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

FY 2020 Q4 QUARTERLY REPORT  
JULY 1 – SEPTEMBER 30, 2020



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

## FY 2020 Q4 QUARTERLY REPORT

Cooperative Agreement Number:	72067019CA00001
Project Start and End Dates:	July 8, 2019 – July 7, 2023
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## ACRONYMS AND ABBREVIATIONS

APS	Annual Program Statement
CERT	Community Emergency Response Training
CSO	Civil Society Organization
EOC	Emergency Operations Centers
FY[XX]Q[X]	Refers to the US fiscal year and quarter under reference
KPIs	Key Performance Indicators
MC	Municipal Council
MEL	Monitoring, Evaluation, and Learning
MOLG	Ministry of Local Governance
MPI	Municipal Performance Index
MPR	Media and Public Relations Office
OPI	Organizational Performance Index
RFA	Request for Applications
SCLG	Supreme Council for Local Governance
TAQARIB	Local Governance and Civil Society Activity
TCM	Tripoli Center Municipality
VIS	Visible Improvement Service Process
WEON	Women’s Elected Officials Network WEON

## TAQARIB PARTER MUNICIPALITIES

Abusliem  
Albawanees  
Albayda  
Albrayga  
Alkhums  
Assahel

Azzawya  
Bani Waleed  
Baten Aljabal  
Benghazi  
Ghadamis  
Sebha

Shahhat  
Swani Bin Adam  
Tajoura  
Tripoli Center  
Zliten  
Zwara



## EXECUTIVE SUMMARY

The Taqarib project enjoyed a fruitful summer, implementing 20 community-based volunteer events with the participation of over 400 volunteers, and more than 40 virtual trainings, workshops and dialogues with over 400 participants. The events materialized despite regular nation-wide power blackouts lasting more than 24 hours in most places, quarantine, and limited access to the office due to the coronavirus pandemic in Libya. While these events constrain the project's ability to operate, the Taqarib team has achieved its potential for progress this quarter.

Taqarib's Municipal Services Objective signed Citizen Charters with 8 municipalities in FY20Q4. The Objective team developed and delivered 27 trainings as part of its commitment to help Libya confront the coronavirus pandemic, and leverage the momentum toward establishing uniform emergency procedures, facilities, and human resources to utilize in any natural disaster the nation may face.

Taqarib is fulfilling its end of the bargain in the Citizen Charter, with all Year 1 procurements now either well in process or delivered. In its public education commitment, Taqarib has printed and delivered to 11 municipal partners 22,000 copies of the Garbage Monster book as part of a waste management campaign targeting children, and worked with municipal councils and CSOs to implement 8 community-wide clean-up events ahead of VIS activities in the days and month ahead.

Taqarib's Community Engagement Objective, the backbone for which is community-based discourse and trainings across the country, was the most severely impacted by the constraints in FY20Q4. Just as the Objective and Program Management teams adapted to virtual trainings and consultations with participants, power outages forced event delays and often half or more of participants were out of power or internet coverage during an online event. The Objective team made training materials available online, and kept participants abreast of developments through phone calls and emails. Nonetheless, the project hosted 7 virtual Champions for Change Kick-off events for 18 municipalities during the quarter, as well as webinars for 72 CSOs and Champions for Change: the Webinar on Municipal Competencies and the National Forum on Social Accountability.

In Taqarib's Public Policy and Decentralization Objective, two qualified Libyan consultancies have applied for the Libyan Public Policy and Administration Experts Request for Proposals, and were concluding their proposal at the end of FY20Q4. The consulting agency will play a primary role in drafting and finalizing the Taqarib library of manuals, guides and resources. The Objective team and the Senior Technical Advisor worked closely with the Ministry of Local Government and the Supreme Council on Local Administration to assist in the roll-out of new local finance regulations and policies. Support for the Municipal Guard, an instrumental regulation enforcement body in Libya, continued in FY20Q4 with the Municipal Guard Legal Framework and Policy Workshop exploring the laws regulating the relationship between the Guard and the municipality. The Objective team launched activities for sub-objective 3.3 on pilot decentralization, conducting 3 business process mappings for 5 municipalities. As part of Taqarib's COVID-19 support package to municipal partners, the Objective team implemented 4 emergency communications workshops for 18 municipal partners.

Taqarib's Learning Objective, in collaboration with Altai Consulting, concluded the project's second Quarterly Perceptions Survey. As part of the project's quarterly strategy reviews, the Taqarib Chief of Party conducted a single day, all-team review and virtual consultation on the Taqarib Year 2 Workplan, soliciting input from each staff member before producing a subsequent draft. The objective team continued to work with software developers at DAI's Bethesda headquarters to expand the municipal-services dashboard to host Taqarib MOOCs, and other resources for municipal partners.



[REDACTED] The grants respectively advocate for 1) greater access to quality public services for people with disabilities, 2) more participation of and consultation with women in service policy and local government, and 3) a campaign to ban single-use plastic bags at the sub-national level.

Taqarib's Operations and Finance activities have been reliable and effective in FY20Q4, after adapting to post COVID-19 working conditions. Project offices remain closed, however, staff can access the offices for urgent needs and offices are stocked with masks, gloves, hand sanitizers, antiseptic wipes, etc. and cleaned on a regular basis. In August 2020, two Taqarib staff members contracted the coronavirus. The project conducted contact tracing and tested several staffers, all of whom tested negative for the virus. The vast majority of staff in all office locations continue to work from home.

[REDACTED]

## OUTLINE

### SUMMARY TABLE OF RESULTS

The following is a tabular presentation of the indicators that measure Taqarib’s progress towards attaining our overall objectives:

Table 1: Taqarib Performance Indicators and Achievements in Year 1

Indicators	Baseline FY 2020	Annual Target	Q1	Q2	Q3	Q4	FY20
<b>OBJECTIVE 1: STRENGTHEN THE CAPACITY OF TARGETED MUNICIPAL INSTITUTIONS TO DELIVER SERVICES AND BE MORE RESPONSIVE TO CITIZEN NEEDS</b>							
Number of non-binding implementation agreements with municipalities	0	15	0	3	7	8	18
1.2 Percent change over the baseline score in MPI of partner municipalities	0	0	0	0	0	0	0
1.2.1 [Intermediate Indicator] Number of MPI Baselines Conducted with Partner Municipalities	0	15		3	14	1	18
1.3 Number of VIS processes supported in partner municipalities	0	15	0	3	7	8	18
1.4 Number of citizen priorities reflected in municipality VIS plans	0	15	0	3	7	8	18

Indicators	Baseline FY 2020	Annual Target	Q1	Q2	Q3	Q4	FY20
1.5 Number of participants enrolled in in-service trainings, educational courses, or other professional-development opportunities with Taqarib-supported content	0	50	0	0	18	22	40
1.6 Number of individuals with improved skills following completion of USG-assisted workforce development programs. (EG 6.2)	0	15	0	0	0	0	0
1.7 Number of municipality-led multi-stakeholder meetings, town halls, or similar events held	0	10	0	0	6	7	13
1.8 Number of individuals who participate in peer-to-peer learning exchanges <sup>1</sup>	0	50	0	0	0	14	14
1.9 Number of host-country COVID-19 preparedness and/or response plans in various phases (formally proposed, adopted, or implemented) supported with USG assistance.	0	0	0	0	0	1	1
1.10 Number of private sector partnerships utilized addressing second-order COVID-19 impacts	0	0	0	0	0	0	0
1.11 Number of participants in USG supported activities trained in community emergency response	0	50	0	0	0	127	150
<b>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</b>							

Indicators	Baseline FY 2020	Annual Target	Q1	Q2	Q3	Q4	FY20
2.1 Number of CSOs receiving USG assistance engaged in advocacy activities (DR 4.2)	0	15	0	0	0	3	3
2.2 Percent change in OPI scores over baseline of partner CSOs	0	0	0	0	0	0	0
2.3 Percent of U.S. Government-assisted organizations with improved performance (CBLD-9)	0	0	0	0	0	0	0
2.4 Number of CSO-led multi-stakeholder meetings, town halls, or similar events held as part of municipal planning, budgeting, oversight, and other service-delivery processes	0	5	0	0	12	0	12
2.5 Number of grants awarded to advocate for or to hold government institutions accountable	0	5	0	0	0	0	0
2.6 % change in social accountability monitoring scores	0	0	0	0	0	0	0
2.7 Number of participants in the Champions for Change (C4C) program	0	150	0	0	60	119	179
<b>OBJECTIVE 3: STRENGTHEN NATIONAL AND SUBNATIONAL DECENTRALIZATION POLICIES, SYSTEMS, AND COORDINATION</b>							

Indicators	Baseline FY 2020	Annual Target	Q1	Q2	Q3	Q4	FY20
3.1 Number of public policies introduced, adopted, repealed, changed, or implemented with citizen input	0	1	0	0	0	0	0
3.2 Number of Taqarib-supported multi-stakeholder dialogues among national actors regarding the decentralization agenda	0	2	1	0	0	1	2
3.3 Number of decentralized business processes mapped and analyzed	0	3	0	0	0	0	0
3.4 Number of national advocacy initiatives supported by Taqarib	0	3	0	0	0	3	3
3.5 % change in citizen perceptions regarding advancement of the decentralization agenda	0	0	0	0	0	0	0
<b>OBJECTIVE 4: INFORM PROGRAMMING THROUGH A ROBUST LEARNING AND ANALYSIS AGENDA</b>							
4.1 Number of municipalities for which profiles have been completed and for which service delivery and public perception data is tracked over time	0	15	0	0	18	0	18
4.2 Number of strategic review sessions conducted	0	4	1	0	0	1	2

# CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND PROGRESS TO DATE

## OBJECTIVE 1: STRENGTHEN THE CAPACITY OF TARGETED MUNICIPAL INSTITUTIONS TO DELIVER SERVICES AND BE MORE RESPONSIVE TO CITIZEN NEEDS



### I.1 THE MUNICIPAL PERFORMANCE INDEX (MPI)

The MPI is a collaborative assessment completed with our municipal partners that allows us to evaluate municipal performance in service delivery and management, local economic development, financial management, internal municipality operations, and citizen/municipality interaction. Importantly, the MPI combines measures of municipal capacity with measures of public appreciation for the job that municipalities are doing (which Taqarib measures through its quarterly public perception survey). This combination of measures results in a performance score for each municipality, rather than a simple capacity score, the latter of which often leaves the very important question of capacity *utilization* unanswered. The MPI’s underlying data inform Taqarib’s service-delivery strategies and provide local and national level stakeholders with baseline, interim, and end-line measures of progress.

The assessment scores encompass nineteen indicators in five broad municipal governance categories; (1) service delivery, (2) finance and revenue, (3) internal operations, (4) economic development, and (5) municipality-citizen interaction. Taqarib staff conduct field visits and interviews with municipal staff, and then score these indicators on a scale from 1 (poor or no performance) to 5 (excellent performance) using standardized benchmarks. Municipalities then have an opportunity to comment on Taqarib’s initial assessment, and that leads to a final scoring that can range from 19 to 95 points.

The MPI assessment has two components; the effectiveness assessment score (marked “E” in Table 3), targeting senior municipality staff like City Managers, and the legitimacy assessment score (marked “L” in Table 3) focusing on citizen perceptions collected via the quarterly Public Perception Survey. The difference between the two scores is the “gap” between legitimacy and effectiveness, as seen by the diagram here below. The higher the assessment score, the smaller the gap. Overall objective is to reduce the “gap” between legitimacy and effectiveness. The gap is re-assessed annually.

Taqarib completed MPI assessments for Albrayga and Shahhat during FY2020Q4. See Table 3 for all 18 municipality scores

Equation 1: The Effectiveness and Legitimacy Gap Calculation

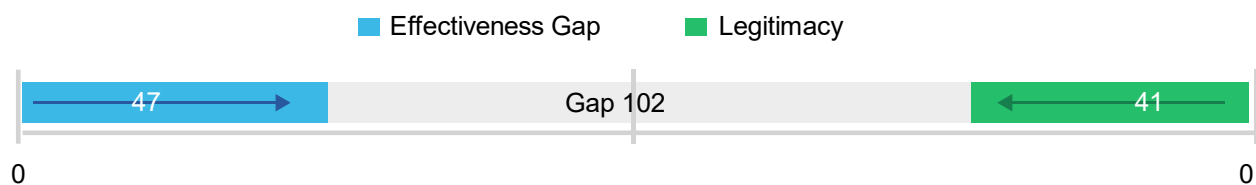


Table 2: Municipal Performance Index (MPI) Score Per Municipality

Municipality	Service Delivery (6-30)		Finance and Revenue (4-20)		Internal Operations (4-20)		Social & Economic Dev (1-5)		Municipality-Citizen (4-20)		MPI BASELINE
	E	L	E	L	E	L	E	L	E	L	
Zliten	13	13.4	11	10.9	8	9.1	5	1.3	10	6.3	102
Tripoli Center	9	10.6	13	10	14	7.9	1	1.1	4	5.7	113.7
Benghazi	9	13.5	10	10.4	10	9.1	1	1.2	5	6.2	114.6
Bani Waleed	10	9.6	8	10.1	6	8.6	1	1.1	4	5.3	126.3
Sebha	12	10.5	8	9.4	11	8	2	1.1	6	5.8	116.2
Abusliem	11	12.5	10	10	12	8.5	1	1.2	6	5.9	111.9
Tajoura	9	13.1	5	10.2	6	8.6	1	1.1	6	6.2	123.8

Swani Bin Adam	7	8.5	5	9.2	5	7.8	1	1	6	5	134.5
Baten Aljabal	7	10.8	4	9.2	5	8.6	1	1.1	5	5.2	133.1
Ghadamis	7	12.1	7	10.4	5	9.2	2	1.2	4	5.9	126.2
Alkhums	6	9.9	4	10.2	5	8.1	1	1.1	4	5.7	135
Shahhat	10	12	5	10.4	9	9.3	1	1.2	4	6	122.1
Albayda	10	13.3	9	10.2	8	9.0	1	1.2	5	6.5	116.8
Zwara	8	12.9	7	10.1	6	9.4	2	1.2	4	6.2	123.2
Assahel	8	10.2	5	9.4	8	8.6	1	1.2	4	5.7	128.9



Albawanees		8	9	7	9.5	5	8.2	1	1.2	4	5.7	131.4
Azzawya		8	10.8	7	10.0	8	8.5	2	1.1	6	6.0	122.6
Albrayga		14	8.6	5	9.1	8	8.6	8	1.1	4	4.9	118.65
Average Score		9.2	11.2	7.2	9.9	7.7	8.6	1.8	1.2	5.1	5.8	122.28

## I.2 LOCAL GOVERNMENT PROFESSIONALIZATION

Taqarib implements a nation-wide Local Government Professionalization program open to elected officials, municipal staff, and line-ministry staff around the country. The program establishes a library of foundational texts and documents in subject areas that range from technical design and engineering, to management and operations. Taqarib can deploy this material as a fixed educational curriculum through which participants would receive national certification; as a modular, demand-driven in-service training; and as a library of texts and templates that all municipalities can retain for continuous reference.

During FY20Q4, Taqarib’s government professionalization courses were centered around support toward timely and effective emergency response training, as proposed in the COVID-19 project add-on, which was finalized in FY20Q3 (sub-objective 1.5). The Objective team has developed a policy for the engagement of Emergency Operations Centers at the municipal level – a framework that has been customized and adopted by Zliten Municipality. Trainings conducted this quarter include Urban Planning for Natural Disasters, Community Emergency Response Teams training (CERT), Emergency Operations Centers, and Communications for Emergency Response implemented by the Policy Advocacy team (Objective 3). In addition, non-COVID-19 related Urban Planning courses commenced as scheduled (See Table #3).

### EMERGENCY OPERATIONS CENTER TRAINING (EOC)

Using an approach developed by the US Federal Emergency Management Agency (FEMA), Taqarib helps municipalities establish and improve local emergency operations centers. Taqarib works with city officials to define each center’s mission, institutionalize inter-departmental coordination, and design resourcing strategies. Taqarib also uses its nationwide community-engagement platform to drive meaningful participation from residents, civil-society, and the private sector in each city’s emergency management approach.

In FY20Q4, Taqarib conducted 5 EOC training sessions for 46 participants under the course titles: General Safety, and Emergency Incident Reporting.

### COMMUNITY EMERGENCY RESPONSE TRAINING (CERT)

Drawing on FEMA approaches that have worked internationally, Taqarib and its partners deliver Community Emergency Response Training (CERT) to each city's emergency operations center on an ongoing basis. The CERT program educates municipal employees, the Municipal Guards, and volunteers from among civil society and local residents on disaster preparedness for the hazardous events that may occur, and trains them in basic disaster response skills, such as disaster medical operations, fire safety, light search and rescue, and team organization.

In FY20Q4, Taqarib completed 10 2-day CERT trainings for 107 participants from 18 partner municipalities.

### URBAN PLANNING

During FY20Q3, Taqarib delivered four Urban Planning training sessions customized for Zliten Municipality as part of its professional development objective. In FY20Q4, Taqarib added twelve more modules to the Urban Planning course, and completed 12 trainings for urban planning professionals in Taqarib's partner municipalities. Each module saw an average of 15 participants. The modules were presented by Taqarib's Urban Planning expert, Dr. Adnan Husnein, and delivered to sixteen municipalities.



Modules presented in FY20Q4:

- ❖ The History of Urban Planning
- ❖ Urban Planning and its Evolution
- ❖ Urban Planning for Parks and Open Spaces
- ❖ Environmental Planning
- ❖ Preserving Community Character
- ❖ Social Context Planning
- ❖ Planning for Economic Development
- ❖ Transportation Planning
- ❖ Urban Planning in Libya
- ❖ Urban Planning for Natural Disasters

It is also worth highlighting that Taqarib is collaborating with the Tazeez Project, implemented by Crown Agents/GIZ and funded by the UK Conflict Security and Stabilization Fund (CSSF), to present the Urban

Planning course by Urban Planning Expert Adnan Husnein to non-Taqarib partner municipalities. In FY20Q4, 6 Integrated Municipal Development Planning courses were presented to Souq al-Jumaa Municipality. The presentations revolved around the limited resources of a municipality, ways to encourage participation, ways and techniques of building trust, identifying key areas of intervention that can strategically be developed to promote wealth creation, economic growth and address marginalized groups in the municipality.



Table 3: Professional Development Courses Conducted for Municipal Staff

No.	Course Title	Participants	Course Delivery Date
1	<b>Urban Planning for Parks and Open Space</b>	5	Urban Planning for Parks and Open Space (07/07/2020 - 07/07/2020) – Zliten
2	<b>General Safety Training for Municipal Employees</b>	9	General Safety Training for Municipal Employees (07/21/2020 - 07/21/2020) - Tripoli Center
3	<b>CERT Community Emergency Response Teams</b>	15	CERT Community Emergency Response Teams (09/23/2020 - 09/24/2020) - Albayda; Albrayga; Alkhums; Tajoura; Zliten; Zwara
		9	CERT Community Emergency Response Teams (08/19/2020 - 08/25/2020) - Ghadamis; Sebha; Ubari
		8	CERT Community Emergency Response Teams (08/26/2020 - 08/27/2020) - Abusliem; Shahhat
		16	CERT Community Emergency Response Teams (09/02/2020 - 09/03/2020) - Baten Aljabal; Benghazi; Swani Bin Adam; Tripoli Center
		9	CERT Community Emergency Response Teams (09/09/2020 - 09/10/2020) - Assahel; Azzawya; Bani Waleed, Benghazi

		21	CERT Community Emergency Response Teams (09/30/2020 - 10/01/2020) – Azzawya
4	<b>CERT Community Emergency Response Teams</b>	8	CERT Communication training (09/07/2020 - 09/07/2020) - Abusliem; Alkhums; Tajoura; Tripoli Center; Zliten
		9	CERT Communication training (09/14/2020 - 09/14/2020) – Sebha, Albawanees, Ghadames Baten Aljabal
		5	3rd Training - CERT Communication training (09/27/2020 - 09/21/2020) - Azzawya; Bani Waleed; Swani Bin Adam; Zwara
		7	4th training - CERT Communication training (09/29/2020 - 09/29/2020) - Albayda; Albrayga; Assahel; Benghazi; Shahhat
5	<b>Taqarib Emergency Incident Reporting Form_Libya</b>	3	Taqarib_Emergency Incident Reporting Form Libya (08/11/2020 - 08/11/2020) - Benghazi-Tripoli-Ubari
		3	Taqarib_Emergency Incident Reporting Form Libya (08/18/2020 - 08/18/2020) - Albayda; Benghazi; Zliten
		9	Taqarib_Emergency Incident Reporting Form_Libya (08/25/2020 - 08/25/2020) - Ghadamis; Sebha
		6	Taqarib_Emergency Incident Reporting Form_Libya (09/01/2020 - 09/01/2020) - Albawanees; Albrayga; Alkhums; Bani Waleed
		5	Taqarib_Emergency Incident Reporting Form_Libya (09/08/2020 - 09/08/2020) - Abusliem; Shahhat; Tajoura; Zwara
		5	Taqarib_Emergency Incident Reporting Form_Libya (09/15/2020 - 09/15/2020) - Azzawya-Assahel-Swani-Baten Aljabal
		6	Taqarib_Emergency Incident Reporting Form_Libya (09/29/2020 - 09/29/2020) - Azzawya-Albawanees
6	<b>History of Urban Planning and its Evolution &amp; Context of Local Planning</b>	22	Session 1_History of Urban Planning and its Evolution (08/16/2020 - 08/16/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara Session 2_Context of Local Planning (08/16/2020 - 08/16/2020) - Abusliem; Albayda; Albawanees; Albrayga;

			Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
7	<b>Environmental Challenges</b>	15	Session 3_Environmental challenges (08/27/2020 - 08/27/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
8	<b>Preserving Community Character</b>		Session 4_Preserving community character (08/27/2020 - 08/27/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
9	<b>Social Context of Planning</b>	20	Session 5_Social context of planning (08/30/2020 - 08/30/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
10	<b>Economic Development</b>		Session 6_Economic Development (08/30/2020 - 08/30/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
11	<b>Urban Design</b>	11	Session 7_Urban design (09/03/2020 - 09/03/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
12	<b>Planning for Natural Disasters</b>		Session 8_Planning for natural disasters (09/03/2020 - 09/03/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
13	<b>Urban Plans</b>	13	Session 9_Urban plans (09/06/2020 - 09/06/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya;

			Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
14	<b>Transportation Planning</b>		Session 10_Transportation planning (09/06/2020 - 09/06/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
15	<b>Parks and Open Space Planning</b>	13	Session 11_Parks and open space planning (09/10/2020 - 09/10/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara
16	<b>Urban Planning in Libya</b>		Session 12_Urban planning in Libya (09/10/2020 - 09/10/2020) - Abusliem; Albayda; Albawanees; Albrayga; Alkhums; Assahel; Azzawya; Bani Waleed; Baten Aljabal; Benghazi; Ghadamis; Sebha; Shahhat; Swani Bin Adam; Tajoura; Tripoli Center; Zwara

### MASSIVE OPEN ONLINE COURSES (MOOC)

The addressable markets for MOOC online learning platforms have grown by a significant multiple, and providers have said that they do not have the bandwidth to take-on smaller clients like Taqarib when demand is so high. Last quarter, Taqarib experimented with developing our own delivery platform using in-house software-development that embed course videos in the learning platform, along with files related to course schedule and content. The bilingual dashboard uses a Content Management System (CMS) like WordPress, allowing an administrator to update text, files, and other content on individual pages without the need for complex coding.



During FY20Q4, the building of the visual wireframe was ongoing with support from DAI Home Office Center for Digital Acceleration (CDA) and Taqarib’s Graphic Designer. Approximately 80% of the page’s sitemaps and prototyping showing the hierarchy and navigation structure are complete. Presently the site shows how content will be organized into modules and screens, and how users will transition from one module to another; the design of the MOOC module is presently under development.

### I.3 VISIBLE IMPROVEMENT IN SERVICE DELIVERY

Visible Improvement in Service Delivery (VIS) is a process that ensures Taqarib and our municipal partners are focusing on real world, tangible service-delivery outcomes in each partner municipality. The process starts with consultations with municipal elected officials, staff, Mukhtar Mahallas (district representatives), CSO's and the private sector, to identify service delivery gaps and discuss technical assistance options from Taqarib's Menu of Services. Each municipality may choose 5-6 technical service enhancements from a Menu of twenty-five services divided into two categories: soft services, and hard services. Through this inclusive process, parties reach accord in the form of a Citizen Charter expressing the community's priorities and expectations of local government, and the work may begin one mahalla (district) at a time. The service delivery work then commences within the selected mahalla.

#### CITIZEN CHARTERS: AGREEMENT ON SERVICE DELIVERY AREAS AND RESPONSIBILITIES

In FY20Q4, Taqarib signed Citizen Charters with eight municipal partners: Azzawya, Albrayga, Alkhums, Sebha, Albawanees, Zwara, Shahhat, and Assahel. These non-binding agreements commit - in good faith - Taqarib, the municipality, and the local community to implementing municipal service-delivery improvements. The charters also stipulate the responsibilities of local stakeholders and their roles in improving service delivery, ensuring equal access to services and contributing to the professionalization of municipal governments in Libya. The document is drafted with Municipal stakeholders in consultation with local civil society and business leadership. In the last quarter, Taqarib has placed a special emphasis on receiving timely and meaningful feedback from communities on the final selection of service enhancements. Most of the municipalities shared with with Taqarib letters from thier CSO networks indicating agreement with the final hard and soft services incorporated in the Citizen Charters, a gesture that increases the legitimacy of local government in-line with USAID Theory of Change for Local Governments.



#### MUNICIPAL PROFILES

The below Municipal Profiles encompass the service delivery commitments Taqarib has made to partner municipalities in the Citizen Charters, and the commitments they have made to us. They also include the municipality's MPI scores, and a GPS map of the target mahalla (or a Google map where one hasn't been generated).

# Abusliem

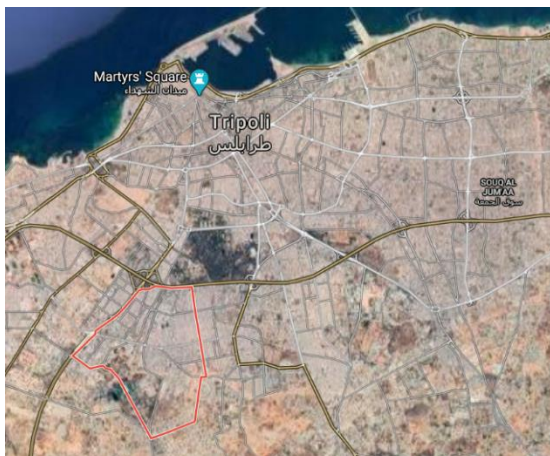
Municipality Profile

Charter Signed:

June 17<sup>th</sup>, 2020

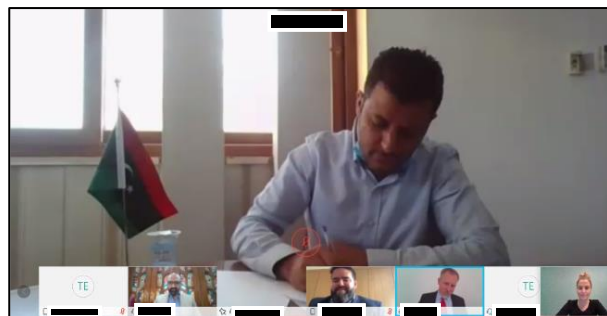
## Municipality Service Commitment/Cost share

- 2 full-time focal points from the municipality
- Create technical designs, bills of quantity and assist with the specifications and engineering drawings
- Service all sports fields and maintain solar-powered street lights
- Provide for land to implement football field
- Data entry for football field, and maintain the equipment for the football field and operations for 7 years
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt & implement policies, procedures, guidelines and standards for municipal services
- Assign a committee to maintain the football field



## Taqarib Service Commitment

- Sports field - football
- Technical assistance in asset management
- Technical assistance in business licensing & code enforcement for Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers & public works staff
- Capacity building for up to 30 staff in technical areas
- Public education efforts on solid waste management
- Technical assistance on citizen outreach & communication
- Technical assistance on policy, procedures, guidelines & standards for municipal services



Mahalla: Salah Eldeen

### Citizen Charter Signatories

Mayor, [REDACTED]  
 [REDACTED]; CSO Rep, [REDACTED]  
 [REDACTED] CSO Rep, [REDACTED]  
 [REDACTED] Deputy Mayor, Aymen  
 [REDACTED]; Taqarib COP,  
 [REDACTED]

### MPI Score

Gap: 111.9

Legitimacy: 40

Effectiveness: 38.1

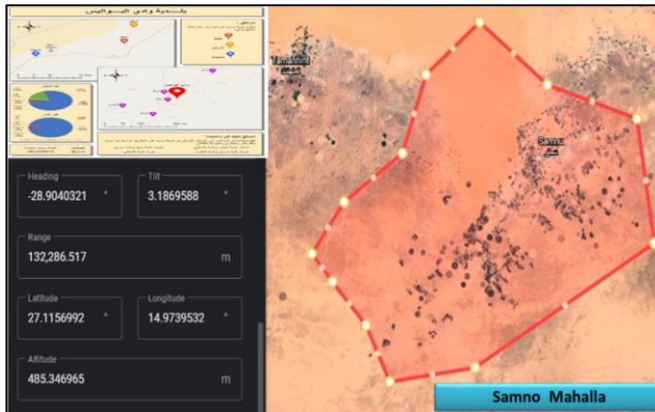
### VIS Procurements Year I

Construction of 1 sports court  
 10 park benches  
 10 park lights  
 10 banner brackets for attachment to the park lights  
 10 waste cans for the sports court  
 10 shovels  
 10 rakes'



**Municipality Service Commitment/Cost share**

- 2 project focal points from the municipality
- Create technical designs, bills of quantity and assist with specifications and engineering drawings
- Service all sports field and maintain solar powered streetlights
- Space or land to establish football field
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services
- Assign a committee to oversee the football field



**Taqarib Service Commitment:**

- Sport field - football
- Equipment for an emergency operations center
- Provide technical assistance in business licensing and code enforcement to Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 technical staff
- Public education efforts on solid waste management
- Assistance in outreach and communication
- Technical assistance on policy, procedures guidelines and standards for municipal services and operations
- Provide technical and documentary assistance in the field of geographic information systems
- Assistance in building the capabilities of the municipality staff
- Technical assistance on the operations of emergency operations centers and CERT training for COVID-19



Mahalla : Samnou

**Citizen Charter Signatories**

██████████ Council Member; Acting Mayor, ██████████; ██████████, General Director of Alola Club / youth representative; Taqarib COP, ██████████

**MPI Score**

Gap: 131.4

Legitimacy: 25

Effectiveness: 33.6

**VIS Procurements Year I**

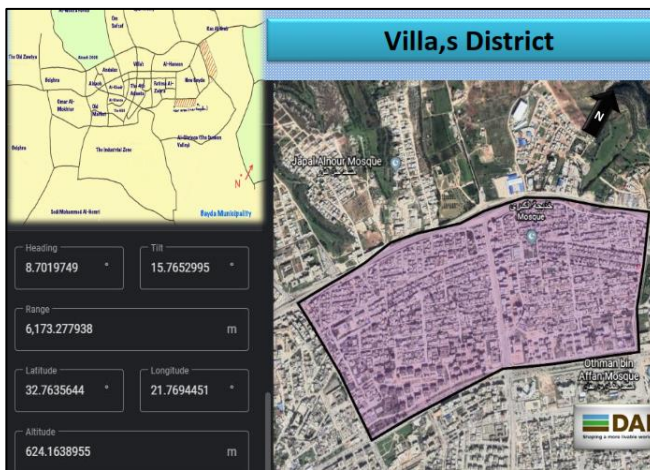
- Construction of 1 Sports Court
- 10 Park benches
- 10 Park lights
- 10 Banner brackets for attachment to the park lights
- 10 Waste cans for the sports court
- 10 Shovels
- 10 Rakes

## Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity and scope of work
- One full-time focal point from the Municipality
- A football field design
- Engineering inspection services and testing
- Maintain all streetlights and parks to an international standard adopted by the municipality
- Plant and maintain trees and green spaces
- Removal of the storm drain waste to a landfill.
- Training space and public meeting rooms
- Transportation for their employees
- The use of computers and printers
- Office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services

## Taqarib Service Commitment:

- Rehabilitation of a sports court
- Basic pothole repair and striping equipment
- Solar-powered streetlights, electrical supplies and equipment for mahalla maintenance
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement for the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 technical staff
- Public education efforts on solid waste management
- Technical assistance on citizen outreach and communication
- Technical assistance on policies, procedures, guidelines and standards



Mahalla : AlEmarat

### Citizen Charter Signatories

Taqarib COP, [REDACTED]  
Mayor Deputy [REDACTED]  
[REDACTED]

### MPI Score

Gap: 116.8

Legitimacy: 33

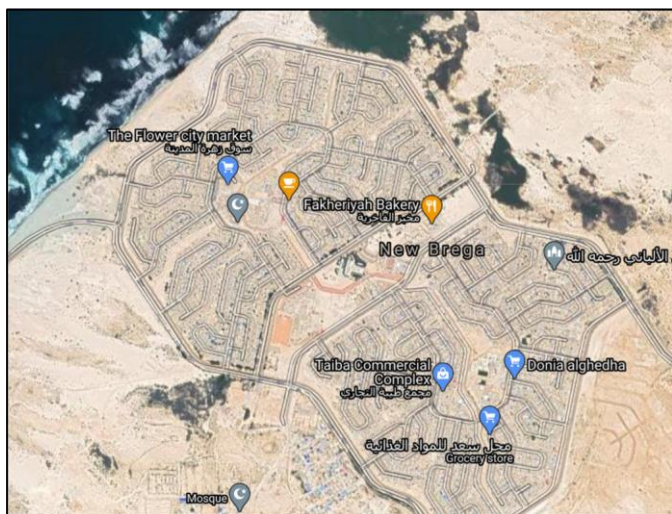
Effectiveness: 40.2

## VIS Procurements Year I

- 20 streetlight poles
- 20 banner brackets
- 1 skid steer loader with bucket loader and brooms
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- 1 saw for asphalt and concrete
- 10 saw blades
- 10 rakes
- 10 wheelbarrows
- 10 shovels
- 10 benches
- 10 park lights

## Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity and scope of work
- 1 full time focal point from the municipality
- Remove the old broken electricity poles; prepare area for installation of solar lights
- Maintain all lights and parks to an international standard adopted by the municipality.
- Training space and public meeting rooms
- Transportation for their employees
- The use of computers and printers
- Office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services



## Taqarib Service Commitment:

- Solar lightning focusing for the main highway
- Banner attachments for the solar light poles
- Benches and waste containers for garden/park
- Emergency Operations Center equipment & assistance
- Public education efforts on waste management
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guard
- Technical assistance in the identification of local revenue sources
- Technical assistance for city managers and public works staff
- Capacity building for up to 30 technical staff
- Assistance in outreach and communication
- Assistance on policy, procedure, guidelines and standards for municipal services and operations
- COVID-19 emergency operations training for Municipal Guards and CSOs



Mahalla : New Brega

### Citizen Charter Signatories

Taqarib COP, [REDACTED]  
Projects Office Director [REDACTED]  
[REDACTED]

### MPI Score

Gap: 118.65

Effectiveness: 39

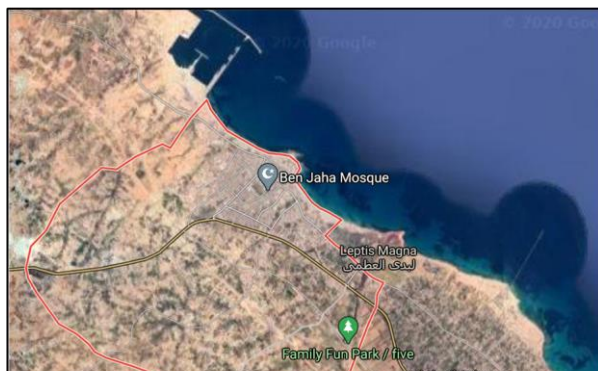
Legitimacy: 32.25

### VIS Procurements Year I

- 20 streetlights with 20 banner bracket attachments
- 1 skidsteer with bucket loader and broom attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- 1 saw for asphalt and concrete)
- 10 saw blades
- 10 shovels
- 10 rakes
- 10 wheelbarrows

## Municipality Service Commitment/Cost share

- Engineering designs and specifications to include the bill of quantity
- One full-time focal point from the municipality
- Engineering inspection services and testing
- Maintain streetlights to an international standard adopted by municipality
- Enter all equipment into the municipality asset management and registry system, and maintain equipment for up to seven years
- Training space, public meeting room, and transportation for employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and Standards for municipal services
- Fuel for all equipment and vehicles



## Taqarib Service Commitment:

- Rehabilitation of a public park
- Solar powered streetlights and banner pole attachments for the new streetlights
- Equipping Emergency Operations Centers
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 technical staff
- Public education efforts on solid waste management
- Technical assistance in citizen outreach and communication
- Technical assistance on policy, procedures guidelines and standards for municipal services and operations
- Technical assistance for COVID-19 response



Mahalla : Albaldeya

### Citizen Charter Signatories

Ahmed Abushala, City Manager;  
 [REDACTED] CSO Rep; [REDACTED]  
 [REDACTED] CSO Rep; Taqarib  
 COP [REDACTED]

### MPI Score

Gap: 135

Legitimacy: 20

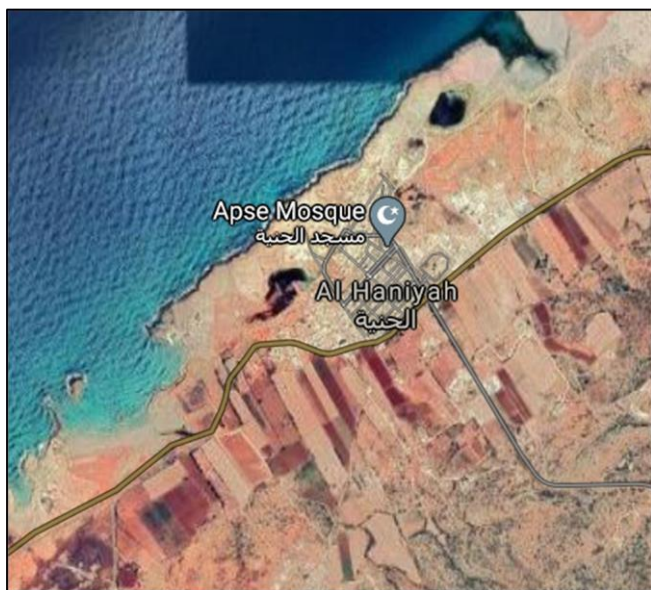
Effectiveness: 35

## VIS Procurements Year I

Construction of 1 sports court  
 10 park benches  
 20 solar-powered street-lights  
 20 banner brackets  
 10 waste cans for the sports court  
 10 shovels  
 10 rakes  
 10 waste cans

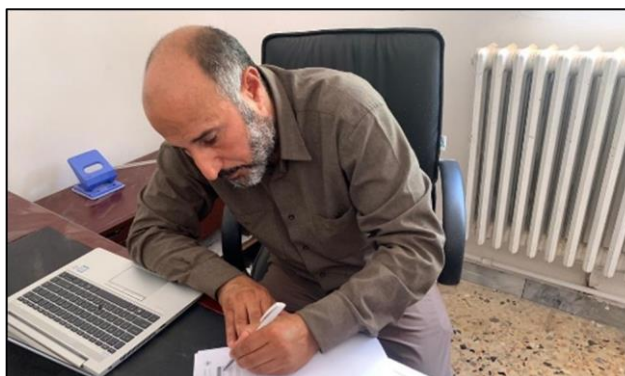
## Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity and scope of work
- 1 full-time focal point from the municipality
- Engineering inspection services and testing
- Repair and patch potholes
- Maintain lights and parks to an international standard adopted by the municipality
- Training space and public meeting rooms
- Transportation for their employees
- The use of computers and printers
- Office supplies for training
- Adopt and implement policies, procedures, guidelines and Standards for municipal services



## Taqarib Service Commitment:

- Equipment to repair asphalt, striping, markings and crosswalks in the target mahalla
- Solar lights and banner attachments
- Equipping the Emergency Operations Center
- Technical assistance and capacity building in urban planning, water, waste-water and power and emergency management
- Technical assistance in asset management
- Business licensing and code enforcement to the Municipal Guards
- Public education on solid waste management
- Identification of local revenue sources
- Peer-to-Peer learning for city managers and public works staff
- Capacity building for up to 30 technical staff in
- Technical assistance in outreach and communication
- Technical assistance on policy, procedure, guidelines
- and standard for municipal services and operations
- Technical assistance on COVID-19 Emergency operations Center
- CERT training for municipal staff and CSOs



Mahalla : Al-Haneya

### Citizen Charter Signatories

Taqarib COP, [REDACTED];  
Projects Office Director, [REDACTED];  
[REDACTED]; Council Member, [REDACTED];  
[REDACTED]

### MPI Score

Gap: 128.9

Legitimacy: 26

Effectiveness: 35.1

## VIS Procurements Year I

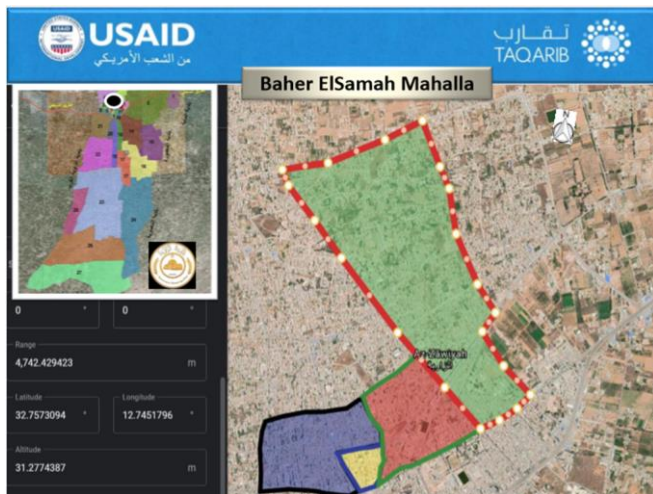
- 20 streetlights with 20 banner bracket attachments
- 1 skid steer with bucket loader and broom attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- saw for asphalt and concrete
- 10 saw blades
- 10 shovels
- 10 rakes
- 10 wheelbarrows

## Municipality Service Commitment/Cost share

- Engineering designs and specifications to include the bill of quantity
- 1 full time focal point from the municipality
- Engineering inspection services and testing
- Maintain streetlights to international standard adopted by municipality
- Enter all equipment into the municipality asset management and registry system and maintain equipment for up to seven years
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services
- Fuel for all equipment and vehicles for transportation

## Taqarib Service Commitment:

- Local road repairs, markings and stripping
- Crosswalk and flags for pedestrian safety
- Solar powered streetlights and banner poles
- Basic pot hole repair and stripping equipment
- Assistance with Emergency Operations Centers
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 staff in technical areas
- Public education on solid waste management
- Technical assistance on citizen outreach and communication
- Technical assistance on policy, procedures guidelines and standards for municipal services and operations
- Technical assistance for COVID-19 response.



Mahalla : Bahar Asammah

### Citizen Charter Signatories

Mayor; [Redacted]  
CSO Rep; [Redacted] e, CSO  
Rep; Taqarib COP, [Redacted]

### MPI Score

Gap: 122.6

Legitimacy: 31

Effectiveness: 36.4

### VIS Procurements Year 1

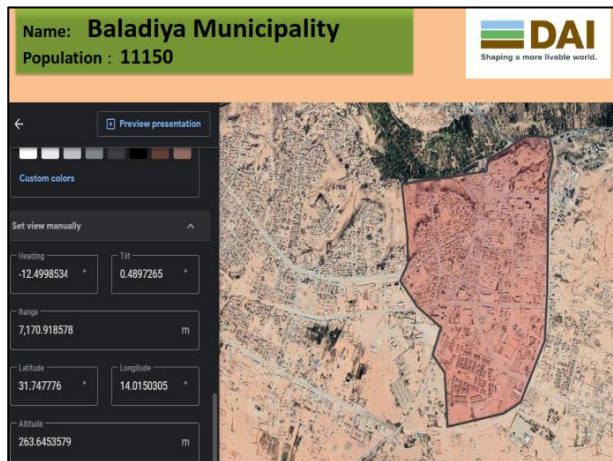
- 1 generator
- 1 compactor
- 1 skid steer with 2 attachments (bucket loader, broom)
- 1 jack hammer
- 1 measurement wheel
- 1 saw (for concrete and asphalt)
- 10 saw blades
- 1 total leveling station
- 1 road striping machine
- 20 streetlights and 20 banner bracket attachments
- thermometer for asphalt testing
- 10 shovels
- 10 rakes
- 10 wheelbarrows

## Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity
- 1 full-time focal point from the municipality
- Road, sidewalk and path standards
- Engineering inspection services and testing
- Maintain street lights to an international standard adopted by the municipality
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services.

## Taqarib Service Commitment

- Sports field - football
- Technical assistance in asset management
- Technical assistance in business licensing & code enforcement for Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance and peer-to-peer learning for city managers & public works staff
- Capacity building for up to 30 staff in technical areas that support service delivery
- Public education efforts on solid waste management
- Technical assistance on citizen outreach & communication
- Technical assistance on policy, procedures, guidelines & standards for municipal services and operations



Mahalla: El-Baladia

### Citizen Charter Signatories

Taqarib DCOP, [REDACTED]  
[REDACTED]; Mayor [REDACTED]

### MPI Score

Gap: 126.3

Legitimacy: 29

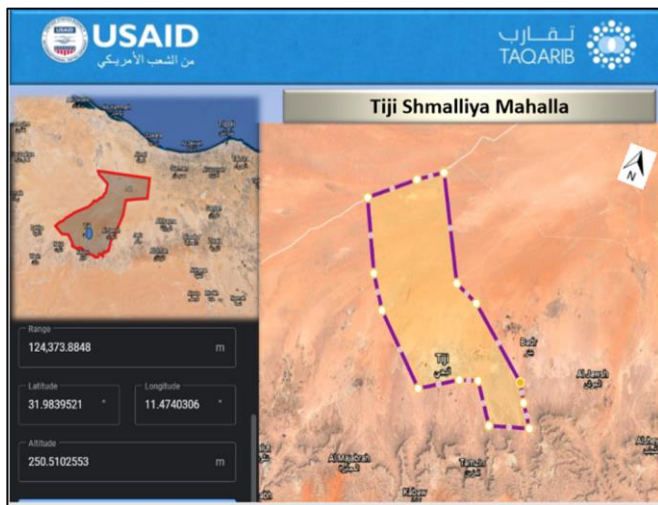
Effectiveness: 34.7

## VIS Year 1 Procurements

- 20 streetlights with 20 banner brackets
- 1 skidsteer with attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- 1 saw for asphalt and concrete
- 10 saw blades
- 10 rakes
- 10 shovels
- 10 wheelbarrows

### Municipality Service Commitment/Cost share

- Engineering designs and specifications to include the bill of quantity
- 1 full time focal point from the municipality
- Engineering inspection services and testing
- Maintain streetlights to an international standard adopted by municipality
- Enter all equipment into the municipality asset management and registry system and maintain equipment for up to seven year per the manufacture’s standard
- Operate the crushing equipment and maintain the crushing equipment, including all fuel costs



### Taqarib Service Commitment:

- Sports court rehabilitation
- Solar powered streetlights within the selected Mahalla.
- Banner pole attachment for solar powered streetlights
- Emergency Operations Center equipment
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public works staff
- Capacity building and for up to 30 staff in technical areas
- Public education on solid waste management
- Technical assistance in citizen outreach and communication
- Technical assistance on policy, procedures guidelines and standards for municipal services and operations
- Technical assistance for COVID-19 response



Mahalla : [REDACTED]

#### Citizen Charter Signatories

[REDACTED] Acting Mayor;  
[REDACTED] Council Member;  
[REDACTED] Taqarib COP; [REDACTED]

#### MPI Score

Gap: 133.1

Legitimacy: 22

Effectiveness: 34.9

### VIS Procurements Year I

Construction of 1 sports court  
10 park benches  
10 park lights  
10 banner brackets for attachment to the park lights  
10 waste cans for the sports court  
10 shovels  
10 rakes



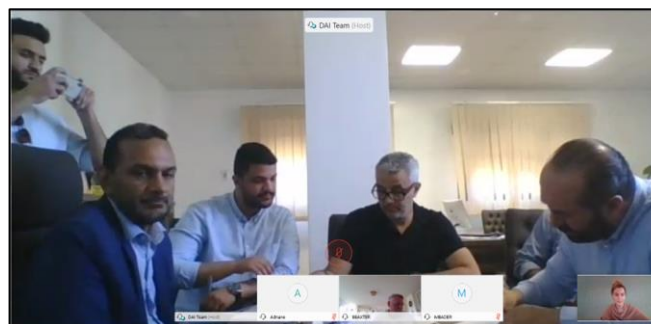
## Municipality Service Commitment/Cost share

- Training space and public meeting rooms
- Transportation to their employees
- The use of computers and printers
- Office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services
- Add all procured items to their asset registry



## Taqarib Service Commitment:

- Local road repair, markings and stripping
- Crosswalk markings and flags for pedestrian safety
- Solar powered street lights within the selected mahalla
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 staff in technical areas
- Public education efforts in solid waste management
- Technical assistance in citizen outreach and communication
- Technical assistance on policy, procedures, guidelines and standards for municipal services and operations



Mahalla : Alfuwayhat

### Citizen Charter Signatories

Taqarib COP, [REDACTED];  
Projects Office Director, [REDACTED]

### MPI Score

Gap: 114.6

Legitimacy: 35

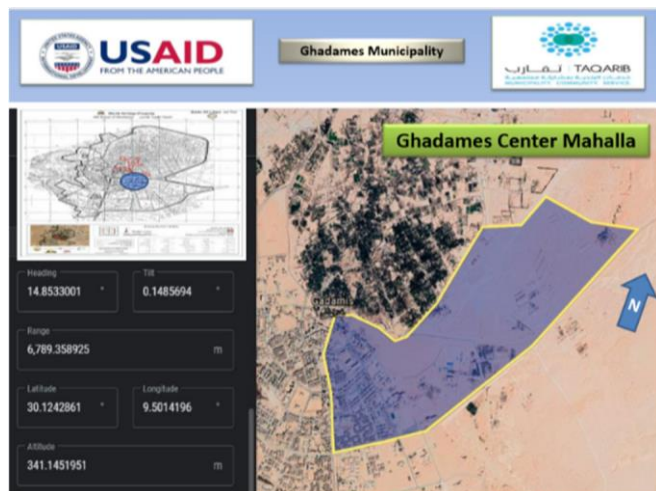
Effectiveness: 40.4

## VIS Procurements Year I

- 10 park benches
- 10 park lights
- 10 light banner brackets
- 10 waste cans for the sport court.
- 1 skid steer loader with 1 bucket loader and 1 broom attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt paving
- 1 saw for concrete and asphalt
- 10 saw blades
- 10 shovels
- 10 rakes
- 10 wheelbarrows

## Municipality Service Commitment/Cost share

- Repaving the main roads and parking lots
- 2 full-time focal points
- Technical design, bills of quantity & assistance with the specifications and engineering drawings
- Service all trash bins, sports fields, and maintain solar-powered street lights
- Provide new and updated street signage
- Establish and collect revenues from the park
- Repave of the main roads and parking lots



## Taqarib Service Commitment:

- Road repair equipment
- Public park benches for sports fields
- Street lighting
- Recycling public education
- Technical assistance in civil & urban planning, water management, waste reduction, energy and emergency management services
- Technical assistance in asset management
- Technical assistance in business licensing & code enforcement for Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers & public works staff
- Capacity building for up to 30 in technical areas
- Public Education in solid waste management
- Technical assistance in citizen outreach & communication
- Technical assistance on policy, procedures, guidelines & standards for municipal services and operations.



Mahalla : Ghadamis Center

### Citizen Charter Signatories

Mayor: [REDACTED] Taqarib  
COP, [REDACTED]

### MPI Score

Gap: 126.2

Legitimacy: 25

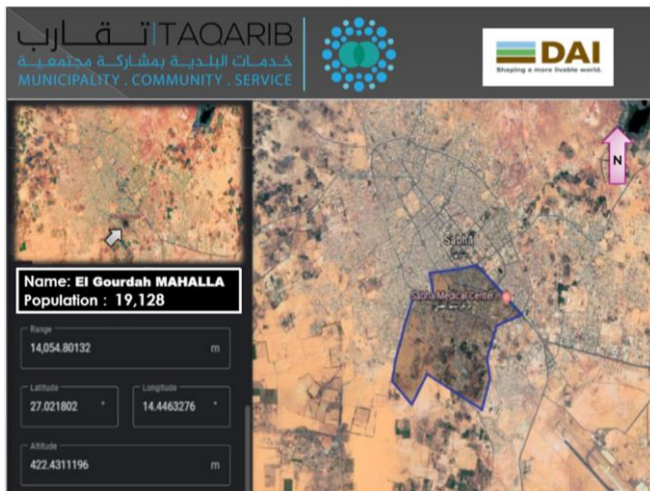
Effectiveness: 38.8

## VIS Procurements Year I

20 streetlights with 20 banner bracket attachments  
 1 skidsteer with bucket loader and broom attachments  
 1 generator  
 1 compactor  
 1 jack hammer  
 1 measurement wheel  
 1 total leveling station  
 1 road striping machine  
 1 thermometer for asphalt and concrete)  
 10 saw blades  
 10 shovels  
 10 rakes  
 10 wheelbarrows

## Municipality Service Commitment/Cost share

- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services.



## Taqarib Service Commitment:

- Local road repair, and marking and stripping equipment
- Crosswalk markings and flags for pedestrian safety
- Up to 10 solar powered street lights within the selected Mahalla
- Up to 10 banner pole attachments
- Equipping the Emergency Operation Center
- Technical assistance in asset management.
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public work staff
- Capacity building for up to 30 staff in technical areas
- Public education on solid waste management
- Technical assistance on citizen outreach and communication
- Technical assistance on policy, procedures, guidelines and standards.



Mahalla : El-Gourda

### Citizen Charter Signatories

██████████, City Manager;  
 ██████████, Projects Office Director;  
 ██████████, Director of the Civil Society Commission - Southern Branch;  
 Taqarib COP, ██████████

### MPI Score

Gap: 116.2

Effectiveness: 39

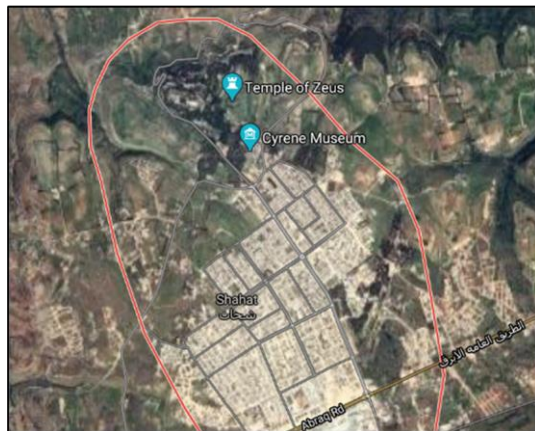
Legitimacy: 34.8

### VIS Procurements Year I

- 20 streetlights with 20 banner bracket attachments
- 1 skidsteer with bucket loader and broom attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt (saw for asphalt and concrete)
- 10 saw blades
- 10 shovels
- 10 rakes
- 10 wheelbarrows

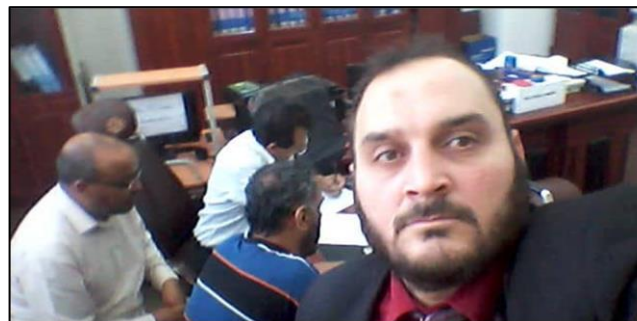
## Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity and scope of work
- 1 full-time focal point from the municipality
- Engineering inspection services and testing
- Repair and patch potholes
- Maintain lights and parks to an international standard adopted by the municipality,
- Plant & maintain trees and green spaces
- Enter all equipment in the municipality asset management and registration system and maintain equipment for up to 7 years
- Training space & public meeting rooms
- Transportation for their employees,
- Computers, printers and office supplies for training
- Adopt and implement policies, procedures, guidelines & standards for municipal services



## Taqarib Service Commitment:

- Equipment to repair asphalt and striping of lines, markings and crosswalks in mahalla
- Solar light fixtures in mahalla
- Banner attachments for the solar light poles
- Equipping the Emergency Operations Center
- Public education efforts on solid waste management
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance and peer-to-peer learning for city managers and public works staff
- Capacity building and training for up to 30 staff in technical areas that support service delivery
- Technical assistance in citizen outreach and communication
- Technical assistance on policy, procedures, guidelines and standards for municipal services and operations
- Technical assistance on COVID-19 Emergency Operations Centers
- CERT training for municipal staff and civil society.



Mahalla : Hay Alsalam

### Citizen Charter Signatories

Taqarib COP, [REDACTED]  
Projects Office Director [REDACTED]  
[REDACTED]

### MPI Score

Gap: 122.1

Legitimacy: 29

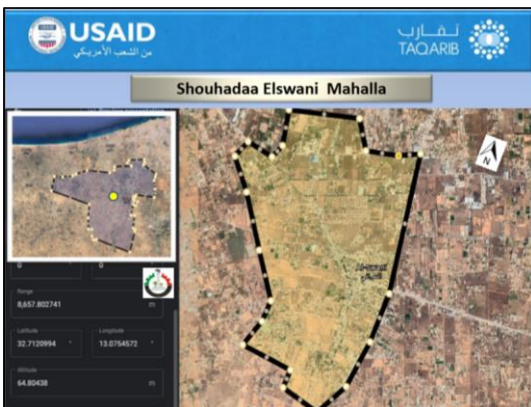
Effectiveness: 38.9

## VIS Procurements Year I

- 20 streetlights with banner attachments
- 1 skid steer with attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- 1 saw for asphalt and concrete
- 10 saw blades
- 10 rakes
- 10 shovels
- 10 wheelbarrows

## Municipality Service Commitment/Cost share

- Engineering design & specifications to include the bill of quantity
- 1 full-time focal point
- Engineering inspection services & testing
- Maintain street lights to an international standard adopted by the municipality
- Enter all equipment into municipality asset management and registry system & maintain that equipment for up to 7 years
- Training space & public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Technical assistance on policy, procedures, guidelines & standards for municipal services
- Fuel for all equipment & vehicles for transportation



## Taqarib Service Commitment:

- Rehabilitation of public parks
- Solar powered street lights within selected mahalla
- Banner pole attachments for the new street lights
- Equipping Emergency Operations Centers
- Technical assistance in asset management
- Technical assistance in business licensing & code enforcement for the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance in peer-to-peer learning for city managers & public works staff
- Capacity building for up to 30 staff in technical areas
- Public Education efforts on solid waste management
- Technical assistance in citizen outreach & communication
- Technical assistance on policy, procedures, guidelines & standards for municipal services and operations
- Technical assistance for COVID-19 response.



Mahalla : Shohada Swani

### Citizen Charter Signatories

Mayor, [REDACTED]; Council Member, [REDACTED]; CSO Rep, [REDACTED] Taqarib COP, [REDACTED]

### MPI Score

Gap: 134.5

L: 24

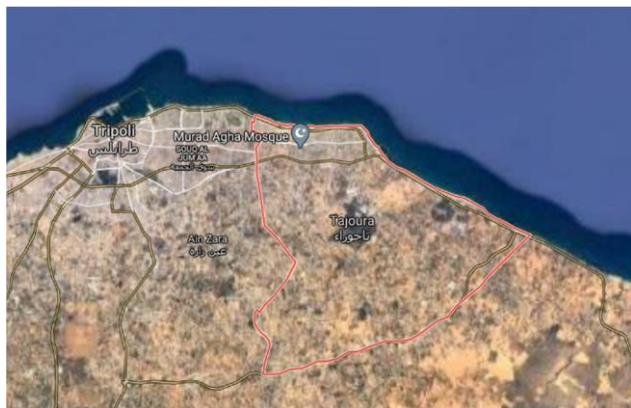
E: 31.5

### VIS Procurements Year I

Construction of 1 sports court  
10 park benches  
10 park lights  
10 banner brackets for attachment to the park lights  
10 waste cans for the sports court  
10 shovels  
10 rakes

**Municipality Service Commitment/Cost share:**

- Engineering design & specifications to include the bill of quantity
- 1 full time focal point from municipality
- Road design, pothole repair design, and stripping design
- Engineering inspection services and testing
- Maintain street lights to an international standard adopted by municipality
- Enter all equipment into municipality asset management and registry system, and maintain that equipment for up to 7 years
- Training space & public meeting rooms
- Transportation for their employees.
- Computers, printers, and office supplies for training



**Taqarib Service Commitment:**

- Local road repairs
- Procurement of equipment for local road repairs
- Striping & marking equipment for repaired roads
- Up to 20 lights w/ banner attachments for the Mahalla.
- Technical assistance in Asset Management
- Technical assistance in business licensing/code enforcement to Municipal Guards
- Technical assistance for identification of local revenue sources
- Peer-to-peer learning for city managers & public works staff
- Capacity building & training for up to 30 staff in technical
- Public education efforts on solid waste management
- Technical assistance in citizen outreach & communication
- Technical assistance on policies, procedures, guidelines and standards for municipal services & operations



Mahalla : Almrawna

**Citizen Charter Signatories**

Mayor, [REDACTED]  
 Deputy Mayor, [REDACTED]  
 Project Officer, [REDACTED]  
 [REDACTED] Project Officer, [REDACTED]  
 [REDACTED] CSO Rep, [REDACTED]  
 [REDACTED] CSO Rep, [REDACTED]  
 CSO Rep, [REDACTED]  
 Taqarib COP, [REDACTED]

**MPI Score**

Gap: 123.8

Legitimacy: 27

Effectiveness: 39.21

**VIS Procurements Year I**

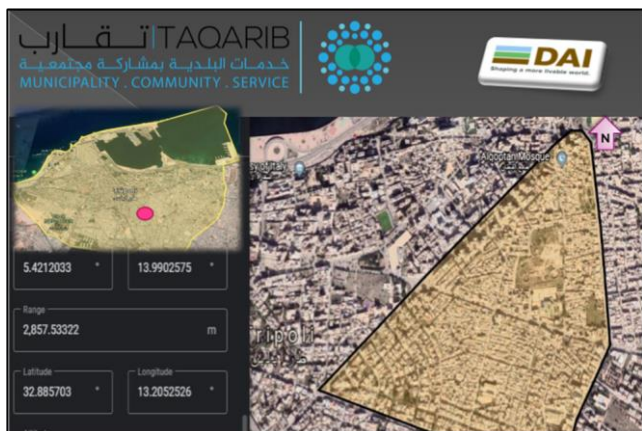
- 20 streetlights with 20 banner bracket attachments
- 1 skid steer with bucket loader and broom attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- 1 saw for asphalt and concrete
- 10 saw blades
- 10 shovels
- 10 rakes
- 10 wheelbarrows

### Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity
- 1 full time focal point from the municipality
- Road design, pot hole repair design, and stripping design
- Engineering inspection services and testing
- Maintain the street lights to an international standard adopted by the municipality
- Enter all equipment into the municipality asset management and registry system and maintain that
- equipment for up to 7 years
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services

### Taqarib Service Commitment:

- Local road repairs, and markings and stripping
- Crosswalk markings and flags for pedestrian safety
- Solar powered street lights within the selected mahalla
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance in peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 staff in technical areas
- Public Education efforts on solid waste management
- Technical assistance in citizen outreach and communication
- Technical assistance on policy, procedures, guidelines and standards for municipal services and operations



Mahalla : Fashlum

#### Citizen Charter Signatories

Taqarib DCOP, [Redacted]  
Mayor, [Redacted]

#### MPI Score

Gap: 113.7

Effectiveness: 41

Legitimacy: 35.3

### VIS Procurements Year 1

- clean-up equipment including 10 wheelbarrows, 10 shovels, 10 rakes.
- 20 streetlight poles with 20 banner brackets
- 1 skid steer loader with bucket loader and broom attachments
- 1 generator
- 1 compactor
- 1 jack hammer
- 1 measurement wheel
- 1 total leveling station
- 1 road striping machine
- 1 thermometer for asphalt
- 1 saw for asphalt and concrete
- 10 saw blades

## Municipality Service Commitment/Cost share

- Repaving of the main roads and parking lots
- 2 full-time focal points from within the municipality
- Prepare technical designs, create the bills of quantity and assist with the specifications and engineering drawings
- Service all trash bins and maintenance of the solar powered street lights
- Provide new and updated signage
- Establish and collect revenues from the market place
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services.

## Taqarib Service Commitment:

- Rehabilitate the three gates and all doors on the market storage areas
- Rehabilitate the roofs and support structures of the 4 marketplace linked stalls
- Supplies to rehabilitate the entire market place
- Technical assistance to train and mentor up to 25 urban planning staff
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Technical assistance for peer-to-peer learning for city managers and public works staff
- Capacity building for up to 30 staff in technical areas
- Public education in waste management
- Technical assistance in citizen outreach and communication
- Technical assistance on policy, procedures, guidelines and standards for municipal services and operations



Mahalla : abourgayah

### Citizen Charter Signatories

██████████ TAQARIB COP,  
██████████

### MPI Score

Gap: 102

Effectiveness: 47

Legitimacy: 41

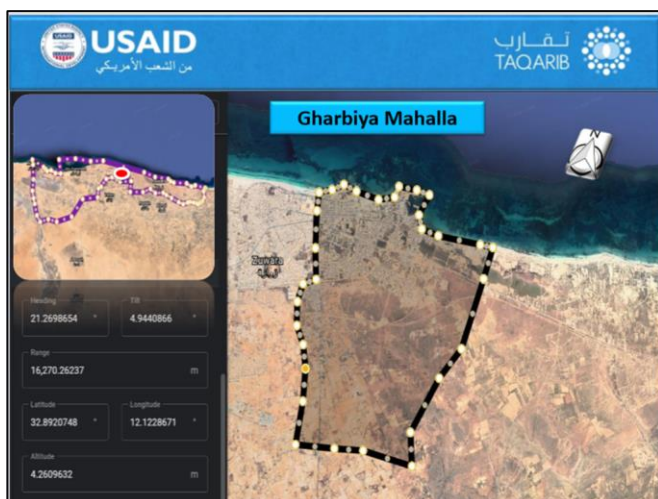
### VIS Procurements Year I

40 waste bins  
10 wheelbarrows  
10 brooms  
10 shovels  
10 rakes  
5 dust pans  
4 leaf rakes  
Paint, painting equipment and supplies  
20 light poles and 20 banner attachments  
30 metal roofs and doors  
6 park benches  
3 metal gates



## Municipality Service Commitment/Cost share

- Engineering design and specifications to include the bill of quantity
- 1 full time focal point from the municipality
- Engineering inspection services and testing
- Maintain the street lights to an international standard adopted by the municipality
- Enter all equipment into the municipality asset management and registry system and maintain that
- equipment for up to 7 years
- Training space and public meeting rooms
- Transportation for their employees
- Computers, printers, and office supplies for training
- Adopt and implement policies, procedures, guidelines and standards for municipal services



## Taqarib Service Commitment:

- Rehabilitation of a public park
- Solar powered street lights and banner pole attachments within the selected Mahalla
- Assistance with Emergency Operations Centers
- Technical assistance in asset management
- Technical assistance in business licensing and code enforcement to the Municipal Guards
- Technical assistance in the identification of local revenue sources
- Provide technical assistance for peer-to-peer learning
- for city managers and public works staff
- Capacity building for up to 30 staff in technical areas
- Public education in solid waste management
- Technical assistance in citizen outreach and communication.
- Technical assistance on policy, procedures, guidelines
- and standards for municipal services and operations
- Technical assistance for COVID-19 response



Mahalla : Zuwarah Algarbia

### Citizen Charter Signatories

██████████, Mayor;  
██████████, Council  
Member; ██████████  
CSO Rep; Taqarib COP, ██████████  
██████████

### MPI Score

Gap: 123.2

Legitimacy: 27

Effectiveness: 39.8

### VIS Procurements Year I

construction of 1 sports court  
10 park benches  
20 park lights  
20 banner brackets for attachment to the park lights  
10 waste cans for the sports court  
10 shovels  
10 rakes  
6 park benches for use in the marketplace  
3 new metal gates for the entry points into the market

## MEETING OUR COMMITMENTS IN THE CITIZEN CHARTER

Despite the exceptional constraints to the project's operation's and activities, Taqarib was able to make steady progress in meeting the commitments we made to our partners in FY20Q3 and Q4 vis-à-vis the Citizen Charters. The Operations, Program and Objective teams worked together diligently to prepare the municipalities for the full scope of activities, and began delivering on them.



Technical assistance in the form of trainings (Objective 1.2), and Peer-to-Peer learning (Objective 1.4) has been ongoing since FY20Q2, and commenced through FY20Q4 with a focus on COVID-19 response and assistance in the establishment of EOC's. Assistance in public outreach and communication made waves this quarter, with community-based volunteer clean-up events that were spearheaded by civil society, and local government in many cases. Public education in solid waste management commitments were achieved through Garbage Monster book campaigns. Taqarib is well into the process of procuring the goods we committed to deliver and operate as part of targeted assistance in the Citizen Charter (see Table #7).

Taqarib also assisted partners in meeting their commitments to the project in the Charter, with technical support in Geographic Information Systems Mapping, and Engineering Drawings to prepare the target mahalla for service intervention.

### MAHALLA CLEAN-UP EVENTS

Once the Citizen Charter is signed, and all parties have determined which services to work on and in which mahalla, Taqarib begins working with the municipality to generate Geographic Information Systems Maps (page #42), and the Mahalla Engineering Drawings (page #43), which help all parties determine the boundaries of the target community, its infrastructure, resources and designs for what comes next. The event is ideal for community outreach, and been orchestrated as such with a dialogue among municipal council members, CSO's, local residents, and often the Cleaning Company or Municipal Guard prior to the group embarking on the clean-up.

*"I am overwhelmed by this activity and the feeling of happiness from seeing our streets clean. I wish that it's not just my area, but all districts of our beloved Albayda can experience this." (Nice. Who said this?)*

- Abdullah al-Majeed, first time clean-up volunteer, and a high school senior from the blocks mahalla in Albayda.

A thorough clean-up of the mahalla is conducted with a two-fold objective: prepare the area for the placement of service enhancement hardware such as waste bins, light poles, and park benches; engage mahalla residents in the initiative at the earliest stage possible, nurturing a sense of ownership that will ideally increase usership and encourage maintenance. Taqarib's Champions for Change participants often lead in the volunteer recruitment process. Volunteers are provided yellow vests, hard hats and eye ware in accordance with USAID safety protocols, and provided with all necessary clean-up equipment.

In FY20Q4, Taqarib led the implementation of clean-ups in 8 partner municipalities in the east, south and west of Libya:

## Albayda

September 27<sup>th</sup>

# of Participants: 14 (all male)

Municipal Reps Present: 0

CSOs present: 1

### Event Report:

Volunteers headed by the Libyan Red Crescent (LRC), Albayda branch, initiated the campaign in coordination with Albayda municipal council point of contact, Mansour Beira, and Taqarib staff member, Ali Twati.

The clean-up covered the main and side streets inside the Blocks Mahalla. Several residents, including the elderly and children, stepped out of their homes to join the effort.

### Challenges:

One of the organizations that the event relied on, the Libyan Football Association for Youth, didn't attend the event. Their representative apologized, citing that the time of the event was not suitable for their volunteers because the majority of them were completing school placement exams.

The event started four hours after the scheduled time mainly due to the lack of communication between the Albayda MC and LRC.



## Albrayga

September 27<sup>th</sup>

# of Participants: 14 (all male)

Municipal Reps Present: 0

CSOs present: 1

### Event Report:

The event began with a member of the MC thanking the Libyan Red Crescent (LRC) and volunteers. The LRC volunteer leader presented safety and clean-up instructions.

The LRC recruited 14 volunteers, most of whom had previously volunteered for an unrelated clean-up in Aljdabya. The volunteers, having implemented an LRC clean-up before, quickly and safely executed the event within 1.5 hours.

### Challenges:

The event was scheduled for the 27<sup>th</sup> of September but was pushed back by the Taqarib team when it became clear that the MC and CSOs had experienced miscommunication regarding coordination and duties.

Taqarib contacted 4 CSOs in Albrayga for their participation in the event, but only the LRC responded and agreed to provide volunteers. Given their limited number of volunteers in Albrayga, the LRC recruited volunteers from a previous clean-up in Aljdabya to do the job.



## Assahel

September 9<sup>th</sup>

Participants: 17 (all male)

Municipal Reps: 3

CSOs: 3

### Event Report:

During the event coordination phase, the MC and CSOs couldn't agree on a location for the event. CSO representatives claimed that the MC wanted to choose the Mayor's hometown, whereas the other places were in greater need of clean-up efforts, such as Tolmitha. On September 8th, Taqarib staff convened with the MC, who then decided the clean-up will held in Tolmitha. Later in the day, the CSOs and the MC met and agreed on changing the location to Tolmitha.

The cleanup campaign took place the next day in Tolmitha, one of the biggest towns within the Assahel Municipality. Volunteers chose one of the most popular beaches in the area to clean-up. The site gets overwhelmed by visitors in the summer months, leaving the road, sand and shore littered with garbage and discarded beach ware. Volunteers came in packs, and the coordinator made sure to announce the safety measures with each group.



The MC appeared over two hours late to the event because they were carpooling from their homes which were over 180kms south.

## Albawanees

September 14<sup>th</sup>

Participants: 26 (all male)

Municipal Reps: 4

CSOs: 4

### Event Report:

Municipal Coordinator, Ali Abdoudaim, assisted in coordinating the clean-up, putting Taqarib staff in touch with the General Cleaning Company, the General Water Company, the Boys Scouts, and a number of CSOs to volunteer for this event.

On the event day, Taqarib South RPM welcomed the volunteers, introduced them to the TAQARIB project, and both the practical and strategic objectives of the clean-up effort. After the brief safety training, Taqarib staff and volunteers divided participants into three small groups and commenced cleaning for 3.5 hours. At sunset the General Water Company brought in a water truck to irrigate the clean area. CSOs volunteered to return the next day to collect the garbage bags.



## Sebha

September 13<sup>th</sup>

Participants: 20 (all male)

Municipal Reps: 0

CSOs: 9

### Event Report:

This event was held in conjunction with the Sebha Garbage Monster book event. The Municipal Coordinator established contact between Taqarib staff and introduced them General Cleaning Company Sebha Office, which volunteered to lead the dual event coordination along with a number of CSOs that recruited volunteers for the event.

Manager of Cleaning Company, Salah Mohamed, opened the event with an introduction to the project and its efforts to partner with communities for better solid waste management, the Citizen Charter, and the role of residents in improved service delivery. Salah took the opportunity to explain the Company's challenges in managing the city's waste. He said many more people now care about waste management and join clean-ups and "we are so happy to see that change". The morning was dedicated to the clean-up and the Garbage Monster books were distributed in the evening. The group also target the public housing area in Sebha for both activities.



## Bani Walid

August 26<sup>th</sup>

Participants: 30 (all male)

Municipal Reps: 6

CSOs: 17

### Event Report:

This event was held in conjunction with the Garbage Monster event, which was held on the morning of the same day. The day began with a morning meeting with the Bani Walid municipal council and a large number of CSOs that each brought volunteers.

Volunteers, municipal engineers and Taqarib staff went through safety training before being handed PPE and starting the clean-up at noon. The 1.5 hour event enjoyed the support and participation of the local police, municipal guard, and the Public Services Company.

### Challenges:

Staff observed barriers to communication between the BW Municipal Council and CSOs, which led to poor coordination during the clean-up campaign. Youth complained that there are no volunteer opportunities in the city, the entrance to which was flanked by garbage that volunteers believed they and Taqarib can help remove if tasked with the work.





## Ghadamis

July 27<sup>th</sup>

Participants: 30 (all male)

Municipal Reps: 4

CSOs: 6

### Event Report:

The Ghadames Mayor and Council Members coordinated and led the dialogue and planning of both the clean-up and Garbage Monster Events, which were both held on July 27<sup>th</sup>. The events were attended by several CSOs: Kindergarten Children and Youth Libya, Organization, My Creative Child, Ghadames Children's Association, Shaba Ghadames Organization, Pioneers of Good Ghadames Association and some of the top civic leaders in the city.

The MC held consultations with kindergarten teachers and the Ghadames City Department of Education prior to the events.

The interaction between residents, especially the children, and the MC was very positive and the events were very well received. Participants were eager to join in the work, despite sweltering temperatures and the blazing sun.

The event was covered by local media channels Libya Al-Watan and the satellite channel 218.



## Tripoli Center

July 23<sup>rd</sup>

Participants: 40 (31 male, 16 female)

Municipal Reps: 5

CSOs: 2

### Event Report:

Taqarib staff and Champions for Change worked in cooperation with the Tripoli Center Municipality to launch the cleanup campaign on July 23<sup>rd</sup> in the Ibn Khattab neighborhood of Fashloum (a Tripoli Mahalla, or district). The campaign involved more than 40 volunteers and lasted over 2.5 hours.

Several official MC members along with staff members from the Environmental Sanitation Office, the Media Office, and the Public Works Office took part in the campaign. Volunteers from a Better Africa and Project Mulan Initiative brought dozens of volunteers along with photographer Mouhsen Ben Ramadan, who also volunteered to cover the event.

The event concluded with lunch and cold drinks for everyone, relaxing in the shade.



## DELIVERING GOODS FOR VISIBLE IMPROVEMENT IN SERVICES AND COVID-19 RESPONSE

In concurrence with the clean-up campaigns, and prior to the delivery of goods, Taqarib issued a “Delivery of Goods” letter (see Figure #4 below) to each municipal partner essentially summarizing where, to date, Taqarib stands in delivering on the support we committed to in the Citizen Charter. The letter includes a Taqarib Property and Placement and use form for municipalities to complete, and a request for point-person to receive delivered goods.

Figure 1: Sample Delivery of Goods Letter

### Albawanees Delivery of Goods Letter

Under our agreement in the Citizen Charter for Wadi Albawanees Municipality, we are ready to begin delivering hard service goods next week to your municipality. To ensure a smooth and successful delivery of these items, we are requesting the following:

1. Please give us the contact information for the municipal point-person who will receive these goods. After you receive these goods, please instruct the appropriate municipal staff to enter them into your asset management registry.
2. As a reminder, we also need Engineering Drawings per commitments in the Citizen Charter prior to the installation of any goods.
3. The equipment that will be delivered to your municipality is as follows for the construction of 1 sports court:
  - 10 Park benches
  - 10 Park lights
  - 10 Banner brackets for attachment to the park lights
  - 10 Waste bins for the sports court
  - 10 Shovels
  - 10 Rakes
4. **We have an immediate delivery of 15 waste containers for municipal buildings, parks and clinics to help with waste management and to prevent the spread of COVID-19.**

Over the next few weeks, we will be assisting the Municipality of Wadi Albawanees with a public education effort related to recycling with a purposeful focus on youth. The “Garbage Monster” book has been developed for municipalities in Libya and each municipality will be given 2,000 copies to provide to youth to educate them on the benefits of recycling and having a clean and green Libya. We are also working with your city to schedule a community clean-up event in Wadi Albawanees that will be focused on cleaning-up the Mahalla where these goods and supplies will be put into use. We would value your leadership and assistance in mobilizing citizen-volunteers and the private sector to help in this community clean-up effort. Of course, due to COVID-19, we must continue to keep social distancing and other guidelines in place during the clean-up event. We will also be providing volunteers with safety equipment that they will be able to keep and use for the clean-up event or for other community volunteer opportunities that will soon arise. Our overall goal is to help ensure that the Municipality of Wadi Albawanees is working to improve basic service delivery to its residents. In this effort, please know that Taqarib is one of your most trusted partners in helping your community to achieve its goals. In another important service area, we will also be providing to Wadi Albawanees Municipality some much-needed equipment for the operations of your Emergency Operations Center (EOC). Further details about this EOC equipment and training will be forthcoming in weeks ahead. As you know, we are also working to complete our commitment on soft services. These include the following:

1. Urban Planning Training (18 modules)
2. Asset Management Training
3. Emergency Operations Center Training has been added to assist in COVID-19 Response
4. Communications Training
5. Business Licensing Training
6. Volunteer Management Training
7. Revenue Management and Enhancement Training
8. Community Emergency Response Training (CERT) has been added to assist in COVID-19 Response
9. We have draft policies, procedures and guidelines for you to introduce to your local council
10. Coordination with your city engineer and city manager.

***In Summary,*** below are the items we need from you at your earliest possible convenience.

1. USAID Distribution of Materials Form (complete, sign and return)
2. TAQARIB Property Placement and Use Form (complete, sign and return)
3. A contact name, phone number and e-mail for the person who will receive the equipment shipment.

Our point person for your municipality is Abouazom Allafi who can be reached at [Abouazom\\_Aboujdirya@dai.com](mailto:Abouazom_Aboujdirya@dai.com). We are looking forward to hearing from you soon on these important items summarized above so that we can keep up the progress.

On September 30<sup>th</sup>, Taqarib began delivering procured service delivery materials to Zliten as part of its commitment under the Citizen Charter, and COVID-19 add-on funding. Much of the materials will go to rehabilitate the local market in Zliten's Abourrgayah district.

Among items received by Zliten in September were 7 metal park benches, 20 waste bins, clean-up tools such as back-pack sprayers for disinfection, shovels and rakes to prepare the area for work, as well as materials that keep workers safe, like protective eyewear, hearing protection, gloves, vests and hardhats. (See Annex I for a full table with the status of all procurement of goods).



## PUBLIC EDUCATION: THE GARBAGE MONSTER BOOK

As part of Taqarib’s commitment in the Citizen Charter, to work with partner municipalities on public education in service delivery, Taqarib has printed over 22,000 copies of a children’s book for environmental awareness and better waste management. The book, “Garbage! Monster! Burp!: How Some Smart Kids and a Friendly Monster Saved a Town”, written and illustrated by Tom Watson, was translated to Arabic and 2,000 copies were distributed to each partner municipality (22,000 books).

The Garbage Monster book is about a very large but kind Garbage Monster who normally eats all the trash in the neighborhood, but the garbage monster gets sick when the trash becomes just too much for him to eat. The children, feeling for the kind monster, devise an innovative and lucrative solution to manage the town’s trash and help their friend feel better.



In FY20Q4, Taqarib organized and led book launch events in 11 partner municipalities, with the help of municipal staff, CSOs and volunteers from the target mahallas. Taqarib also assists the municipality in developing a distribution plan for the books. Distribution is usually led by local elementary schools or CSOs.

Table 3: Sebha Book Distribution Schedule

	Distributor	No. of copies	Distribution Date	Distribution Area
1	CSO volunteers & TAQARIB staff	60	August 18	Public gardens
2	Sebha Municipality	400	August 21	CSOs & state institutions
3	The General Cleaning Company	540	August 23	Houses
4	CSOs / Fazzan Gamers	100	August 27	Later inform
5	CSOs / Alsoumoud Association	100	August 27	Algourda Mahalla
6	CSOs / Sebha Vision 2030	100	September 1	City Center
7	Sebha Boy Scout Commission	150	September 3	City Center
8	CSOs/ Athar Organization	150	September 7	Hajara Mahalla
9	CSOs / Aljadid Youth Association	150	September 7	Aljadid Mahalla
10	CSOs/ Mawtani Organization	100	September 26	Almahdya Mahalla
11	CSOs Commission	150	September 26	Altanawiya Mahalla
	<b>Total</b>	<b>2000</b>		

## Albayda

August 27<sup>th</sup>

Participants: 7 (1 male, 6 female)

Municipal Reps: 1

CSO Reps: 1

Books Distributed at Launch: 3000

Nineteen year old volunteer, Kheir Allah, went knocking on doors of apartments to give the books away. “At first, people were a bit shocked and afraid because we were wearing masks and gloves and were standing at a distance. Whenever we would knock at a door, the initial reaction would be ‘what’s wrong!’. As we progressed, people were very excited and open to the idea of sending their kids downstairs to collect books. And then, the word spread between neighbors and more children kept coming.”



## Benghazi

August 28<sup>th</sup>

Participants: 13 (12 male 1 female)

Municipal Reps: 0

CSO Reps: 1

Books Distributed at Launch: 100



## Sebha

August 28<sup>th</sup>

Participants: 13 (12 male 1 female)

Municipal Reps: 6

CSO Reps: 6

Books Distributed at Launch: 60

The CEO of Womens Union, Hafsa Abdulhameed, offered to utilize the Women’s Support Center to distribute some copies to trainees (7 - 20 years old), housewives and children in their homes by mobilizing the union’s field teams. Fourth-year medical student and cofounder of Fezzan Gamers youth group, al-Mahdi al-Shafei, commented: “I am very pleased to see the municipal council’s openness to community-participation initiatives. Happy to participate in such hands-on education event”.



## Albawanees

August 16<sup>th</sup>

Participants: 12 (11 male, 1 female)

Municipal Reps: 7

CSO Reps: 4

Books Distributed at Launch: 35

Albawanees Organization for Community Service and Development Manager, Abdulsalam Abduljawad, remarked “public education efforts are very important not just to deliver campaign’s message but also to engage communities and boost national identity.”



## Bani Waleed

August 26<sup>th</sup>

Participants: 23 (all male)

Municipal Reps: 6

CSO Reps: 8

Books Distributed at Launch: 600



## Tripoli Center

July 19<sup>th</sup>

Participants: 15 (all male)

Municipal Reps: 3

CSO Reps: 1

Books Distributed at Launch: 30



## Zliten

September 8<sup>th</sup>

Participants: 26 (all male)

Municipal Reps: 5

CSO Reps: 1

Books Distributed at Launch: 1200

CEO of Basmet Shabab, Mohammed Salim Dadush, said “I love this book! It has something for everyone. The story reaches the heart of the problem and helps us take a deeper look into our environment. The reaction of kids after reading the book is priceless! Our organization works to support youths, and we’d like to see the municipality pay more attention to the youth, ensuring they have spaces for extracurricular activities and strengthening the educational system.”





## Ghadamis

July 27<sup>th</sup>

Participants: 78 (41 male, 37 female)

Municipal Reps: 12

CSO Reps: 6

Books Distributed at Launch: 300

Acting Mayor, Mahmoud Othman, thanked Taqarib - remarking “garbage is indeed a monster and we all need to collaborate to defeat it”. Kindergarten Teacher, Mabruka Ahmed, said “the event was excellent in targeting children. They have the enthusiasm to learn and can easily influence their peers compared to older generations”.



## Baten Aljabal

August 3<sup>rd</sup>

Participants: 17 (16 male, 1 female)

Municipal Reps: 8

CSO Reps: 0

Books Distributed at Launch: 300

Director of the Media Office, Almagbrok Abdullah, drew attention to the fact that there is a strong commitment in the Libyan state and society to accessible and equitable public services, including education, health and social support. He explained that “despite this push for better municipal self-sufficiency, the local governance system in Libya remains hostage to a high level of centralization. Municipalities are not mandated to collect taxes, so they are fully dependent on funding transfers from the central government for their budgets. Furthermore, they are sometimes restricted by a lack of authority to handle governance affairs in their area, including investment in long-term development and infrastructure projects”.



## Azzawya

July 13<sup>th</sup>

Participants: 14 (11 male, 3 female)

Municipal Reps: 3

CSO Reps: 7

Books Distributed at Launch: 300

Mayor of Azzawya, Jamal Baher, said “no matter how big or small the effort is, when it harmonizes with the city’s plans, the picture is complete and there is no conflict. Cooperation from all parties follows. That’s is ideal and we encourage it”.



## Albrayga

September, 30<sup>th</sup>

Participants: 13 (all male)

Municipal Reps: 1

CSO Reps: 1

Books Distributed at Launch: 100

LRC representative and GM campaign supervisor, Mansour Atti, said “We are very happy that this message is being introduced to our municipality. The book can also be used as psychosocial support, especially for kids who are prone to any post conflict trauma, by making them more social and engaged with their community. We, the LRC, are planning to use it in the future”.

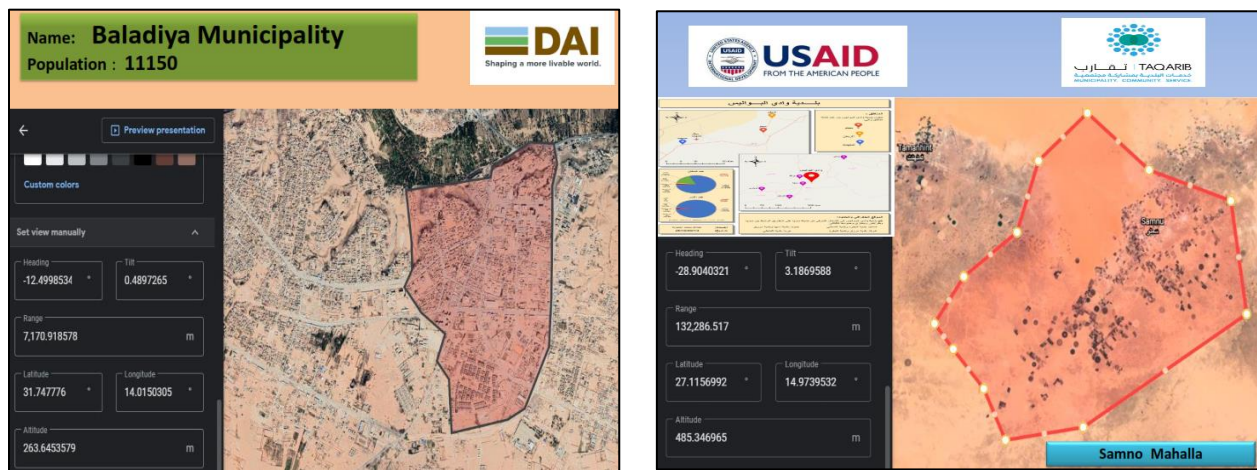


## GEOGRAPHIC INFORMATION SYSTEMS MAPPING OF TARGET MAHALLAS

GIS mapping helps Taqarib and our municipal partners identify and define the administrative border of the municipality, and its districts – the areas in which we lead our Visible Improvement in Services (VIS) efforts with partners. It is a painstaking, on-the-ground process involving extensive cooperation with municipal engineers and district representatives.

In FY20Q4, Taqarib’s Objective 2 Coordinator and Urban Planning Expert worked closely with municipal engineers to generate GIS maps for Alkhums, Zwara, Baten Aljabal, Swani Bani Adam, and Azzawya. Municipalities receive the completed maps within weeks of partnering with Taqarib. Municipal partners have used the GIS maps to help prioritize service-delivery planning, especially as ongoing decentralization initiatives have added to municipal responsibilities. Taqarib has helped generate of a total of 14 GIS maps for partners, which can be viewed in the Municipal Profiles. Google Maps images act as placeholders where GIS maps are in progress.

After receiving a training of trainers on Geographic Information Systems Training, Tripoli Center Municipality engineers have committed to work with five municipalities in completing their own mahalla mapping, a peer-to-peer learning activity within the Libyan Municipal Professionals Association (Objective I.4).



## ENGINEERING DRAWINGS OF TARGET MAHALLAS

One of the commitments municipalities make in the Citizen Charters is to deliver engineering drawings to the Objective 1 and 2 teams, a requirement for Taqarib’s direct distribution of goods and services into the selected mahallas. The engineering drawings are critical tools that guide rehabilitation, repairs, equipment installation, and maintenance plans. The drawings can also be an ideal entry point for public participation in urban planning and maintenance, and can be shared as maps in community clean-up efforts – a best-practice that helps instill a sense of ownership in the target intervention area.

In FY20Q4, 7 Taqarib partner municipalities completed their engineering drawings of the target mahalla. Tripoli Center Municipality (TCM) has volunteered to train municipal engineers, focusing on women, in completing the engineering drawings. The Objective team is working with TCM to complete a grant application to support this peer-to-peer learning concept.



Some municipal staff did not understand how important this activity was until they took part in it, later noting how critical the maps are because the drawings identify the borders and assets in each mahalla, thereby enabling engineers to effectively measure service delivery progress.



*Zwara Engineering Drawings*

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

Taqarib creates opportunities for municipal professionals to share lessons and achievements with one another, and to undertake formal education in collaborative environments. Doing so promotes the spread of innovative service-delivery approaches from one municipality to another. It builds a community of advocates who can act together at the national level to preserve scarce resources and prerogatives, or to achieve new ones. And it facilitates the widespread adaptation of international approaches and standards to the Libyan context.

### **THE LIBYAN MUNICIPAL PROFESSIONALS ASSOCIATION (LMPA)**

In February of 2020, Taqarib brought together in Tunis Municipal Engineers and Project Managers from six municipalities to shape the professional development program, an event which led to the establishment of the Libyan Municipal Professionals Association (LMPA). In April of 2020, the LMPA was granted membership into the International City/County Managers Association, and in June, the LMPA held their first quarterly conference.

In FY20Q4, 13 new city managers and engineers were integrated by Taqarib into the association, bringing membership to 40 (list of members in Appendix 2). New members automatically become members of the International City/County Managers Association (ICMA), and retain all member benefits in the event they relocate to another municipality. This quarter, LMPA members demonstrated their willingness to work across municipal borders and regions to make their collective know-how accessible to the association members:

- Engineers from Ghadamis notified the Objective I team of a water problem in a neighboring municipality, Tonin, which shares storm drain, water, and sewage piping lines with Ghadamis. The problem was caused by increased demand on residential piping lines due to the quarantine. The Objective I team worked with both municipalities on implementing line-cleaning in response to COVID-19 and disaster preparedness planning for municipalities in Libya.



*LMPA Founding Meeting, January 2020*

- Zliten Municipality has shared with LMPA members the Emergency Operations Center (EOC) Guide it produced in September, and Baten Aljabal municipal staff worked with Zliten to develop their own EOC Guide. Zliten was the first municipality to complete CERT and EOC training in August and have implemented the introduced concepts and materials exceptionally well.
- Tripoli Center Municipality is working with LMPA members and the Taqarib Urban Planning Expert to assist members in producing GIS Mapping for the mahalla's in their jurisdiction.

### **THE WHATSAPP GROUP**

As part of its founding meeting, the LMPA members and Taqarib staff established a WhatsApp group to share experiences, stories, useful resources, photos, and casual greetings. The WhatsApp group proved to be a practical resource for the rapid exchange professional development resources, especially as coronavirus-related lockdowns prevented in-person exchanges. In FY20Q4, 6 new LMPA members joined the group which shared a total of 34 resources this quarter (see Table #5), as compared to 76 resources shared in the previous quarter. The difference may be due to heightened online activity in the FY20Q3 (April – June 2020) owing to COVID-19 quarantine, and a surge in Taqarib activities in FY20Q4. Municipalities did, however, increase their contributions to the group by roughly 25% during the quarter.

Articles shared by Taqarib primarily encompassed potential solutions piloted by international peers toward management challenges emerging from the pandemic, including emergency healthcare management for a range of residents, and how to use the crises as an opportunity to bring government and people together through technology for enhanced citizen input in new city designs.

Table 4: Articles Shared on the LMPA/Taqarib WhatsApp Group During FY20Q4

Source	Number of Articles from the Source
LinkedIn Posts	12
MC Media Source	12
ICMA Article/Blog	4 (via LinkedIn)
National League of Cities	5 (via LinkedIn)
Taqarib Activities	10

### 1.5 COVID-19 RESPONSE

During the last month of FY20Q3, Taqarib received a supplementary grant from USAID to assist Libyan municipalities in the response to the coronavirus pandemic, including to mitigate the second and third order effects of the crisis. [REDACTED]

[REDACTED] The purpose of this sub-objective is to improve the speed and effectiveness of municipal responses to public-health emergencies, as well as responses to natural disasters and other acute threats to public welfare.



Social Media Graphic: USAID Helps Libya Terminate the Coronavirus

### ASSISTANCE STRATEGY

The Taqarib project improves emergency-management services for partner cities. This includes their immediate response to the health, economic, and political consequences of the COVID-19 pandemic, as well as their long-term preparedness for overcoming other acute threats to public health and welfare. Taqarib and its partner cities are accomplishing these goals in two important ways: Emergency response planning, management, and infrastructure & direct services to individuals, businesses and institutions.

In FY20Q3, Taqarib completed COVID-19 Rapid Response Surveys for 18 municipalities and has built FY20Q4’s activities and material support to partners based on survey the results. The Objective produced a draft policy on Emergency Operations Centers (EOC) as a customized framework that shapes Taqarib COVID-19 assistance, and acts as a template from which municipalities customize their own guide for EOC operations (e.g. Zliten).

## TRAINING LOCAL GOVERNMENT AND COMMUNITIES IN EMERGENCY RESPONSE

COVID-19 trainings delivered during FY20Q4 have been incorporated into the Objective 1.2 “Local Government Professionalization” trainings overview and table (Table #3). The total number of CERT, EOC, Urban Planning for Disasters, and Emergency Communications training participants for this sub-was 169 people from 16 municipalities.

Taqarib is in the final stages of awarding a contract to a Libya-based firm to do the CERT and the safety training, now a mandatory requirement in Libya under the project’s Environmental Management and Mitigation Plan (EMMP).

## POCUREMENT OF GOODS FOR ENHANCED EMERGENCY RESPONSE

In FY20Q4, Taqarib made considerable progress in the competitive acquisition of key equipment and supplies necessary to combat the spread of the COVID-19 virus in all our 18 target municipalities in Libya. With a fully operational procurement department on the ground, project staff were able to rapidly generate and execute procurement requests and contracts. The cessation of conflict in Tripoli led to the resumption of shipping and delivery of procured goods from the port of Tripoli to the Taqarib offices in the city – where the procurement staff and local councils organize for the goods to be delivered across the country to our 18 partners municipalities. Taqarib initiated procurement processes for 15 items under this sub-objective, which range in status from “bid released” to “item delivered” (see Appendix I for items and status)

## THE EMERGENCY OPERATIONS CENTERS

Taqarib is helping municipalities establish and improve local emergency operations center by working with city officials to define each center’s mission, institutionalize inter-departmental coordination, and design resourcing strategies. Taqarib also uses its nationwide community-engagement platform to drive meaningful participation from residents, civil-society, and the private sector in each city’s emergency management approach. Items procured in FY20Q4 for this activity include:

- **20 solar-powered mobile message boards** to provide timely and important public safety and health messages 24 hours a day to the residents that include: avoidance of certain areas; COVID educational announcements, events and resources to raise public awareness to spur greater precautions to prevent the spread of COVID-19.
- **600 basic first aid kits** to provide basic sanitary medical first aid (no drug products) for workers or civilians who become injured or need assistance.
- **400 traffic safety cones** to be delivered to the Municipal Guard, EOC’s and Civil Society organizations that assist the CERT and Emergency teams. Cones block public access to unsafe and potentially COVID virus contaminated areas.
- **340 laptop computers and tablets** to assist the Municipal Guard who have a code enforcement function, the EOC’s and participating civil society organizations to communicate with the public and raise awareness around COVID-19 and other emergency risks that are present in their communities.

- **440 solar-powered backpacks** for municipalities, Municipal Guard and civil society organizations who participate and assist with COVID-19 and emergency response programs. The backpacks will be essential in increasing technical operability and on-line reliability of phones, laptops and iPad's during an emergency given Libya's erratic electrical power supply.

**3,500 sets of Personal Protective Equipment (PPE)** is the first line of defense in combatting the scourge of the COVID-19 scourge in Libya and throughout the world. The packs have arrived at Taqarib's Tripoli office, and will be delivered to all partner municipalities and targeted agencies.

**HYGIENE PACKAGES:** Taqarib distributes disinfecting equipment and supplies for public-works staff and works with cities to improve drainage and other service infrastructure relevant to disease transmission. With the Municipal Guard as a strategic partner, Taqarib builds demonstration sites and trains institutions and businesses on measures that prevent infection, giving special attention to school administrators, teachers, shop-keepers, bank tellers, and other essential workers with a high rate of person-to-person contact. Items procured in FY20Q4 include:

- **20 pull-behind disinfectant sprayers** and **300 backpack disinfectant sprayers** will be used to disinfect streets, sidewalks and public places of the COVID-19 virus.
- **40 mobile hand-washing stations** (with soap, water and towels) will be placed outside public buildings and will be available for the public at all times to wash their hands and arms up to the elbow to promote cleanliness, kill the virus and to slow down the spread of the COVID-19 virus.

**MEDICAL WASTE MANAGEMENT:** Taqarib distributes medical waste incinerators and works with municipalities and local hospitals/clinics to design and implement improved medical waste management approaches. Items procured in FY20Q4 include:

- **200 1,100-liter solid waste bins** for EOC's are heavy-duty, closed lid, waste containers that will allow the safe storage of trash and waste that might otherwise be discarded in the public right-of-way, or go uncollected, thereby, presenting a health hazard to the general public. The bids for ten
- **10 medical waste incinerators** will be used in conjunction with hospitals and clinics to dispose of medical waste, discarded PPE materials and the like that may have been contaminated with the COVID-19 virus.

**SUPPORT TO CRITICAL FACILITIES/INFRASTRUCTURE:** Taqarib supports disease prevention for critical infrastructure and facilities that have substantial down-stream impact on the lives and livelihoods of local residents and beyond. With municipalities guiding the way, the project gives special attention to water plants and pumping stations, power stations and substations, refineries, seaports, airports, surface-transport hubs, and other facilities that may experience a COVID-related drop in capacity. The project delivers training, equipment and supplies for re-starting or returning facilities to full functional capacity. Items procured in FY20Q4 for this activity include:

- **30 small utility tractors** with front bucket and backhoe, **30 skidsteers** with front bucket loader, and **400 hand tools** (shovels, rakes, wheelbarrows) will be used to remove sediment and clear ditches, drains and catch basins of filth, trash, soil and weeds that block drainage systems that cause water to pond, overflow and breed disease, and stop storm drain infrastructure from



flowing in a healthy and efficient manner away from streets, sidewalks and other public infrastructure that is closely adjacent to pedestrians, drivers and the general public.

## **OBJECTIVE II: 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 (OPI)**

Taqarib has drawn on OPI methodology to mainstream the capacities of local non-government organizations toward enhancing the quality of public services. The approach begins with determining service areas that organizations are able and willing to enhance, providing grants, training, and mentorship to established organizations with the most promising proposals. Taqarib then conducts a rapid OPI assessment of the organizations with the highest rated proposals to form the baseline for capacity-building efforts with each organization.

### **GRANTS**

In FY20Q2 and Q3, Taqarib received 72 grant applications in response to the 2020 Annual Program Statement (APS). Nine applications have been approved for the next phase, and the Objective Coordinator and Grants team are assisting those applicants through the full grant proposal development process. Thirty proposals are due for evaluation by the APS evaluation committee.

### **YOUTH, MINORITY, AND WOMEN LEADERSHIP TRAINING**

Taqarib enables locally nominated community leaders to work closely with local government in articulating a lucid vision for development, increasing access and influence for minority and vulnerable groups, and holding government officials accountable to the public interest. The program mobilizes Libyan men and women, including youth, minority groups, and people with disabilities, in DAI's successful Champions for Change (C4C) mentorship and training program toward building the confidence and skills of community leaders to work with each other and the government and the above-mentioned activities and issues.

As of September 2020, Taqarib accepted and is working with 179 Champions for Change across 18 municipalities (10 from each). Champions for Change members were the backbone of Taqarib's outreach efforts for the clean-up and Garbage Monster book events in Tripoli and Zliten. The C4C's assisted with recruitment, and led groups of 5 volunteers at the clean-ups, ensured the target area was cleaned, trash was bagged, and allocated areas for the General Cleaning Company to pick up the waste. The C4C's worked to ensure the safety of participants while they were working near busy intersections. See Appendix 3 for a list of the Champions for change and their demographics.

## CHAMPIONS FOR CHANGE KICK-OFF EVENTS

The Champions for Change Kick off meeting introduces 10 civic leaders from each partner municipality to the Champions for Change program and their roles, explores opportunities and covers next steps. The kick-off event leaves space for participants to help shape the best program for their community/municipality by co-defining C4C participant roles, training subjects, and common activities.

Kick-off Event Agenda typically includes: 1) An introduction to Taqarib and its objectives/components, 2) the Citizen Charter in each group of C4Cs' municipality, including the service commitments and selected mahallah, 3) the role of civil society in the Citizen Charter, 4) the importance of volunteerism and the role of volunteers, 5) examples from among Taqarib's on-the-ground events such as the clean-ups, 6) the C4C program, 7) and the five roles of the C4C and the opportunities available for them. The event is followed by an open discussion where C4Cs help to define how each program is run in each municipality, and next steps.

This quarter, Taqarib hosted 7 Champions for Change kick-off events for 12 municipalities. Because the events were held during the height of the summer power-outage crises in the country, many C4C participants were unable to join the online kick-off events due to lack of electricity or internet. Taqarib staff posted the kick-off material online, and conducted one-on-one phone calls to update those who couldn't attend and solicit their input into the program. See Appendix 4 for workshop participant demographics.

## 2.3 CITIZEN PARTICIPATION IN PLANNING

This sub-objective ensures that people are the driving force behind the Visible Improvement in Service Delivery (VIS). It helps to ensure that citizens (including CSOs, businesses, individual activists, journalists, etc.) can participate in Taqarib's local service delivery planning throughout the first two years of the project. As part of this activity, Taqarib will award local CSOs grants to conduct outreach and training for citizens on different approaches to bottom-up needs identification, consensus building, and advocacy, as well as to inform citizens about upcoming events with the municipality and recruit them to participate.

## WEBINAR FOR CSOS ON MUNICIPAL COMPETENCIES AND SERVICES

On Thursday, July 9<sup>th</sup>, the Objective and Program Management teams hosted the Municipal Competencies and Services webinar for 37 CSOs and Champions for Change participants from Taqarib's 18 partner municipalities. The webinar explored the CSO-Municipality collaboration around service delivery improvement and presented a range of municipal competencies and services within which CSOs may contribute to improved local services.

Taqarib's Senior Technical Advisor, Dr. Otman Gajiji, led a presentation on the framework of Libyan local governance from the municipal perspective by defining (1) services that are the responsibility of the municipal council, (2) the mechanisms at the municipal council's disposal with which to provide public services, and

*"It was an excellent webinar that covered plenty of very useful information on local governance, particularly through the presentation of Dr. Gajiji and the discussion and exchange with the participants". - Abu Bakr al-Ghasni, Municipal Competencies Webinar participant from Albawanees*

(3) the financial resources available to the municipal council with which to provide services. The presentation was followed by a question and answer session, and discussions.

## 2.4 MICRO-RESEARCH AND POLLING

Through in-kind grants, Taqarib enables CSOs to conduct small qualitative or quantitative data collection on municipal service delivery and its impact on public perceptions in partner municipalities. The project will host workshops aiding CSOs in conducting research, and Altai's survey experts will provide remote coaching and mentorship to the CSO partner, with the latter presenting their findings to the target municipality, and later following-up on how findings were used by municipal councilors.

Taqarib will begin activities under this sub-objective in 2021.

## 2.5 SOCIAL ACCOUNTABILITY TOOLS

To help residents more effectively engage with their municipalities, Taqarib will develop and create access to accountability tools and data allowing residents to determine how well (or poorly) the municipality is fulfilling its service-delivery mandate. Taqarib will assemble an inventory of accountability tools that have emerged organically out of their geographic and/or institutional contexts, including prior USAID and other donor engagements, and conduct a comprehensive review of these tools, analyzing their effect on service delivery and institutional legitimacy.

### NATIONAL FORUM ON SOCIAL ACCOUNTABILITY

On August 31<sup>st</sup>, the Taqarib Objective 1 and Program Management teams implemented the National Online Forum on Social Accountability for 45 participants representing CSOs and C4C participants from 17 partner municipalities that expressed interest in contributing to social accountability within their municipality. One third of participants were women, and more than half were under 30.

The event defined for participants the concept of social accountability, and presented a range of social accountability tools. Participants contributed to shaping the tools and methodology during a discussion at the end of each topic presentation.

Forum presentations were led by the Taqarib Civil Society Expert, Essam Al-Sharrat, Hisham Zaghagh, a local government expert, Mohamed Hammouda, Director of H2O organization, and Taqarib's Deputy Chief of Party. The workshop was interactive in nature, soliciting input from participants and encouraging questions. Case studies from Libya and the region were used as practical applications of accountability methods and tools.

## **OBJECTIVE III: STRENGTHEN NATIONAL AND SUB-NATIONAL DECENTRALIZATION POLICIES, SYSTEMS AND COORDINATION**



### **3.1 COMPREHENSIVE LOCAL GOVERNMENT POLICY DIAGNOSTICS AND FUNCTIONAL REVIEWS**

Taqarib aids municipalities in assuming a vast range of service-delivery responsibilities that Libya's Government of National Accord has, since the start of the project, decreed to be the new purview of local government. Subject to this series of decrees has been, for example, water and sewage infrastructure, transportation, solid waste management, primary health services, and public spaces and parks. Taqarib also assists municipalities in improving certain capabilities that cut across multiple service delivery areas, including code enforcement, asset-management, and the collection and expenditure of revenues and fees.

#### **DEVELOPING MUNICIPAL MANUALS AND GUIDELINES**

To date, the Objective team has prepared 13 policies and 4 procedural manuals, and identified an additional 9 manuals in consultation with tranche-two municipalities. This consultation takes place as municipalities deliberate over their selections from Taqarib's VIS menu of assistance. Additional procedural manuals will be identified as the next 12 partner municipalities are identified and consulted.

At the end of FY20Q3, Taqarib released an RFP for Public Policy and Administration Experts to update interim policies and procedural manuals prepared in FY20Q3, and to develop new procedural manuals for professional and technical use for all municipalities across Libya. The subcontractor will work with Taqarib's Objective 3 team to introduce best practices from around the world for both professional and technical staff, and narrow the skills gap for employees and residents who deliver public services in their communities.

In FY20Q4, Taqarib received five applications toward the RFP for Public Policy and Administration Experts, two of which advanced to the next phase. The Objective team interviewed both companies and requested more information regarding the proposal budget, implementation plan and their capacity.

The selected consulting firm will adapt manuals to the Libyan legal, administrative, and cultural context through a series of round-tables with partner municipalities. The Objective team will incorporate feedback to ensure the practical use and functionality of the documents.

Taqarib then submits the customized manuals to the Supreme Council for Local Administration to review and provide feedback before the Ministry of Local Government formalizes their adoption by way of a legal decree – mandating the application of the policy or procedure.

### **3.2 SUPPORT NATIONAL STRATEGY MEETINGS ON LOCAL GOVERNANCE ISSUES**

Taqarib facilitates semi-annual dialogues with national institutions to discuss priority decentralization initiatives. These events also showcase municipality and project-led service-delivery projects whose success at the local level can help to drive and inform the subnational governance agenda. As part of the preparatory work for these dialogues, the objective team and short-term consultants also provide on-demand policy input for local governance issues, including scenario-modeling, cost-benefit analysis, comparative legal analysis, and assistance with legal drafting. In FY20Q4, Taqarib's objective team worked closely with national level authorities on the introduction of local finance and regulation policies, and

engaged the municipal councils and the Municipal Guard in workshops that explore the legal relationship between the two bodies.

### SUPPORTING LOCAL FINANCE REGULATION AND POLICY

The Objective team is closely following new regulation regarding local revenue, and worked with senior management on how the project can most effectively assist in the roll-out and implementation of the new policies.

Earlier in the quarter, the Objective team met with Mohamed Mabrook, Legal Advisor to the Government of National Accord's Presidential Council and the

Supreme Council for Local Administration (SCLA), to discuss the Ministry of Local Government's Decree No. 95 for special private regulations. The team reviewed each article for those that relate to or regulate fees and procedures, and submitted their written comments to the SCLA after a review and analysis of the decree. In Mabrook's opinion, Decrees No. 95 & 55 are highly flawed, not aligned with the vision of local government, and further entrench centralization. Mohamed Mabrook indicated that he was eager to cooperate with Taqarib.

Late in FY20Q4, the Presidential Council issued Decree No. 576 vis-à-vis the local revenue system in Libyan municipalities, and the Ministry of Finance issued Statements Number 3 & 4, allowing municipalities, for the first time ever, to open bank accounts to collect local revenues.

The laws stipulate that each municipality will submit its annual budget to the Supreme Council for Local Administration, after which the MoLG will submit the budget to Minister for approval. Fees are determined based on how much revenue the municipality needs to generate in order to enhance service delivery and/or upgrade or build new infrastructure. The three types of fees are: Fees for administrative services such as building permits, or business licenses; royalties residents in an area pay in exchange for the building and maintenance of local infrastructure such as roads and bridges; revenues a residents pay for the use of public facilities and spaces such as parking lots, museums and parks.

Taqarib planned a dialogue session on local revenue regulation with the Supreme Council for Local Administration (SCLA), and partner municipalities. The objective of the session is to understand the role of the SCLA throughout the upcoming fiscal decentralization process, steps taken toward the process, and how municipalities can implement the new regulations. The event will take place in FY21Q1.

### SUPPORTING THE MUNICIPAL GUARD

In FY20Q3, Taqarib met with the National Director of the Municipal Guards to discuss organizing a workshop for the Municipal Guards in Taqarib partner Municipalities, and Taqarib's Technical Senior Advisor, as well as the Objective and Program Management team met with the former Head of Sabratha



Figure 2: Taqarib's Public Education Campaign on New Local Revenue Policies Conveys Municipal Royalties

Municipal Guard who clarified how the Municipal Guard works on the ground, their relationships with the municipalities, how they follow-up with complaints, and any methodologies used.

#### **MUNICIPAL GUARD LEGAL FRAMEWORK AND WORK POLICIES WORKSHOP**

On August 23<sup>rd</sup> and 26<sup>th</sup>, Taqarib implemented the Municipal Guard Legal Framework and Work Policies with Municipalities Workshop. The first day targeted municipalities in the west and saw 61 participants from the Municipal Guard, and the second day targeted those in the south and saw 67 participants from the Municipal Guard. The Municipal Guard in eastern region operates under the jurisdiction of the Interim Government and the LNA, and do not follow the protocols of the GNA in Tripoli; much of the workshop content did not apply to them and so they were not included in this training.



The workshop covered legislation relating to the work of Municipal Guard, including Law No. 59 for Local Administration and Law No. 1, dedicated to the Municipal Guard. The workshop was implemented in coordination with the High Council for the Transfer of Competences

The workshop agenda included an introduction to the activity; why the relationship between the municipality and the guard is so important; the legal framework regulating the relationship between the municipal council and the municipal guard; the relationship between the municipal council and the Municipal Guard as applicable; discussion and questions. Participants asked many questions, particularly regarding the legal framework that organizes the relationship between Municipal Guard and the municipality and were also interested in the Moroccan guard model.

This event was postponed more than once due to power-outages.

### **3.3 IMPLEMENT AND EVALUATE PILOT DECENTRALIZATION SERVICE DELIVERY INITIATIVES**

Taqarib benefits from the practical steps that Libya's Government of National Accord has taken to devolve a broad range of authorities and responsibilities to municipalities (also mentioned in 3.1, above). These initial forays into substantive decentralization create opportunities for Taqarib to assist as municipalities experiment with various approaches to service delivery. Taqarib's entry point for this assistance is typically through the practical implementation of annual VIS projects. The Objective 3 team reviews each project for its potential to reveal effective (or ineffective) approaches that other municipalities could model, or that could serve as a basis for national action or reform. Such approaches range from the highly technical and focused (optimized maintenance regimes for public parks, for example) to the highly operational and/or institutional (such as the optimal assignment of roles, responsibilities, resources, and incentives within municipal government that are designed to uphold those same maintenance regimes).

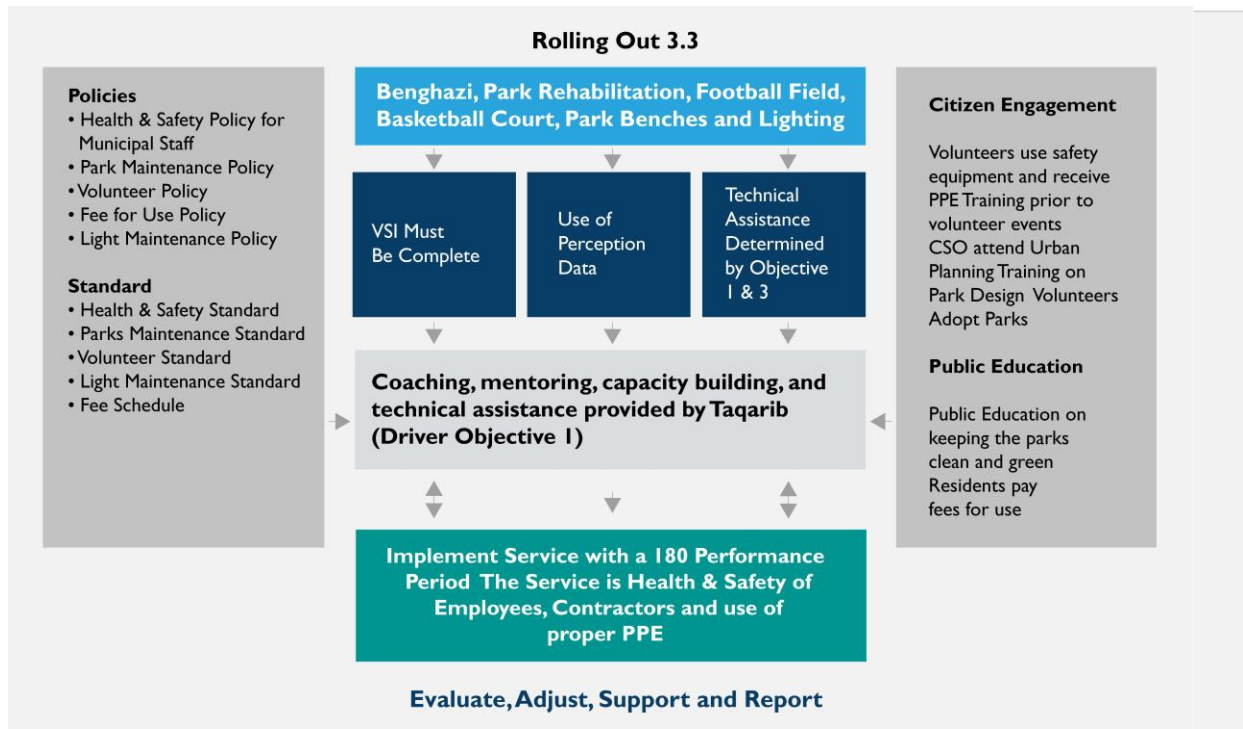
Drawing on the Citizen Charters that Taqarib concluded in FY20Q2 and FY20Q3, Taqarib has identified several areas that could be modeled by other municipalities: local code-enforcement responsibility of the

Municipal Guard, regulation of public markets, park maintenance, creating emergency operations centers, and initiating rapid assessments.

In FY20Q4, the Objective team led 5 business process mappings: Public parks process's with Benghazi and Albayda, safety & roads process's with Tripoli Center, local markets business process's with Zliten, and a combination of safety & roads and public parks in Sebha.

The mapping begins with questions pertaining to the specific service delivery area. The interviews outcomes will be aggregated into service delivery areas in a final process's analysis and report.

Example: Park Roll-out and Interview is with Head of Public Parks in Benghazi Municipality



3.3 Implementation Methods

**Q:** Does the Municipality have a Health and Safety policy?

*A: Yes, we do have policies in our office of security and health. The policy is that they coordinate with the whole department whenever we have new parks to be prepare, such as the geology of the chosen location and whether the location is for instance off of a highway or within a neighborhood.*

**Q:** Can you give me another example?

*A: We are now have made some policies under COVID-19 but they aren't clear yet.*

**Q:** Does the Municipality have a health and safety standard?

*A: Yes, a very good example is that we should have lights in every park, and those lights should have certain standards so the lights can withstand inclement weather, and other climate changes. Another example is that a park should be at least 80% green fields to make it safe for a wide range of activities. Fences are another standard that we have since it keeps whoever is inside the park safe.*



**Q:** Does the municipality require volunteers who work in the public right of way, or other property, wear safety gear?

*A: Yes, whenever a group of youth want to clean or implement any activity related to the parks, we provide police forces, gloves, masks, street signs. All of these are given depending on the situation and the location of the park.*

**Q:** Is there a parks maintenance policy and standard?

*A: Yes, When the MC has a project that is to create a new park for example, we apply conditions that must be met by the MC or the donor. For example:*

- *Extra items for the watering system*
- *A machine that preserves the green fields*
- *Should provide bug extinguishers (insecticides)*
- *Budget for hiring employees to take care of trees*
- *Budget for electricity maintenance*
- *Storage for maintenance equipment*

**Q:** Is there a lighting maintenance standard and policy?

*A: Yes, we have the Department of Cities Development within the municipality which contracts private companies to maintain lightings in each park*

**Q:** If there a fee schedule for use?

*A: Well that depends, since we have parks that are pay-to-use and the public parks. For the public parks we don't have any fee schedule. For paid-parks, like Bosku, we only have standard entrance fees of 2.00LYD for a person.*

**Q:** Who is responsible for fee collection?

*A: In our pay-to-use parks, we have employees whose job it is to collect the fees each morning and deliver them to the accountant of the park. The collected fees are then deposited in a bank account that is used for the maintenance of the parks.*

**Q:** Are the hours of operation published anywhere?

*A: No because we don't have certain hours for the use of public parks. For paid parks, the hours depend on the situation, weather, if it is a normal day or a holiday such as Eid or weekend, etc..*

Q: Who schedules the park and fields?

A: *The Public Parks Department in the Municipality.*

Q: Who is responsible for waste removal?

A: *This differs between the public parks and paid parks and they are as follows:*

- *Public parks: The Public Parks Department assigns agriculture engineers that are responsible for each public park the responsibility of doing a check-up on the state of the park, and to supervise employees that are doing the cleaning and check-ups. We also have garbage trucks that are assigned to each park.*
- *In paid parks: Each park has a cleaning department with its own employees who taking care of the park, including maintenance and waste removal.*

### 3.4 STRENGTHEN CENTRAL-MUNICIPAL COMMUNICATION AND COORDINATION

Taqarib supports the Ministry of Local Government to improve its two-way communication protocols, processes, and systems that carry the substance of its relationship with municipalities.

In FY20Q2, the MoLG's Head of International Cooperation indicated that both the ministry and the municipalities experience acute challenges in communicating between each other and within their own institutions. Taqarib will help the MoLG to develop and disseminate Standard Operating Procedures (SOPs) for vertical communications and reporting, and then build local municipal capacity to use these SOPs. SOPs may include processes, templates, forms for annual and periodic plans, budgets, financial reporting, support requests, and key performance indicator reporting. The Objective team will host three training workshops for up to five nominated staff of the MoLG's Department of Municipalities on how to design and implement communications campaigns.

In FY20Q4, Taqarib implemented the last of the Communications Roundtables with the municipal Media and Public Relations Offices for Ghadamis Municipality and completed CERT Emergency Communications Training as part of Taqarib's COVID-19 emergency assistance.

#### MUNICIPAL MEDIA AND PUBLIC RELATIONS OFFICES COMMUNICATIONS ROUNTABLES

In FY20Q3, Taqarib held communication roundtables with Media and Public Relations (MPR) Offices of Benghazi, Albayda, Sebha, Tripoli Center, Zliten and Bani Waleed Municipalities as part of efforts to help strengthen the Municipalities' communication with its residents, with central government bodies, and within the municipality itself.

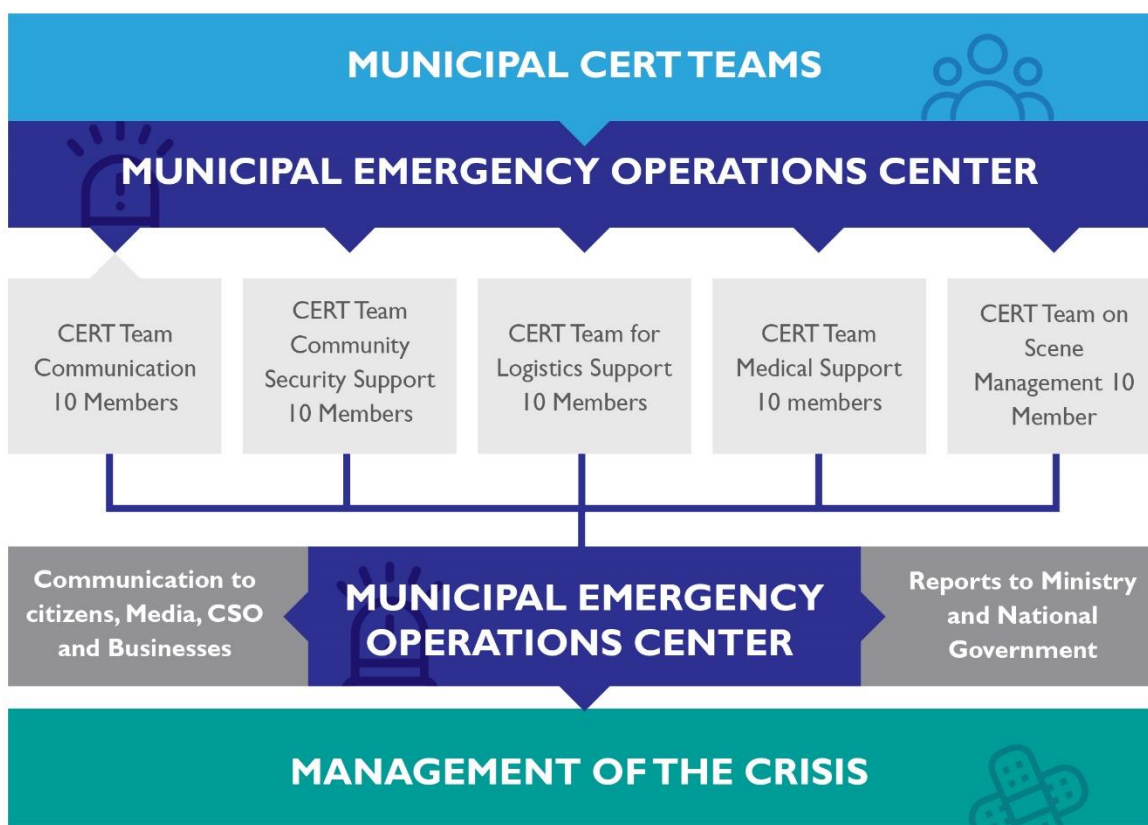
In FY20Q4, Taqarib implemented the final Communications Roundtable with Ghadamis Municipality. The roundtable was preceded by a survey on the Media Office's communication capabilities, including available resources, and staff skills. During the roundtable, the Ghadamis MPR representatives identified areas for training, as well as policies, procedures, and best practices they need to establish an effective operation.

## CERT EMERGENCY COMMUNICATIONS TRAINING

Taqarib helps municipalities plan and execute strategic communications during emergencies, which comprises two-way communication with residents, with other municipalities, and with national authorities. The project provides training and equipment to the Media and Public Relations offices in each city, and it is working to institutionalize successful approaches to communication that emerge in real-time, through necessity and experimentation, during the COVID-19 pandemic.

Ineffective communications pose one of the greatest overall challenges in local governance. Without effective communications, first responders, including CERTs, cannot know where to respond, what to expect, and how to prepare for effective response.

The Emergency Communications Training is part of the Community Emergency Response Training package, which includes CERT trainings under Objective 1.3. Taqarib completed four CERT Emergency Communications Training sessions for all 18 partner municipalities.



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Participants represent the Media and Public Relations Office, the EOC of the municipality, volunteers from among civil society and local residents, and the Municipal Guard. The training focused on the importance of effective communication during an emergency, and the respective communications role of the media offices, EOCs and Municipal Guard in an emergency. The communication training comes under COVID-

19 add-on funding for emergency response enhancement. The municipality is granted an important communications and response role under Law 59 for decentralization in Libya.

The training agenda: (1) communications plans and how to use them; (2) communications modes likely to be used by CERT, (3) Communications operations: learning effective communications techniques and how to participate in Net Control Operations, (4) practicing radio communications using the protocols and techniques learned. See Appendix 5 for participant demographics.

### 3.5 NATIONAL ADVOCACY PLATFORMS AND CSOS SUPPORT THE LOCAL GOVERNANCE AGENDA

Throughout implementation, Taqarib will utilize RFA mechanisms to enable national-level advocacy platforms and CSOs to submit innovative ideas for advancing the municipal governance agenda. Taqarib will conduct an OPI diagnostic in coordination with activities under Objective II, and then provide capacity-building, training, and grant support to improve their operational capacity, become skilled with data-driven campaigns, take a seat alongside national institutions, and maximize their policy-advocacy impact.

#### GRANTS PROGRAM

As part of its objective to strengthen decentralization policies, and systems during FY20Q2 and FY20Q3, Taqarib received 63 applications for grants toward RFA I for the establishment of local and national advocacy platforms that support the local governance agenda. Concepts came in from a wide geographic area including Tripoli Center, Benghazi, Zliten, Bani Walid, Sebha, Kabaw, Zintan, Murzuq and Jufra. The broad range of concepts included decentralization initiatives, enhancing women’s participation and role in local governance, and establishing communication channels between the community, municipalities and central government.

In FY20Q4, 3 grants concepts were approved by USAID, 1 was rejected by USAID, 7 concepts were developed and were being reviewed by the Chief of Party, 3 concept were still in the proposal development phase, and 7 concepts were awaiting review by the RFA\_I Grants Committee (Table #10).

Table 5: RFA\_1 Grants Status

	Name	Municipality	Status
1	Child and Youth Friendly Baladyat Foundation	Sebha	Rejected by USAID
2	O2 Organization	Tripoli Center	Approved by USAID and signed agreement with grantee
3	Friends of People With Disabilities Organization	Sebha	Approved by USAID and signed agreement with grantee

4	Menbar Almaraa for Development	Zawiya	Approved by USAID and signed agreement with grantee
5	Anchor Colors Company	Sebha	Developed will be sent to COP to review and then USAID
6	Nesaa Raedat Association	Jdabya	Developed will be sent to COP to review and then USAID
7	Libyan Network for Democratic Development	Murziq	Developed will be sent to COP to review and then USAID
8	Alnamaa Organization (Alnama)	Kufra	Not developed yet
9	Nass Radio	Tripoli Center	Will be re-reviewed by the committee
10	Shabab Libya Organization	Hay Andulus & Janzour	Will be re-reviewed by the committee
11	Jusoor Center for Studies and Development	Tripoli Center	Will be re-reviewed by the committee
12	Menbar Almaraa for Development	Azzawya	Will be re-reviewed by the committee
13	Majdat Fazzan Network	Wadi Itba	Will be re-reviewed by the committee
14	ALlibeya Organization	Bani Waleed	Developed will be sent to COP to review and then USAID
15	Alataa Foundation	Brak Shati	Will be re-reviewed by the committee
16	General Union of Sebha University Students	Sebha	Initial Approval (will need to finalize proposal)
17	Athar Org	Albawanees	Initial Approval (will need to finalize proposal)

## OBJECTIVE IV: INFORM PROGRAMMING THROUGH A ROBUST LEARNING AND ANALYSIS AGENDA (MEL)

The MEL team welcomed two new MEL Officers in FY20Q4, Lubna Sadek and Ahmed Kaawan, both working from the Taqarib Tripoli Office. The team unfortunately lost Anas Iwhida, Data Visualization Specialist, late in the quarter.



In FY20Q4, the MEL team coordinated with USAID/METAL to conduct the Taqarib performance indicators Data Quality Assessment (DQA). The DQA found

The Objective team improved upon participant attendance and verification after consultations with USAID/METAL. Taqarib adapted a google signup form for online event participations verification; MEL Data Visualization Officer developed a template that requires participants to enter (1) Full name, (2) Municipality, (3) Municipality department or CSOs name (3) Youth (y/n), (4) Gender and (5) Ethnicity.

Additional, non-sub-objective related MEL team outputs in FY20Q4 include:

- The development of a Standard Procedures for Data Collection document;
- Development of M&E plans for Taqarib grantees
- The submission of the Y2 Workplan M&E component;
- Collaboration with DAI Home Office IT Manager [Virginia Momirovic], to review and customize indicator workflows within TAMIS to link both MPI and VIS progress records to TAMIS, Taqarib's in-house project management database. In addition, a new TAMIS export functionality was added to export data to excel sheets directly for quicker review of TAMIS records.
- Discussions with each Objective Lead and Coordinator on where components stand against Performance Indicators for Year 1.
- Submission of 28 MEL event reports.

Table 6: MEL Reports Year 1

Quarter	Objective	Drafted Count	Completed Count	Events Attended
FY20-Q1	Objective 3		1	1
FY20-Q2	Objective 1		4	11
FY20-Q2	Objective 2		6	
FY20-Q2	Objective 3		1	
FY20-Q3	Objective 1		10	27
FY20-Q3	Objective 2		12	
FY20-Q3	Objective 3		5	
FY20-Q4	Objective 1	2	15	28
FY20-Q4	Objective 2	6	3	
FY20-Q4	Objective 3	1	1	
<b>Totals</b>		<b>9</b>	<b>58</b>	

## 4.1 QUARTERLY PERCEPTION SURVEYS

Taqarib carried out its second Quarterly Perception Survey's (QPS's) in FY20Q4. The Quarterly Perception Survey targets 200 respondents per municipality and covers a total of 40 municipalities totaling 8,000 citizen surveys per quarter, 32,000 annually and 112,000 over the course of the four-year project. The selected municipalities include the 30 Taqarib partners, and 10 municipalities as a control group. The surveys help capture changes in the public perception of service delivery and public interaction with municipalities using 19 indicators in five broad categories on municipal governance: service delivery, finance and revenue, internal operations, economic development, and municipality-citizen interaction.

The FY20Q4 Quarterly Perception Survey showed indicator values scoring slightly more negatively, with a few exceptions. This is likely linked to social unrest across the country over poor service delivery that took place during the period of the survey.

- **Citizen Awareness of Local Governance Structures:** Respondents are uninformed regarding local governance, specifically municipal councils. When asked how much they knew about their municipal council, 71% of respondents said that they either did not know much or knew nothing at all. This is consistent with the previous survey and other research on the subject.
- **Perceptions of Service Delivery:** Overall, respondents were less satisfied with service delivery in FY20Q4 than in the previous quarter. In the baseline assessment, 44% of respondents rated the quality of public service as poor compared to 58% in the second assessment. This could be attributed to concrete worsening of basic services across the country, and the current electricity crisis.
- **Perceptions of Information Outreach:** Perceptions of information outreach were varied, with customer service orientation scoring more highly in FY20Q4 than in the previous quarter. This could be due to local actor responsivity to protests against corruption and a lack of basic services that have taken place across Libya.
- **Perceptions of Finance and Revenue Management:** Respondents were dissatisfied with the level of financial transparency of municipal resources in FY20Q4. 69% of respondents did not believe that their municipality has a clear and transparent process for managing procurement of goods and services, and 72% do not believe that their municipality publishes procurement results.
- **Perceptions of Citizen Interaction:** Generally, respondents did not feel they had enough opportunities to become involved in local service delivery in FY20Q3 or FY20Q4. In the second assessment, 49% of respondents did not believe citizens were involved in monitoring service delivery.

In addition to the Q4 perceptions scoring summarized here above, the FY20Q4 survey also included a context chapter on Local Governance and Public Service Delivery stressing the challenges in facing municipalities within shifting power balances and renewed political process, local elections, and country-wide protests over basic services.

The FY20Q4 report also included municipal scorecards for each Taqarib partner tracking public perception indicators and total scores progress over time, local governance information, a COVID-19 tracker, migration statistics, and a municipal summary with current events where possible.

Figure 4: Example Scorecard (Zliten)

Indicator Scorecard		
Indicator	Q3	Q4
SD1	2.20	2.21
SD2	2.40	2.23
SD3	1.29	1.28
SD4	1.96	1.53
SD5	1.61	1.47
SD6	3.95	3.76
FR1	2.46	2.12
FR2	1.71	1.71
FR3	3.51	3.84
FR4	3.19	3.05
IO1	2.22	1.99
IO2	2.72	3.17
IO3	2.09	2.16
IO4	2.09	2.07
SEDP	1.27	1.41
LC1	1.98	1.83
LC2	1.74	1.68
LC3	1.34	1.21
LC4	1.19	1.20
<b>Total</b>	<b>40.90</b>	<b>39.92</b>

Zliten Indicator Scorecard

## Local Governance

Municipal Council: *Elected*  
 Most Recent Election: *Scheduled 2020*  
 Mayor/Head of Municipal Council: *Muftah Taher Muftah Hamde*

## Municipal Profile

Zliten is a large urban municipality in the north-western district of Al Margab, 150 km east of the capital, along the coast between Misrata and Tripoli.

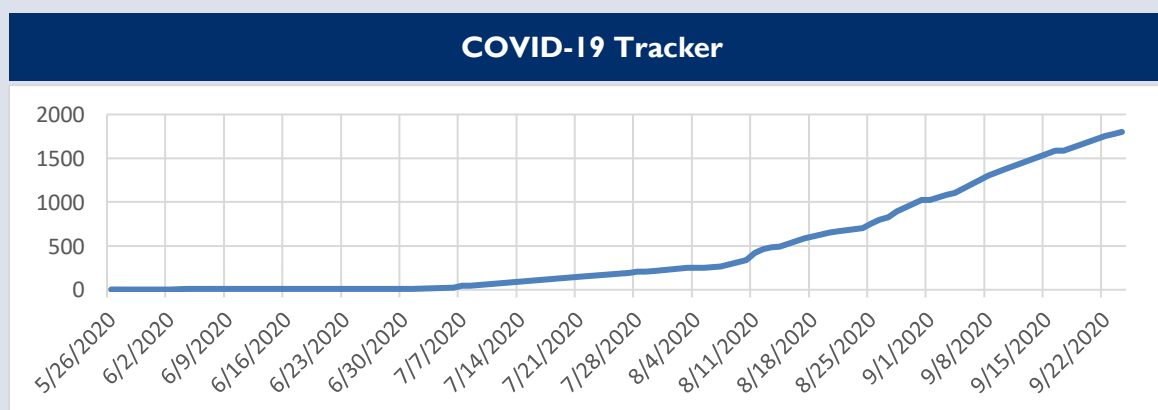
There are several large private sector companies and factories related to construction in Zliten, including the Cement United Company, the Marma Libya Company, and the United Arab Construction Company. Thus, the municipality attracts a significant number of economic migrants. Moreover, due to its strategic proximity to the Mediterranean, Zliten is considered as a hub for importing and exporting food products.

Zliten is one of three western cities with COVID-19 testing capabilities. On August 16<sup>th</sup>, the Zliten Isolation Center announced one of its departments is operating beyond capacity.

## Migration Trends

Migrant Presence: *9,950 individuals*  
 IDPs: *2,120 individuals*  
 Returnees: *264 individuals*

Figure 5: COVID-19 Confirmed Cases, Zliten





## 4.2 QUARTERLY STRATEGY REVIEW SESSIONS (SRS)

Acknowledging that Libya is an extraordinarily complex and fluid environment, Taqarib sets aside time each quarter for the senior management team and other project staff to collaborate with USAID in assessing program performance and in determining whether any adjustments in strategy or execution are warranted. Strategy review sessions may involve the participation of outside experts and will benefit from third-party facilitation.

Days prior to Taqarib's first all staff SRS in March 2020, reports of air travel suspension between Libya and Tunisia led to the cancellation of local staff traveling arrangements; three days later, air travel was suspended due to the COVID-19 pandemic. Nevertheless, Taqarib carried out online Procurement & Contracting training in April 2020 consisting of 22 training sessions: 10 Instructor-Led and 12 Self-Guided courses with mini quizzes and group assignments. Taqarib cancelled its second quarter SRS due to the pandemic, and did not implement a third quarter SRS in order to devote efforts to implementing safe on the ground activities and online events.

In FY20Q4, Taqarib's one day, all-staff Year 2 Plan review acted as Taqarib's second SRS of 2020. Taqarib team leaders collaborated over many hours to develop workplans for the second year of the project. These initial drafts included impact statements describing the intended outcomes and outputs at both the objective and sub-objective levels, with references to the Theory of Change and AMELP. Follow-up drafts included wider staff inputs, outlined the activities, implementation timeframes and costs for all four Taqarib Objectives – including separate budgets for COVID-19 assistance, and activities targeting women and ethnic minorities.

During the early stages of the Year 2 Workplan development, Taqarib COP, Hunter Keith, addressed the Taqarib team in all staff meetings and emails recognizing the successes and effective adaptations of the team, encouraging staff to maintain momentum built up over the previous months. The COP encouraged everyone to participate in the Year 2 work planning process, emphasizing how important it is for those working in the field to help shape the Plan.

## 4.3 ANNUAL JOURNEY TO SELF-RELIANCE STUDY

Taqarib collaborates with USAID subject matter experts to track project contributions to universal self-reliance metrics: open and accountable governance, inclusive development, government capacity and civil society capacity.

In FY20Q4, Taqarib MEL continued to further investigate Journey of Self-Reliance study, soliciting guidance on content and format of Self-Reliance Study. Taqarib plans to deliver its first Journey of Self-Reliance study in the second quarter of 2021.

Taqarib will continue to reach out and collaborate with USAID/METAL to identify project contributions to Libya's self-reliance metrics such as open and accountable governance, inclusive development, government capacity and civil society capacity. For example, through the implementation of Citizen Charters, Visible Improvement Services and CSO consultation, Taqarib is introducing participatory processes for open and accountable governance which contribute to self-reliance. Taqarib also captures participant biodata such as gender, youth and ethnicity, which contribute to USAID's self-reliance metrics for inclusive development. Tools such as the MPI and Quarterly Perception survey expose local policy makers to technical know-how and information on which to make sound decisions advancing governance agenda. Objective I has also been developing Crisis Emergency Response Training (CERT) that contribute to safety and security sub-indicator/metrics.

## 4.4 WEB-BASED KNOWLEDGE-MANAGEMENT AND LEARNING PLATFORM

### TAMIS

Taqarib staff uses TAMIS in its day-to-day activities and operations, which enables iterative project learning because all data at the intervention, activity, and contextual levels will be organized (by municipality) which can be searched and accessed on demand to inform Taqarib management meetings, stakeholder engagement, weekly reporting to USAID, and quarterly strategic review sessions. Taqarib is linking TAMIS to a secure web-based learning platform to track MEL data, grant progress, and other contextual indicators. The platform will provide USAID with on-demand access to project data, including data visualizations, geo-tagged maps, qualitative research, and quantitative polling data.

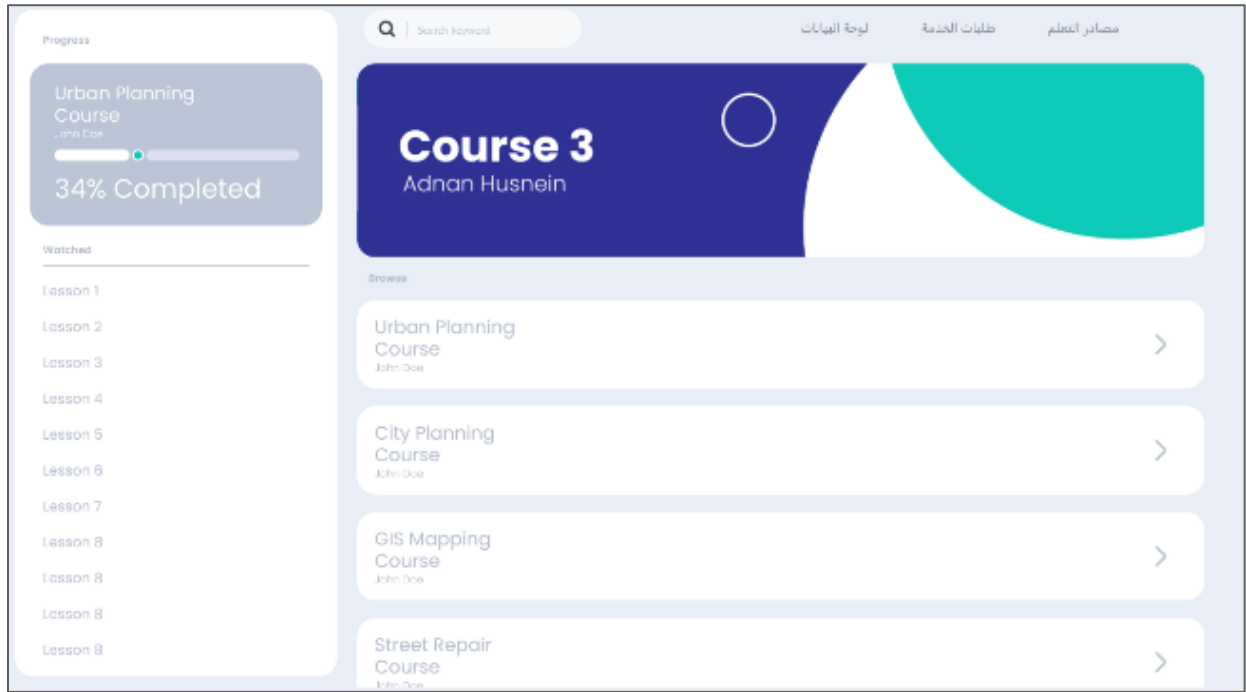
In FY20Q4, DAI home office Information Technology Manager, Virginia Momirovic, continued to work with new and old staff members on how to use all the TAMIS features, conducting two staff trainings on events management workflows for all staff. Instruction documentation and video recordings of the training sessions are accessible on the TAMIS Help Guide module. The Information Technology Manager also supported Objective I and MEL to improve workflow and reporting functioning, reviewing and customizing existing indicator workflows within TAMIS linking the MPI and VIS progress workflow with the Performance Dashboard report, and added data export functionalities to excel sheets in several TAMIS modules.

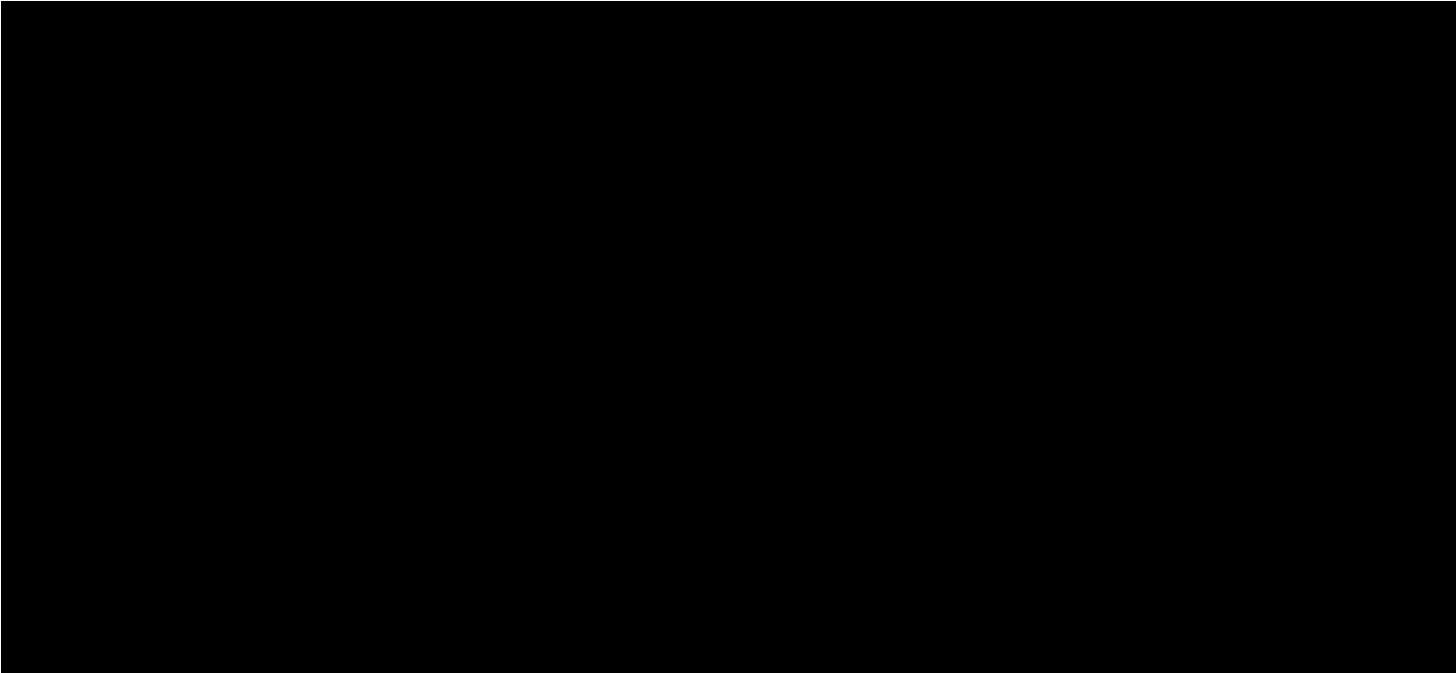
The TAMIS trainings together with the on-the-job experience, contributes to TAMIS data timelines and accuracy. For instance, in September 2020, when Taqarib became aware of its participation in the USAID/METAL Data Quality Assessment (DQA) scheduled for 01 October 2020, MEL conducted a quick internal assessment to verify readiness for the process, communicating with key Taqarib staff responsible for creating and updating TAMIS records. Because the list of indicators evaluated included all Taqarib objectives, all Taqarib staff focal points participated (some indirectly) in this exercise, helping to improve understanding of data quality strengths being reported to USAID. MEL is organizing a presentation in the coming quarter to share USAID/METAL DQA report findings and lessons learnt with the Taqarib staff.

### TAQARIB MUNICIPAL DASHBOARD

The Taqarib's proposed secure web-based learning platform linked to TAMIS is still undergoing development. The bilingual web application will consist of (1) a municipal partner pages having background content, relevant performance indicator graphs and service delivery performance dashboard, (2) Taqarib "MOOC" online courses, and (3) Municipal Service Request form. Presently, Taqarib Graphic Designer is finalizing the site designs with the final functionality discussions still ongoing.







## APPENDICES

### PROCUREMENT TABLE

*Appendix 1: Status of Items Procured as Part of Taqarib's Commitment to Municipalities in the Citizen Charters and COVID-19 Add-on Funding*

	Title of Solicitation	Quantity	Status
1	Garbage Waste Containers	200	Delivered to project office
2	Road Repair Equipment for Municipalities -Tripoli Center, Sebha, Bani Walid and Benghazi	4 Municipalities	Delivered to project office
3	Banner Pole Hardware Attachments for Dual Banner per pole	100	Delivery by November 14, 2020
4	Metal Park Benches for Benghazi and Elbayda	15	Delivered to project office
5	Gates and Doors for Municipality of Zliten	15 Doors & 4 Gates	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
6	Cleanup items for Municipality of Zliten	Multiple Items	Delivered to Zliten and project office
7	Interim Guidelines and Procedures Manuals for Municipalities in Libya	Na	Request for Proposal was issued in FY20Q4 and procurement will be finalized in FY21Q1
8	Skid Steer with Bucket Attachment	10	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
9	Mobile Message Boards for COVID-19	20	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
10	Solar Powered Backpacks for use by COVID-19 Emergency Response Teams in Libya	440	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1

11	Pull Behind Sprayer for Disinfection of sidewalks, streets and paths for COVID-19	20	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
12	Back pack disinfection spray for COVID-19 Response	300	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
13	Solar street light for Libyan Municipalities	100	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
14	Print and Deliver A4 Garbage Monster books for Municipalities	2000 Per Municipality	Ongoing printing and delivery to municipalities
15	CERT training to Municipalities and Civil Society in Libya	1000 Per Municipality	(see table 3)
16	Mobile Hand Washing Facility for COVID-19	40	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
17	Orange Safety Cones for COVID-19 Response	1400	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
18	Basic First Aid Kits for Community Emergency Response Teams as part of COVID-19	600	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
19	Safety Training for Municipal Employees (Multiple Courses)	2000 Employees	Request for Proposal was issued in FY20Q4 and procurement will be finalized in FY21Q1.
20	COVID-19 related items	Na	Completed - 2 Blanket Purchase Agreements signed with vendors
21	Portable Generators for COVID-19 Response for Emergency Operations Center	15	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
22	Small Medical Waste Disposal Incinerators for COVID-19	10	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1

23	Installation of soccer football field in Benghazi	1 Municipality	Request for Proposal was issued in FY20Q4 and procurement will be finalized in FY21Q1
24	Concrete Basketball Field - Albayda and Benghazi	2 Municipalities	Request for Proposal was issued in FY20Q4 and procurement will be finalized in FY21Q1
25	Laptop Computer with ARC GIS Software for COVID-19 Emergency Response	60	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
26	Hand Tools for COVID-19 Response and Cleaning	400	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
27	Tablets for Community Emergency Response Teams COVID-19 Response	300	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1
28	Small Compact Tractors for Road Repair and COVID-19 Response	20	Request for Quotation was issued in FY20Q4 and procurement will be finalized in FY21Q1

## LMPA MEMBERS

### *Appendix 2: LMPA Member Names, Titles and Municipalities*

	Title	Municipality
	City Manager	Abusliem
	Mayor	Abusliem
	Planning Office Manager	Albawanees
	Mayor's Office Manager	Albawanees
	MC Consultant (Ta qarib POC)	Albayda
	Project Engineer Office Rep	Albayda
	City Manager	Albayda
	City Engineer	Albrayga
	City Manager	Alkhums
	Manager Project Management Office	Alkhums
	City Manager	Assahel
	City Engineer	Assahel
	City Manager	Azzawya
	HR Manager	Azzawya
	City Engineer	Azzawya
	Project Engineer Office Director	Bani Waleed



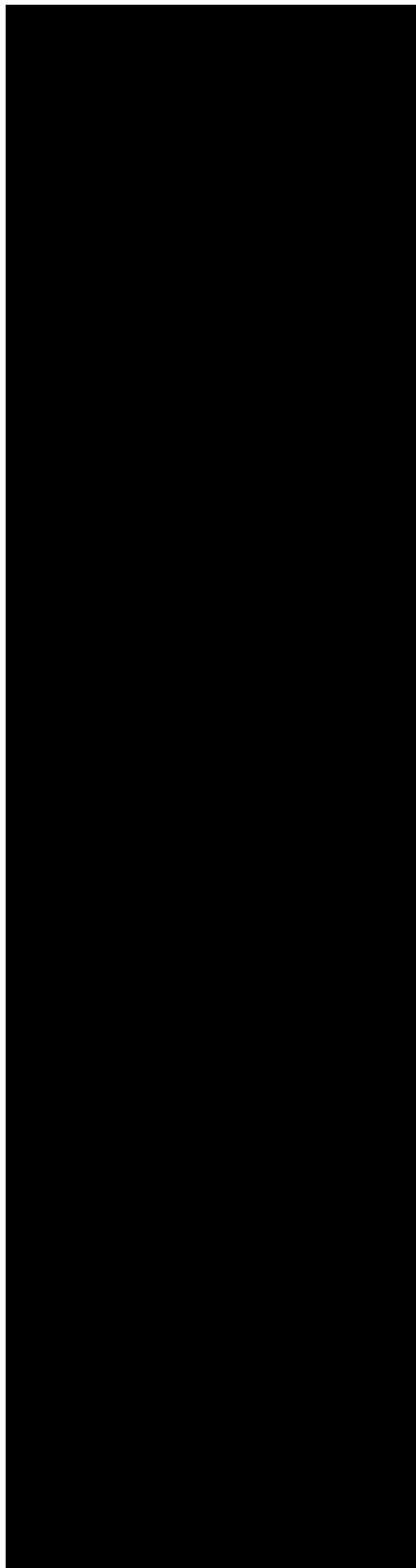
	Project Engineer Office Director	Bani Waleed
	Director Projects Engineering Office	Baten Aljabal
	City Manager	Benghazi
	Director Projects Engineering Office	Benghazi
	Municipality Council Member	Ghadamis
	Director Projects Engineering Office	Ghadamis
	Engineer Projects Engineering Office	Ghadamis
	Director Projects Engineering Office	Sebha
	Engineer Projects Engineering Office	Sebha
	MC Consultant and Taqarib POC	Shahhat
	Acting City Manager	Shahhat
	Municipal Project Office Engineer	Shahhat
	City Manager	Swani bin Adam
	Manager Project Management Office	Swani bin Adam
	City Manager	Tajoura
	City Manager	Tripoli Center
	Director Projects Engineering Office	Tripoli Center
	Engineer Projects Engineering Office	Tripoli Center
	Director Projects Engineering Office	Zliten
	Engineer Projects Engineering Office	Zliten
	Engineer Projects Engineering Office	Zliten
	City Manager	Zwara
	Engineer Projects Engineering Office	Zwara
	Engineer Projects Engineering Office	Zwara

## LIST OF CHAMPIONS FOR CHANGE

Appendix 3: List of 179 Champions for Change as of Year 1

Full Name English	Municipality	Youth	Gender	Ethnicity	PWD
	Abusliem	No	Female	Arab	No
	Abusliem	Yes	Male	Arab	No
	Abusliem	Yes	Female	Arab	No
	Abusliem	No	Female	Arab	No
	Abusliem	Yes	Male	Arab	No
	Abusliem	No	Female	Arab	No
	Abusliem	Yes	Male	Arab	No
	Abusliem	No	Female	Arab	No
	Abusliem	Yes	Female	Arab	No
	Albayda	No	Male	Arab	No
	Albayda	No	Female	Arab	No
	Albayda	No	Male	Arab	No
	Albayda	No	Female	Arab	No
	Albayda	No	Male	Arab	Yes

Albayda	No	Female	Arab	No
Albayda	No	Female	Arab	No
Albayda	No	Male	Arab	No
Albayda	No	Male	Arab	No
Albayda	Yes	Female	Arab	No
Albrayga	Yes	Male	Arab	No
Albrayga	No	Female	Arab	No
Albrayga	No	Female	Arab	No
Albrayga	Yes	Male	Arab	No
Albrayga	Yes	Male	Arab	No
Albrayga	No	Female	Arab	No
Albrayga	No	Female	Arab	No
Albrayga	No	Male	Arab	No
Albrayga	Yes	Male	Arab	No
Albrayga	Yes	Male	Arab	No
Alkhums	Yes	Male	Arab	No
Alkhums	Yes	Male	Arab	No
Alkhums	No	Female	Arab	No
Alkhums	No	Female	Arab	No
Alkhums	Yes	Male	Arab	No
Alkhums	No	Male	Arab	Yes
Alkhums	No	Male	Arab	Yes
Alkhums	Yes	Male	Arab	No
Alkhums	Yes	Male	Arab	No
Alkhums	Yes	Male	Arab	No
Alkhums	Yes	Male	Arab	No
Alkhums	Yes	Male	Arab	No
Assahel	Yes	Male	Arab	No
Assahel	Yes	Male	Arab	No
Assahel	No	Female	Arab	No
Assahel	No	Male	Arab	No
Assahel	No	Male	Arab	No
Assahel	Yes	Male	Arab	No
Assahel	No	Female	Arab	No
Assahel	No	Male	Arab	No
Assahel	No	Female	Arab	No
Assahel	No	Male	Arab	No
Azzawya	Yes	Male	Arab	No
Azzawya	No	Male	Arab	Yes
Azzawya	No	Female	Arab	No
Azzawya	No	Female	Arab	No
Azzawya	No	Male	Arab	Yes
Azzawya	No	Female	Arab	No
Azzawya	Yes	Male	Arab	No
Azzawya	No	Female	Arab	No
Azzawya	Yes	Male	Arab	No
Azzawya	Yes	Male	Arab	No
Bani Waleed	Yes	Male	Arab	No



Bani Waleed	No	Female	Arab	No
Bani Waleed	No	Female	Arab	No
Bani Waleed	No	Male	Arab	Yes
Bani Waleed	No	Female	Arab	No
Bani Waleed	No	Female	Arab	No
Bani Waleed	Yes	Male	Arab	No
Bani Waleed	Yes	Male	Arab	No
Bani Waleed	Yes	Male	Arab	No
Bani Waleed	No	Male	Arab	Yes
Baten Jabal	No	Male	Arab	Yes
Baten Jabal	No	Male	Arab	No
Baten Jabal	No	Female	Arab	No
Baten Jabal	No	Male	Arab	No
Baten Jabal	Yes	Male	Arab	No
Baten Jabal	No	Female	Arab	No
Baten Jabal	Yes	Male	Arab	No
Baten Jabal	No	Male	Arab	No
Baten Jabal	Yes	Male	Arab	No
Baten Jabal	No	Female	Arab	No
Benghazi	No	Male	Arab	No
Benghazi	Yes	Male	Arab	No
Benghazi	No	Male	Arab	No
Benghazi	No	Female	Arab	No
Benghazi	No	Female	Arab	No
Benghazi	No	Female	Arab	No
Benghazi	Yes	Male	Arab	No
Benghazi	No	Female	Arab	No
Benghazi	Yes	Female	Arab	No
Benghazi	No	Male	Arab	No
Ghadames	No	Male	Arab	No
Ghadames	Yes	Male	Arab	No
Ghadames	Yes	Male	Arab	No
Ghadames	No	Male	Arab	No
Ghadames	Yes	Male	Arab	No
Ghadames	Yes	Female	Arab	No
Ghadames	Yes	Female	Arab	No
Ghadames	No	Female	Arab	No
Ghadames	No	Female	Arab	No
Ghadames	No	Male	Arab	No
Sebha	Yes	Male	Arab	No
Sebha	No	Male	Tebu	No
Sebha	No	Male	Arab	Yes
Sebha	No	Female	Arab	Yes
Sebha	Yes	Male	Arab	No
Sebha	No	Female	Arab	No
Sebha	No	Female	Arab	No
Sebha	No	Male	Tuareg	No

Sebha	Yes	Male	Arab	No
Sebha	No	Female	Arab	No
Shahhat	Yes	Male	Arab	No
Shahhat	Yes	Male	Arab	No
Shahhat	No	Male	Arab	No
Shahhat	Yes	Male	Arab	No
Shahhat	Yes	Male	Arab	No
Shahhat	Yes	Male	Arab	No
Shahhat	Yes	Male	Arab	No
Shahhat	No	Female	Arab	No
Shahhat	No	Female	Arab	No
Shahhat	No	Male	Arab	No
Swani Bin Adam	Yes	Male	Arab	No
Swani Bin Adam	Yes	Male	Arab	No
Swani Bin Adam	Yes	Male	Arab	No
Swani Bin Adam	Yes	Male	Arab	No
Swani Bin Adam	Yes	Male	Arab	No
Swani Bin Adam	No	Female	Arab	No
Tajoura	No	Male	Arab	Yes
Tajoura	Yes	Male	Arab	No
Tajoura	No	Female	Arab	No
Tajoura	Yes	Male	Arab	No
Tajoura	Yes	Female	Arab	No
Tajoura	Yes	Male	Arab	No
Tajoura	Yes	Male	Arab	No
Tajoura	Yes	Female	Arab	No
Tajoura	Yes	Male	Arab	No
Tajoura	No	Female	Arab	No
Tripoli Center	No	Male	Arab	Yes
Tripoli Center	Yes	Male	Arab	No
Tripoli Center	No	Female	Arab	No
Tripoli Center	No	Female	Arab	No
Tripoli Center	Yes	Male	Arab	No
Tripoli Center	No	Male	Arab	Yes
Tripoli Center	Yes	Male	Arab	No
Tripoli Center	Yes	Male	Arab	No
Tripoli Center	No	Female	Arab	No
Tripoli Center	No	Female	Arab	No
Albawanees	No	Male	Arab	No
Albawanees	No	Male	Arab	No
Albawanees	Yes	Male	Arab	No
Albawanees	Yes	Male	Arab	No
Albawanees	No	Female	Arab	No
Albawanees	Yes	Male	Arab	No
Albawanees	No	Female	Arab	Yes
Albawanees	Yes	Male	Arab	No

	Albawanees	No	Female	Arab	No
	Albawanees	Yes	Male	Arab	No
	Albawanees	Yes	Male	Arab	No
	Albawanees	Yes	Male	Arab	No
	Zliten	Yes	Male	Arab	No
	Zliten	Yes	Male	Arab	No
	Zliten	No	Female	Arab	No
	Zliten	No	Female	Arab	No
	Zliten	Yes	Male	Arab	No
	Zliten	No	Male	Arab	Yes
	Zliten	No	Male	Arab	Yes
	Zliten	No	Female	Arab	No
	Zliten	No	Female	Arab	No
	Zliten	Yes	Male	Arab	No
	Zwara	No	Female	Amazigh	No
	Zwara	Yes	Female	Amazigh	No
	Zwara	No	Female	Amazigh	Yes
	Zwara	Yes	Male	Amazigh	No
	Zwara	No	Male	Amazigh	Yes
	Zwara	Yes	Male	Amazigh	No
	Zwara	No	Female	Amazigh	No
	Zwara	No	Female	Amazigh	No
	Zwara	Yes	Male	Amazigh	No
	Zwara	No	Female	Amazigh	No

## C4C KICK-OFF MEETINGS SCHEDULE AND PARTICIPANT DEMOGRAPHICS

Appendix 4: C4C Kick-off Meetings Dates, Locations and Demographics

Date	Municipality
July 19 <sup>th</sup> , 2020	Zwara, Ghadamis, Assahel, Albawanees
August 24 <sup>th</sup> , 2020	Alkhums
August 25 <sup>th</sup> , 2020	Shahhat, Albrayga
August 27 <sup>th</sup> , 2020	Tajoura
August 30 <sup>th</sup> , 2020	Azzawya
September 1 <sup>st</sup> , 2020	Baten Aljabal
September 2 <sup>nd</sup> , 2020	Abusliem, Swani Bin Adam

Municipality	Participants	Youth	Gender	Ethnic Minority
Abusliem	4	1	2	1
Albrayga	3	2	0	0
Albawanees	8	NA	1	0
Azzawya	1	0	0	0
Assahel	3	NA	2	0

Swani Bin Adam	3	3	0	0
Baten Aljabal	6	1	0	0
Tajoura	4	2	2	1
Zwara	9	NA	5	9
Sebha	1	NA	0	0
Shahhat	4	1	1	0
Ghadamis	9	NA	4	3

## CERT EMERGENCY COMMUNICATIONS WORKSHOPS SCHEDULE AND PARTICIPANT DEMOGRAPHICS

Appendix 5: CERT Communications Workshops Dates, Locations and Demographics

Date	Municipality
September 7 <sup>th</sup>	Benghazi, Albayda, Assahel, Albrayga and Shahhat
September 14 <sup>th</sup>	Tripoli center, Zliten, Tajoura, Abusaliem and Alkhums
September 21 <sup>st</sup>	Zwara, Azzawya, Baten Aljabal, Sawni Bin Adam and Bani Waleed
September, 28 <sup>th</sup>	Sebha, Albawanees and Ghadames

Municipality	Participants	Youth	Gender	Ethnic Minority
Abusliem	2	0	0	0
Albawanees	1	0	0	0
Albayda	3	2	0	0
Albrayga	3	3	0	0
Alkhums	2	0	0	0
Assahel	4	4	0	0
Azzawya	3	1	0	0
Baten Aljabal	3	1	0	0
Benghazi	1	1	0	0
Ghadamis	2	1	0	0
Sebha	3	2	0	0
Tajoura	2	0	0	0
Tripoli	2	1	0	2
Zliten	1	0	0	0
Zwara	2	0	0	2
Total	34	16	0	4