue on municipality asset management between the municipalities and central government entities. The event may have influenced the Public State Property Authority which shifted policies regarding municipalities, whereas it was not responsive to municipalities prior to the session.

This quarter, the Taqarib project experienced mostly predictable operational challenges that accompany project implementation, including interrupted senior staff placement due to security concerns, and technical challenges posed by working in a state with extremely weak service infrastructure and operating in a time of war. Such affects include delayed decision making on the part of Libyan beneficiaries, airport and road closures, and general de-prioritization of planning activities. Beyond this, perhaps the greatest challenge of all is to remotely manage a team that is working from a warzone, who on a daily basis face the steadily mounting stress of displacement due to the proximity of battlegrounds, power cuts, water cuts, fuel cuts, and resulting low-grade anxiety. Despite these challenges, the Taqarib Libya-based team is remarkably resilient, and have made significant strides toward the implementation of activities during the reporting period. In the upcoming quarter, Taqarib activities will seek to build on current progress and mitigate challenges by customizing activities to: build baseline capacity for grantees and WEON through Objectives 2.2 and 1.4; and consider what organizations can successfully do with existing capacity; actively develop ties and enhance trust between Taqarib and beneficiaries that may be shy of engagement due to political alliances; explore the most relevant and timely ways in which Objective 3 can enable the current wave of administrative decentralization efforts; and bring together the entire Taqarib team for project review, training, and moral support during the team retreat in Tunisia.




PROGRAM LAUNCH

0.1 RAPID MOBILIZATION

In its second quarter of operations Taqarib finalized the selection of the Benghazi Office (contract signed January 1), and the selection of Benghazi based key-personnel including the Regional Program Manager/Office Manager, a Program Development Officer, and a MEL Officer. The Tripoli Office is fully furnished and equipped with IT infrastructure. Videoconference systems and highspeed internet have eased remote management communication.

Taqarib opened an account with Assaraya Trade & Investment Bank (ATIB) in Tripoli, which has successfully received funds through the Tunis office. All financial transactions in Libya will henceforth be processed through this account. Given the discrepancy between bank exchange and actual market rate for USD, Taqarib is determining how best to pay local contractors to avoid excessive/non-market rates for products and services whilst adhering to local billing policies and financial ethics guidelines.

This quarter Taqarib filled all key personnel roles on the project, most notably  began as Taqarib Deputy Chief of Party in Tunis December 16. The Taqarib Tripoli team also welcomed a new Tripoli HR Office Manager, IT Specialist, Objective 2 and 3 Program Coordinators, and a MEL assistant.

The project also saw Objective 2 Lead, and the Deputy Chief of Party receive Libyan visa's valid for six months.

Taqarib Team has established a Communications Department with the onboarding of an Interim Communications Director and a Communications Specialist to manage internal and external project communications, in addition to supporting Libyan partners in enhancing their own communication and outreach capacities. Recruitment for an in-house Graphic Designer has begun.

The second Senior Management Team (SMT) meeting was held in Tunis 12-16 November 2019 with the Taqarib Chief of Party, Acting Deputy Chief of Party, Sr. Technical Advisor, Leads for Objective 1, 2 and 3, MEL Director, Finance and Operations Director, Interim Communications Director, and Regional Program Manager. Home Office attendees included Taqarib Project Team Director, TAMIS Administrator, and DAI's Data Scientist/Municipal Dashboard developer. The team together reviewed the Municipal Services Menu, the finalized grants mechanism, legal implications of new decentralization decrees, and attended one-on-one working sessions on Operations, TAMIS customization and Communications.

In operational support, DAI's Tunis-based Corporate Finance Administrator trained Taqarib finance staff on the full implementation of DAI's Field Accounting System, and the Home Office TAMIS Administrator provided training to technical staff on TAMIS and customized it according to project needs and requirements. Taqarib has developed a project logo, and successfully launched the @Taqarib.org email domain to increase cohesion of Taqarib's image and internal identity, as well as to maintain a steady spotlight on Taqarib and USAID throughout the project life.

Taqarib signed a BPA with Garda World to provide [REDACTED] services throughout Libya. The DAI Department of Global Security, in collaboration with [REDACTED] security, has finalized the project security plan. The plan is a living document and will adjust as new offices are added to the project infrastructure, and as the context evolves. On December 19, due to a high risk for escalation of conflict, IRI made the decision to pull Component 2 Lead out of Libya due to security reasons.

The functional prototype of the Municipal Dashboard, Taqarib's web-based learning and activity tool, has been designed and deployed for testing across Taqarib beneficiary municipalities. The dashboard is a relational data model and analysis schema which has been developed to collect and study municipal services data, and to create live visualization of data. Once the tools are tested and refined in the coming months, the dashboards will be embedded in an online platform for public communication of municipal service delivery over time.

0.2 CONTEXTUAL ANALYSIS

Armed conflict between the Government of National Accord and affiliated groups, and the self-styled Libyan National Army has persisted through the last quarter, intensifying by some standards as regional actors such as Turkey and the United Arab Emirates play an increasingly and more visibly involved role despite repeated condemnation by the UN. This gradual intensification in parallel to what is viewed by Libyans as tepid reactions by the international community is emboldening armed warring factions, which have thus far violated all internationally brokered ceasefire agreements within 24 hours.

The most active battle grounds are on the outskirts of Tripoli in the areas of Salah Eddin, Mitiga Airport, Hadba, Abu Salim, and primarily air-to-surface missile strikes in Misrata (not an active battleground). This intensified fighting in the western region has had several effects on the Taqarib Project:

- Internal displacement of staff in Tripoli, and exorbitant costs of rent;
- Withdrawing of Taqarib International Staff;
- Closure of Mitiga Airport and irregular flight schedules impact training schedules and attendee availability;
- Slow delivery of goods into ports delays technical assistance;
- Increasing apathy of armed actors toward rapprochement, and optics of flaccid international backing for ceasefires means ongoing travel ban for Americans unlikely to be lifted within the next quarter;
- Placement of international staff will remain subject to fluid, contextually driven security policies, leaving one or more senior management positions vacant in Tripoli for extended period.

The GNA's flurry of decentralization activities since May 2019 may be a silver lining around the battle for control of Tripoli, as GNA political will around devolution of power peaks. As reported in QR4 FY2019, the Presidential Council has made demands for more rapid administrative decentralization recently resulting in the transfer of regulatory responsibilities from national level authorities to local authorities in the following service areas: Commercial licensing; building licensing; water and sewage systems utilities; public transportation; public spaces; public markets; graveyards; municipal guards; slaughterhouses; banners, billboards and commercials; public cleaning; municipality fees. In Sebha, complications resulting from disputes between Sebha's 2019 newly elected municipal council members, and those elected in 2014 were slowing Taqarib's engagement, however the dispute was most recently resolved, and normal engagement between Taqarib [REDACTED] municipal Council has resumed.

Initial concerns surrounding Bani Walid's engagement with the Taqarib project after the LNA's capture of the city have subsided as the elected local council remains in office and actively engaged with Taqarib and other national and international development agencies.

In July Interim Government (eastern) issued Resolution No. 416/2019 appointing a chairman and six members to form the Central Committee for the Preparation and Supervision of Municipal Council Elections for upcoming 2020 municipal elections. The Committee's mandate covers all stages of the election processes including determination of election dates, registration, polling, ballot counting, results announcements, appeals, and the reception of candidates' files for all municipalities under the control of the Interim Government. During the reporting quarter, the Central Committee conducted visits to Derna, Wahats region and Beyda in preparation for the 2020 elections. There are plans to begin preparations in Benghazi, the western cities of Tarhona and Sabrata, and Sebha and Ghat in the south.

Benghazi based Taqarib staff have reported visible infrastructure developments "across every neighborhood in Benghazi" as a result of the Benghazi Stabilization Committee established by House of Representatives' president Resolution No. 74/2017, which was tasked with implementing stabilization projects costing approximately one billion LYD, with an additional 700 million earmarked to address the IDP crisis. Approximately 217 projects were completed in 2019, and 114 are ongoing. The primary objective of the municipality was a citywide project targeting garbage collection. Other stabilization activities include 140 kilometers of new highway lighting and road pavement projects, as well as electrical power generators and other infrastructure supplies.

As it was last quarter, it remains in the interest of both the Interim Government and the GNA to compete for political legitimacy through improved public service delivery, and at minimum, optics of inclusive and transparent governance approaches. This, as mentioned previously, is a positive by-product of the conflict which Taqarib is optimally placed to leverage in the interest of better governance, and a more unified state through streamlined local regulations, and procedures, and enhanced legitimacy of local governance institutions.

0.3 Start-Up Decision-Making / Consultations

- 30 October 2019: Taqarib's Sr. Technical Advisor [REDACTED] met with, the Secretary General of HCLG [REDACTED] to present project developments. Taqarib will work closely with HCLG, which will facilitate and coordinate access to municipalities. Dr. Sadeg has committed to providing access to the legal team and standard operating procedures group within HCLG.
- 06 November 2019: Taqarib Legal Adviser [REDACTED] and Taqarib's Sr. Technical Advisor met [REDACTED] at Ministry of Foreign Affairs to finalize Taqarib registration, obtaining letters for the MoLG, the Planning Institute, and the National Economic and Social Development Board.
- 06 November 2019: Taqarib team members met with the Head of International Cooperation at the MoLG [REDACTED] to submit paperwork toward the registration of Taqarib at the MoLG. All documentation and approvals from relevant Libyan ministries and agencies were submitted.
- 04 December 2019: Meeting with International Cooperation Advisor to the MoLG [Abdulmajeed Aboughrara] to plan for the Taqarib project and activities presentation to the Minister of Local Government and all senior officials.
- 06 December 2019: Taqarib Objective Lead I [REDACTED] conducted consultations by phone with Mayors from 5 beneficiary cities to finalize Mahalla and Service Delivery Menu selections.
- 09 December: 2019: Senior Technical Advisor met with the International Donors Coordinator at the High Committee for the Transfer of Competencies [REDACTED] to share Taqarib's progress across all four components. Mr. Abouhelga asked for documentation of Taqarib's activities and plans in order to enhance coordination with other IPs on Local Government.
- 04 December: 2019: Senior Technical Advisor met with the International Cooperation Advisor to the Ministry of Local Government at the Taqarib Office to discuss DAI's upcoming presentation of the Taqarib Project to the Senior Staff of the MoLG, a standard procedure so they may support project implementation and leverage collaboration with other programs.
- 13 December 2019: Taqarib Objective Lead I conducted consultations with Mayor of Zliten [REDACTED], who enthusiastically endorsed Taqarib assistance, and took the opportunity to seek technical assistance to update the Municipality's Master Plan last updated in 1980.
- 18 December 2019: Taqarib Objective Lead I conducted consultations with Head of the Office for International Cooperation at the High Committee for the Transfer of Competencies.

0.4 REPORTING TO USAID

Taqarib has produced a total of 14 Weekly Reports and Municipal Spotlights this quarter. The Weekly Reports include brief project updates on operations, and key stakeholder meetings. It also covers project-relevant policy and political developments, in addition to service delivery news stories from our beneficiary municipalities and their regions. The Weekly Reports are delivered in tandem with the Municipal Spotlight – a deeper dive into a single municipality each week. The Spotlights are intended to help Taqarib identify new municipalities to partner with, and to give a more granular view of the local Libyan administrative, political, economic and social make-up landscape.

OBJECTIVE I

STRENGTHEN THE CAPACITY OF TARGETED MUNICIPAL INSTITUTIONS TO DELIVER SERVICES AND BE MORE RESPONSIVE TO CITIZEN NEEDS

I.1 MUNICIPAL PERFORMANCE INDEX

Taqarib's Sr. Technical Advisor has received positive feedback from local stakeholders on the overall MPI methodology, one of DAI's local governance proprietary tools. MPI combines (1) objective assessment of core functions of local government with (2) measurement of citizen satisfaction to provide a holistic view of municipal performance.

The Secretariat of the High Council for Local Governance is sourcing feedback from a wide range of council members, and has committed in the last quarter to providing contacts and coordinating meetings with municipal councils and technical staff to organize formal feedback

In Zeltin, Taqarib received positive feedback on the Effectiveness and Legitimacy assessment categories from the Mayor, who later welcomed the implementation of the municipal assessments and sought additional opportunities to evaluate the municipality's services and staff capacities in a meeting with the Objective Lead in Tunis.

The Mayor of Tripoli Center questioned the relevance of indicators relating to private investment to improve service delivery given local legal restrictions on private sector participation in public service delivery. The indicators will remain in the Index to stimulate discussions on private sector participation in public services.

Progress on the other half of the MPI tool, measuring citizen perceptions of municipal performance, which together with the assessment of core functions of local government determine the MPI index, has prompted internal discussions about (1) the effect of tailoring the MPI tool to Libyan context on its validity, and (2) how Taqarib can best use the remaining three quarterly perception surveys not directly used to measure the annual MPI index. Taqarib only needs one quarterly perception survey to calculate the annual MPI index.

Taqarib COP and home office Sr. Project Manager prepared a draft Statement of Work (SOW) for Altai Consulting contract obligations being finalized during the last weeks of December 2019.

I.2 LOCAL GOVERNMENT PROFESSIONALIZATION

Throughout the quarter, the Taqarib team has been engaging in formal and informal conversations with municipal representative and local governance stakeholders, exploring ways Taqarib can best support municipalities in achieving their goals. The Objective team began identifying potential soft service (management & administration), and hard service activities (technical service delivery) during these meetings. During consultations, senior officials for the HCTC, and the Mayor of Zliten explicitly requested technical assistance in strategic planning capacity training for municipal staff.

Consultations toward the identification of potential soft and hard services support enabled the Objective Lead to start packaging technical assistance, policy and processes support materials associated with proposed VIS projects for each partner municipality. Table I lists 17 courses that are complimentary to proposed VIS projects targeting management and entry level technical professionals. In addition to delivering demand-driven training tailored to specific service delivery needs and geographical contexts, Taqarib began identifying free, customizable, online training options for local government professionalization. The sustainability of the training program post Taqarib intervention as well as cost effectiveness given present insecurity were taken into consideration during course selection. edX is a global nonprofit learning platform and a global leader in MOOC services. They are often used for USAID capacity building and training programs.

Taqarib conducted stakeholder consultations to establish a training curricula, materials and host institutions for the Local Government Professionalization program. The Objective team identified the following five as potential host institutions; (1) Oil Institute Center, (2) The Libyan Korean Center for Building and Construction Professions (LKCBP)(3) National Economic Social Development Board, (4) National Institute of Management, and (5) Planning Institute. In December 2019, Taqarib met with the Director of LKCBP, Izat Ali Alyagubi. Discussions focused on developing training programs for staff of partnering municipalities. The Director welcomed collaboration opportunities with Taqarib and offered to assist program implementation through cost share, and cost deferment.

Table 1: Course Selection

| COURSE TITLE | LANGUAGE AVAILABLE | CERTIFICATION AGENCY | YEAR 1 STUDENTS | LEVEL OF STUDENTS |
|---|--------------------|---------------------------|-----------------|-------------------------------|
| Fundamentals in Project Management | Arabic | XSIQ | 50 | Mid-Level Managers |
| Leadership Skills | Arabic | Connexions | 50 | Senior and Mid-Level Managers |
| Fundamentals of Management | Arabic | XSIQ | 50 | Senior and Mid-Level Managers |
| Introduction to Community Development | English | Ontario Healthy Community | 30 | Mid-Level Managers |
| Diploma in Operations Management | English | Advanced Learning Academy | 20 | Entry & Mid-Level Managers |
| Diploma in Work Place Safety | English | Advanced Learning Academy | 20 | Entry and Mid-Level Managers |
| Diploma in Supervision | English | Advanced Learning Academy | 20 | Entry and Mid-Level Managers |
| Technical Employees | | | | |
| Understanding Drainage & Water Distribution Systems | English | USAID | 20 | Entry Level Technical |
| Introduction to Plumbing, Pipe and Fixtures | English | USAID | 20 | Entry Level Technical |
| Introduction to Masonry | English | USAID | 20 | Entry Level Technical |
| Introduction to Carpentry | English | USAID | 20 | Entry Level Technical |
| Introduction to Electricity | English | USAID | 20 | Entry Level Technical |
| Health & Safety in Demolition Work | English | Advanced Learning Academy | 20 | Entry Level Technical |
| Basics of Back Safety | English | Walkgrove | 20 | Entry Level Technical |
| Safety & Health in Construction | English | Advanced Learning Academy | 20 | Entry Level Technical |
| Fundamentals of Health & Safety in the Work Place | English | Advanced Learning Academy | 20 | Entry Level Technical |
| Proper Use of Personal Protective Equipment in the Work Place | English | OSHA | 100 | Entry Level Technical |

I.3 VISIBLE IMPROVEMENT SERVICE PROCESS

After working closely with USAID to select the first six partner municipalities in Q4 of 2019, Taqarib began organizing its first and foundational activity with every Taqarib partner municipality - development of the Municipality Citizen Charter for service delivery. Originally planned for the end of December 2019 in Tunis, the charter drafting event included the participation of the Municipality City Manager, Municipal Office of Projects Engineer, and Municipal Office of Utility Engineer of each of the six partner municipalities. The event, titled the City Managers & City Engineers Association Conference was postponed to 31 January 2020. Thus, the results of the event will be covered in the next quarterly report.

Concurrently, Taqarib met with Tripoli Center Female Councilor [REDACTED] who proposed working with the Environment Monitoring, Food & Safety Labs through the provision of instruments and capacity building for Municipal Health Inspectors. In Tunis, Taqarib also met with Zliten Mayor [REDACTED] on 13 December 2019 in which the mayor expressed his support for Taqarib's single Mahalla (district) approach and in-kind support with equipment contributions.

The Objective Lead and Sr. Technical Advisor have worked with the six mayors to identify the target Mahalla for VIS intervention. Final selection will take place when municipalities demonstrate that they have solicited inputs from citizens for the final Mahalla selection.

Taqarib produced geospatial and google earth images mapping the target Municipalities down to the Mahalla level in order to conduct an in-depth analysis of current conditions on the ground, and the most needed services. The images also provide a baseline to monitor throughout the life of the project. As of the time this report was written, mappings of targeted municipalities and Mahallas have been completed.

Frequent communication with local stakeholders allowed the Objective Lead I sufficient information to produce eight preliminary draft Scopes of Work, a Bill of Quantities, and an RFP for the pre-selected services within the participating Mahallas. Table 2 captures the proposed VIS projects for Year 1 in the six targeted mahallas. The table includes mandatory soft and hard services supported by Taqarib, as well as the corresponding projected budgets. Table 2 also conveys how Objective 1 and Objective 3 (policy reform) interconnect, associating policies, procedures and standards with each VIS project. The Objective 1 Lead and the Regional Program Manager for the implementing partner of the USAID/OTI Libya Transition Initiative discussed collaboration around rubble removal and reuse by (1) reviewing availability of equipment such as jaw crushers, feed crushers, shifters and belts, (2) specifications of crushed materials and reuse option by municipality, (3) USAID requirements for third party inspection and inspection by USAID Engineers, and (4) training of users. This effort provides significant opportunities for cost sharing within the municipalities. The use of sifters alone allows for immediate reuse of materials for gravel production, sand, fill materials, and road base while crushing will refine the products to US Army Corp of Engineers Standards, the international standard for such materials.

Table 2: Services Menu

| MUNICIPALITY (MAHALLA) | SOFT SERVICES | HARD SERVICES | MANDATORY SERVICES | TAQARIB BUDGET YEAR 1 | MUNICIPALITY MATCHING FUNDS |
|---------------------------|---|---|---|-----------------------|-----------------------------|
| Tripoli Center (Dahra) | (1) Business Licensing (2) Construction Permitting & Inspection (3) Local Revenue Generation | (1) Public Market Improvement (2) Street Lights/Banner | (1) Asset Management (2) Establish City Manager & City Engineers Association (3) Policies, Procedures & Standards | \$35,000.00 | \$15,750.00 |
| Benghazi (Sabri) | (1) Local Revenue Generations (2) Citizen Engagement (3) Business Licensing | (1) War Rubble & Construction Debris Reuse & Removal (2) Public Market | (1) Asset Management (2) Establish City Manager & City Engineers Association (3) Policies, Procedures & Standards | \$55,000.00 | \$24,750.00 |
| Bani Walid (Baladia) | (1) Local Revenue Generations (2) Communication Strategy for the Municipality (3) Code Compliance | (1) War Rubble & Construction Debris Reuse & Removal (2) Public Market | (1) Asset Management (2) Establish City Manager & City Engineers Association (3) Policies, Procedures & Standards | \$55,000.00 | \$24,750.00 |
| Sebha (Gourda) | (1) Construction Permitting & Inspection (2) Citizen Engagement (3) Local Revenue Generation | (1) Parks, Sport Courts & Green Space (2) Street Lights/Banner | (1) Asset Management (2) Establish City Manager & City Engineers Association (3) Policies, Procedures & Standards | \$40,000.00 | \$18,000.00 |
| Zliten (Abourgaya) | (1) Urban Planning (2) Citizen Engagement (3) Code Compliance | (1) Public Market Improvement (2) War Rubble & Construction Debris Reuse & Removal | (1) Asset Management (2) Establish City Manager & City Engineers Association (3) Policies, Procedures & Standards | \$35,000.00 | \$15,750.00 |
| Albayda (Bayda El Jadida) | (1) Citizen Engagement (2) Construction Permitting & Inspection (3) Code Compliance | (1) Street Lighting/Banner (2) Local Road Repair | (1) Asset Management (2) Establish City Manager & City Engineers Association (3) Policies, Procedures & Standards | \$35,000.00 | \$15,750.00 |

I.4 PEER-TO-PEER LEARNING AND ALUMNI NETWORK

During consultations on 13 December 2019 with the Mayor of Zliten, Objective 1 Lead shared Tararib's plans to support peer-to-peer learning across municipalities. The Mayor expressed support for peer-to-peer activities. Also, as part of support to WEON to develop its alumni network, the Objective 3 team met on 4 December 2019 with WEON representatives including the Head of WEON [Nadia AbuSrewil], WEON staffers [Reem AlQhadi and Zaineb Alhamroony], as well as the Female Municipal Councilors for Souq Aljuma and Tajura municipalities [Awatif Jadaymi and Sabriya Alzirqani respectively]. Meeting minutes documented the equipment and capacity building needs of WEON, which include (1) training newly elected female municipality members on topics such as human development, (2) establishing a group to monitor municipality transparency performance, and (3) advocacy training focusing on women's roles in the municipality.

OBJECTIVE 2

BUILD THE CAPACITY OF CITIZENS, CIVIL SOCIETY ORGANIZATIONS (CSOs), PRIVATE SECTOR ACTORS, AND OTHER FORMAL AND INFORMAL STAKEHOLDERS TO ADVOCATE AND HOLD MUNICIPAL AND RELATED NATIONAL-LEVEL INSTITUTIONS ACCOUNTABLE TO DELIVERING ON THEIR MANDATES

2.1 ORGANIZATIONAL PERFORMANCE INDEX

After liaising with the USAID Morocco Civil Society Strengthening and Forestay programs, the Objective 2 Lead continued collecting resources and tools to prepare for the implementation of OPI baseline and endline assessments. Part of this activity included designing a customized step-by-step process guide to carry out the OPI assessments on CSOs and grassroots organizations participating in the Taqarib Objective II activities. The final selection of CSOs and grassroots organizations is pending the review of applicants for the Annual Program Statement (released January 27), and the release of the Request for Applications (RFA). Component 2 team worked with the Tripoli team and the Communications team to develop an outreach and publicity plan to circulate the announcements to optimize CSO engagement and response.

The call documents for the RFA developed by Taqarib Objective 2 team are in the final stages of approval by USAID. Efforts included preparing a Grant Strategy defining the public participation and community engagement model adapted to Taqarib context and strategic objectives, as well as a presentation to Taqarib Senior Management Team (SMT) for input. Feedback was also solicited during meetings with CSOs during the CSO mapping activity. There is great anticipation from CSOs around the release of the grant announcements and many are preparing their proposals.

Objective 2 team members have engaged with various CSOs identified in the mapping exercise and conducted strategic consultations to gain a better understanding of various groups' track records and capacity around public service delivery and participatory governance. These consultations also presented opportunities to introduce the project's preliminary thinking on grant strategy, a community engagement model, and the role of CSOs within VIS processes. More importantly, the Taqarib team evaluated CSO interest in the grant prospects and sought feedback and recommendations to adjust the grant strategy. This was also an opportunity to validate assumptions made of various groups' capacity, and assets available to lead and support core components of the public participation model.

Some discussions with prominent CSOs included their capability-building efforts for other more nascent groups. This will inform the specific methodology that will be used to roll out the Organizational Performance Index capacity-building efforts with the CSO grantees and partners once they are identified in January and February 2020.

The consultations included Salam Association of Bani Walid who are very active in providing humanitarian relief psycho-social support to IDPs, children and women. The group is also very keen on providing new services to underserved segments of Bani Walid, - children, youth, and women in

particular - through safe spaces, sports, cultural facilities, and economic empowerment and inclusion programs.

A Benghazi-based development CSO Tanmia 360 works with various stakeholders to design and implement projects focused on education, economic empowerment, and healthcare. The group expressed great interest in Taqarib, and enthusiasm to design interventions to address challenges pertaining to street cleaning, maintenance of parks, and urban planning.

Tentative date to go live with the announcements is currently January 15.

The MEL team developed an M&E plan for the grant-making activity, which includes sections dedicated to performance indicators, context monitoring, evaluation, and learning.

2.2 YOUTH, MINORITY, AND WOMEN LEADERSHIP TRAINING

The Taqarib team has been identifying potential youth, women, individuals with special needs, and minorities to serve as community leaders and influencers as part of the Champions for Change (C4C) training program. Taqarib Objective 2 PDO [REDACTED] has identified 150 community leaders from the initial six target cities by reaching out to municipal councilors, journalists, and community opinion leaders. The Taqarib team is collecting candidate background information, accomplishments and past performance reports. The team is also preparing selection criteria and procedures to finalize the selection process and conduct capacity-building and technical assistance needs assessment that will inform the content and methodology of the training program.

One of the candidates identified by Taqarib is [REDACTED] who teaches at Bani Waleed University and is the cofounder of the Quareer Libya organization. Quareer is active in the field of services for women and children within the municipality of Bani Waleed. [REDACTED] has participated in educational and trainings workshop activities focusing on women as well as campaigns in support of elections and the constitution. Dr. Suad also participated as an observer during the previous (and first) municipal elections.

[REDACTED] is another candidate identified from Tripoli. He is the founder of the Libya Translators Club and co-founder of Libya Bloggers network. [REDACTED] has led several initiatives including Bidaya campaign on social media aiming to raise public awareness on civic participation to raise democratic values, fight hate speech, and to promote tolerance. His other initiative is called Tamkeen Blogging, a training project for the Libyan bloggers targeting 100 participants in five cities across Libya on the basics of blogging, resources for research and fact verification. Training is conducted under the supervision of certified trainers from the Deutsche Welle Academy.

[REDACTED] is a female activist and law graduate managing the Libyan Women's Forum dedicated to combatting violence against women. [REDACTED] has experience moderating multi-stakeholder dialogues, training on UN Resolution 1325, capacity building for female election candidates, and international law. She works with the Janzour Municipality Crisis Committee and on economic empowerment of displaced women in Janzour.

Other candidates include, [REDACTED] an architect from Benghazi who started an engineering consultancy firm, ATTAYSEER, to raise awareness and increase inclusivity by promoting more accessible public buildings.

2.3 CITIZEN PARTICIPATION IN PLANNING

The Objective Lead and team members continued to monitor formal and informal volunteer campaigns, and civic engagement that represent interesting case-studies and precedents for citizen-local governance participatory planning.

On 12 December 2019, members of the Taqarib team attended Tripoli Center Municipality community dialogue event targeting media, bloggers, and civil society activists. The municipality intended to improve its public engagement and communications of its priorities, challenges and ongoing projects. Taqarib team members identified several gaps that will potentially serve as technical assistance and support for both CSOs and Municipalities to optimize their effectiveness of citizen engagement, communication, and participation. This technical assistance and support will be streamlined into the selection of partner CSOs and private sector actors as well as the upcoming process of grant selections supporting VIS to ensure greater integration with other project interventions and impact.

2.4 MICRO-RESEARCH AND POLLING

Activities for this cluster will start in May 2020 with planning starting in FY2020 Q2.

OBJECTIVE 3

STRENGTHEN NATIONAL AND SUB-NATIONAL DECENTRALIZATION POLICIES, SYSTEMS AND COORDINATION

3.1 COMPREHENSIVE LOCAL GOVERNMENT POLICY DIAGNOSTICS AND FUNCTIONAL REVIEWS

Back and forth communication between the Taqarib team and municipal stakeholders revealed that our partner municipalities have virtually no common or regular standard for service delivery. For example, there is no common standard for what materials to use when building a road, a home, sewage pipes, or a park. neither is there a standard for frequency of services such as garbage collection, streetlight maintenance, or drainage pipe clearance. In congruence with recent decentralization of policies regulating a broad range of public services and spaces, Taqarib has prepared a suite of policy, process, and regulation recommendations in addition to a database of 1100 job descriptions, for use by partner municipalities. Draft regulations available for immediate use by our partners include:

- Best Practices Municipal Government Consolidated Fee Schedule for Libya Municipalities
- Consolidated Fee Schedule for the Municipalities
- Draft Policy for Park Maintenance for Libya's Municipalities;
- Draft Policy for Libya Municipal Government Capital Improvement Plan
- Local Policy to Be adopted by the Municipality for Building Use and Construction
- Building Standards Use and Policy for Libya Municipalities Draft
- Draft Policy for Budget Management for Libyan Municipality
- Draft Green House Gas Reduction Policy
- Draft Procurement Policy
- Draft IT Management Policy

3.2 SUPPORT NATIONAL STRATEGY MEETINGS ON LOCAL GOVERNANCE ISSUES, LAW 59 IMPLEMENTATION AND REFORMS

| Indicator | Unit | Baseline | Results | | | | Disaggregation | Target |
|--|--------|----------|---------|---------|---------|---------|----------------|--------|
| | | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | | |
| Objective 3: Strengthen national and subnational decentralization policies, systems, and coordination | | | | | | | | |
| Number of TAQARIB -supported multi-stakeholder meetings/dialogues between national and local actors regarding decentralization | Number | 0 | 1 | | | | | 8 |

As part of this Objective, Taqarib held its first of eight Semi-Annual Dialogue Meetings on 23 December 2019. The Objective led by the Sr. Technical Advisor consulted with many stakeholders to bring about this event. Consultations included MoLG Director of the International Cooperation and MoLG Director of the Legal Office [REDACTED], Assistant Secretary-General of the High Council of Local Administration [REDACTED], Former Director of the Legal Office [REDACTED] Tripoli Center

Municipal Services Coordinator [REDACTED], and Tripoli Center Legal Office Manager [REDACTED].

Unfortunately, the municipal representatives from Sebha, Benghazi and Beydaa were not able to attend due to the ongoing political conflict between their respective national-level governments. A positive development was that the mayor of Zleiten, who has a working relationship with all three municipalities, reached out to the missing municipality representatives in an informal mediation gesture.

The dialogue meeting focused on Municipal Assets Management both Municipal and national state property under Law 59. The twenty-six attendees invited by the HCLG included the Mayors of Zelitina and Bani Waleed, the Deputy Mayor of Tripoli, representatives from the MoLG, the HCLG, and the HCLA, in addition to members from the National Authority for Combating Corruption (NACC).

The Taqarib team and the HCLG Assistant Secretary General kicked off the meeting with opening statements on the 2020 HCLG Agenda, Taqarib project goals, and Objective 3 activities respectively. Law Professor, [REDACTED], a law Professor facilitated the dialogue in the role of legal expert, presenting an overview of all laws relating to asset management in Libya, and the role of the municipalities in managing assets in accordance to law 59. In addition, [REDACTED] reviewed Law no. 11 from 1992 that included provisions on real estate ownership, Law 48 from 2012 on provisions for the registration of state property, and decree 720, issued in 2013, establishing the Real Estate Ownership Agency.

The substantive legal introduction generated a rich dialogue in which participants offered examples of challenges they encountered in the application of local governance laws, emphasizing the conflict and incongruence between local and with national laws. For example, the Tripoli Center Municipality Legal Department representative protested that “the central government’s full control over municipality assets is such that when Tripoli Center Municipality buildings required maintenance and repairs, it could not legally proceed without permission from the Public Property Authority (PPA)”. The TCM representative continued that the PPA had, until then, not cooperated with municipalities, and refused to meet with municipalities on numerous occasions. The remaining course of action for municipalities is to take the PPA to court, but they are unofficially discouraged to do so by the MoLG and Prosecutors Office.

For the TCM, the issue of local versus central property control is most uncompromising given aggressive competition for office space within the Libyan capital. Outside the capital, the situation is more harmonious as result of less competition, and stronger social, familial, and tribal networks to rely on to resolve property disputes.

Most attendees agreed that the absence of a Libyan constitution is the primary cause for all legal complications facing both municipalities and national-level governance bodies. Confusion over the legitimate authority over a given place or event and the lack of transparency around current policies is also inviting serious accusations, as noted by the NACC representatives. Especially concerning is the double counting of expenses at both the local and national accounts. The Municipality of Tripoli Center reported, “we only fixed windows and doors at our children schools, we can’t do anymore.”

The participants key proposed next steps included (1) reviewing 2013 decree 720, (2) setting up a committee to determine public property ownership and role of local and national agencies according to law 59, and (3) speeding up the process of municipality banking accounts.

Taqarib MEL team collected satisfaction survey, sign-in sheets and some meeting minutes that suggested attendees' strong interest in seeing Ministry of Finance, Ministry of Planning, and Public State Property Authority representatives. Not all invitees to the dialogue attended.

3.3 NATIONAL ADVOCACY PLATFORMS AND CSOS SUPPORT THE LOCAL GOVERNANCE AGENDA

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3.5 NATIONAL ADVOCACY PLATFORMS AND CSOS SUPPORT THE LOCAL GOVERNANCE AGENDA

In early December 2019, Taqarib Legal & Policy coordinator [REDACTED] met with WEON at Taqarib Tripoli offices to discuss opportunities of support and networking. The meeting included WEON president [REDACTED] and three other members, in which WEON presented a brief history of the network and its aims. WEON representatives also highlighted the recent 21 new members who joined WEON following their election to office in the latest municipality elections as well as planning expansion in the east to encourage eastern women members to join. They also expressed appreciation for the VNG efforts in coordinating a useful meeting with female mayors in Tunisia. WEON works on building the capacity for election candidates and elected women; WEON provided Taqarib Legal & Policy coordinator a list of capacity building needs as well as sought support to cover operations costs such as office rent, staff salaries, stationary and IT equipment.

OBJECTIVE IV

INFORM PROGRAMMING THROUGH A ROBUST LEARNING AND ANALYSIS AGENDA

During this quarter, MEL and HR team members conducted interviews resulting in the successful selection of (1) Benghazi MEL Officer with excellent experience monitoring local governance development projects in Benghazi, (2) Sebha MEL Officer with four years working experience with an USAID contractor in southern Libya having an extensive network with key local stakeholders, and (3) Data Analyst/Visualization MEL officer having a computing background and experience designing surveys, Kobo, and reporting as part of the M&E department. Unfortunately, Tripoli senior MEL Officer shifted roles to becoming Benghazi RPM. The MEL team needs to recruit three more MEL officers.

MEL Director [REDACTED] and officers began developing Monitoring and Evaluation plans for upcoming Taqarib activities. To this end, they completed and implemented the M&E plan for Taqarib's first official activity, the semi-annual dialogue meeting in Tripoli in December. The plan included indicators collected from data sources like attendance sheets, meeting minutes, and a satisfaction survey. A MEL monitoring and evaluation report is underdevelopment.

Taqarib MEL Director and Data Scientist attended a meeting with IBTCI/METAL to discuss preliminary feedback on the October 2019 Taqarib AMELP documents submission. The key comments concentrated on some missing illustrative Award indicators, the highlighting of indicator disaggregation upfront in the AMELP document, and finally, that the DQA should be implement before data collection beings, focusing specifically on F-standard indicators.

4.1 QUARTERLY PERCEPTION SURVEYS

In the initial AMELP feedback, USAID AOR expressed preference for the biannual option, considering the significant amount of time to assemble, clear and release, however, further Taqarib internal discussions has persuaded the project to revert to the quarterly surveys option. This option will allow the Taqarib to (1) capture percentage changes in public perception regarding quality of services and interaction with municipalities, which together with the annual assessment of core functions of local government determine the MPI index score, (2) populate the Taqarib Services dashboard, which will present quarterly perceptions survey results alongside quarterly municipal service delivery statistics and public service expenditure for various municipal services of interest to the project, and (3) have the opportunity to contribute to the data collection of service delivery context indicators such as (i) average hours of electricity service, (ii) primary school enrollments/attendance rates, and (iii) solid waste collections.

As part of preliminary evaluation of localization of the MPI tool, Taqarib COP met with GIZ to gain better understanding of GIZ municipality activities and to ensure MPI index is distinctly different from the GIZ assessment tools being used in the Libya context. The Taqarib MEL Director also shared an Altai Consulting draft perception questionnaire with team members to provide information about previous perception surveys implemented in Libya.

The tailoring of the DAI perception survey component of the MPI index tool took little effort, with changes only affecting the list of public services relevant to Libyan municipalities and definitions of various entities. Taqarib submitted these minor changes to DAI home office local governance specialists to assess impact on MPI index calculations and to gain more clarifications on index calculation methods.

During the last weeks of December 2019, Taqarib COP prepared draft Statement of Work (SOW) for Altai Consulting contract obligations which should be finalized in January 2020. The obligated delivery dates for the Quarterly Perception reports is aligned with Taqarib Strategic Review Session to offer opportunities for program intervention discussions with evidence-based research.

4.2 QUARTERLY STRATEGY REVIEW SESSIONS

The Quarterly Strategy Review Sessions will inform annual work planning processes and revisions to activity-level theories of change triggering re-design, scale, or cancellation of activities. Taqarib's Senior Management Team meeting in November in Tunis was, effectively, the project's second strategy review session.

The November meeting included technical specialists from home DAI home office. Manager, Information Technology setup, customized and trained Taqarib staff on the IBM Notes project administration system (TAMIS) which will be the project record of all programmatic and operational activities. The HO Data Scientist is working on developing DAI's in-house online Data Visualization system for the project dashboard. Taqarib's component leaders all presented their strategies and workplans to Taqarib Senior Management Team (SMT) for input.

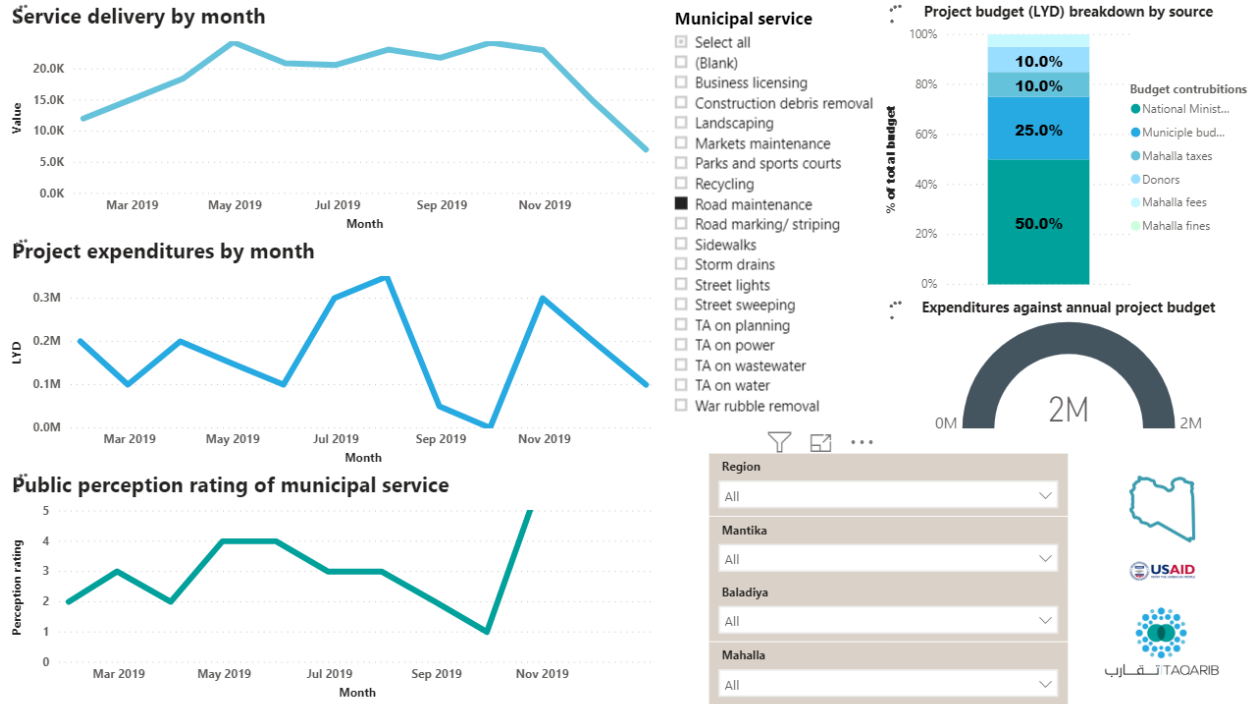
The project's next Quarterly Strategy Review is scheduled in March 2020.

4.4 WEB-BASED KNOWLEDGE-MANAGEMENT AND LEARNING PLATFORM

Taqarib continued working with DAI's in-house software development specialists to design the parameters of an online project dashboard. The HO Data Scientist attended Taqarib strategy meetings in Tunis, introducing tools and approaches for the project data systems for municipal service monitoring. The data system was initiated in collaboration with Taqarib Objective Lead I and HO Information Technology manager with the first iteration using dummy data sets for illustrative purposes. The snapshot below provides a visual representation of what part of the dashboard might look like. The HO Data Scientist also provide introductory training to the MEL Director on the MEL data system's collection tools, as well as the relational data modeling and PowerBI, visualization software at the core of the system.

Figure 1: Municipal Dashboard Functional Prototype

MUNICIPALITY LIBYA DASHBOARD



CHALLENGES AND ADAPTATIONS

- Ongoing conflict may have slightly distracted some member of the Taqarib project.
- Setting up offices, staff laptops, office services
- Limited air travel seats restricting availability especially for short notice activities.

