



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

FY 2021 Q3 Quarterly Report

April 01 – June 30, 2021

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COVER PHOTO: A young volunteer takes a break from a clean-up event to watch the sunset over the mountains of Shahhat, on the eastern shore of Libya.

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Libya Local Governance and Civil Society – Taqarib

Purpose

Strengthen the foundations of the Libyan state by helping municipalities improve local service delivery with maximum public participation

Objectives

Service Delivery



Help municipalities design and implement strategies to improve local service delivery

Community Engagement



Ensure that citizens have a role in setting local agendas, in holding authorities accountable, and in making their own positive contributions to municipal life

Decentralization Policies and Systems



Meeting the political moment with decentralization policy diagnostics, strategy, and the scaling of successful pilot initiatives

Ongoing Learning and Analysis



Informing Taqarib programming through surveys, data, analysis and ongoing learning

Taqarib Theory of Change:

IF municipal institutions visibly improve the delivery and responsiveness of services (Objective 1) and coherence of national and subnational government policy, systems, and coordination (Objective 3),

AND IF Libyan men and women are empowered with the skills and capability to influence government action and hold the government accountable (Objective 2),

THEN citizen trust and confidence in their government will improve,

THEREBY promoting stability and peace, and strengthening the foundations of a more unified Libyan state (Taqarib's purpose)

Implementation Principles:

- Emphasize Direct Benefits
- Stress a Public Health Response
- Do No Harm
- Make Municipalities the Principle Partners
- Appreciate What Already Works!

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ACRONYMS AND ABBREVIATIONS

APS	Annual Program Statement
BTI	Bertelsmann Transformation Index
CERT	Community Emergency Response Training
CSO	Civil Society Organization
EMMP	Environmental Mitigation and Monitoring Plan
EOC	Emergency Operations Centers
FY[XX]Q[X]	Refers to the US fiscal year and quarter under reference
GNU	Government of National Unity
KPIs	Key Performance Indicators
MC	Municipal Council
MEL	Monitoring, Evaluation, and Learning
MOLG	Ministry of Local Governance
MPI	Municipal Performance Index
OPI	Organizational Performance Index
PWD	Persons With Disabilities
QPS	Quarterly Public Perception Survey
RFA	Request for Applications
SCLA	Supreme Council for Local Administration
TAQARIB	Local Governance and Civil Society Activity
TCM	Tripoli Center Municipality
VIS	Visible Improvement Service Process
WEON	Women's Elected Officials Network WEON

TAQARIB PARTNER MUNICIPALITIES

New in FY21Q3

Abusliem	Azzawya	Shahhat	Alabyar	Hai Alandalus
Albawanees	Bani Waleed	Swani Bin Adam	Daraj	Kabaw
Albayda	Baten Aljabal	Tajoura	Suq Alkhamees	Alsharguiya
Albrayga	Benghazi	Tripoli Center	Ubari	Bint Bayya
Alkhums	Ghadamis	Zliten	Wadi Etba	Derna
Assahel	Sebha	Zwara	Yefren	



PROJECT SNAPSHOT

Also see the Summary Table of Results (with footnotes) in the Appendix I, page 43.

Objective I

I.1



Number of non-binding implementation agreements with municipalities

FY21Q3	Cumulative	Target End FY21
14	40	45

I.2



Percent change over the baseline score in MPI of partner municipalities

FY21Q3	Cumulative	Project Target
4.8%	4.8%	30%

I.3



VIS processes supported in partner municipalities

FY21Q3	Cumulative	Target End FY21
14	40	45

I.4



Number of citizen priorities reflected in municipality VIS plans

FY21Q3	Cumulative	Target End FY21
14	40	45

I.5



Participants enrolled in professional-development opportunities

FY21Q3	Cumulative	Target End FY21
270	464	100

I.6



Individuals w/ improved skills after completing professional development programs

FY21Q3	Cumulative	Target End FY21
0	20	45

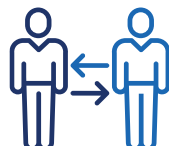
I.7



Number of municipality-led multi-stakeholder events

FY21Q3	Cumulative	Target End FY21
11	46	30

I.8



Individuals who participated in peer-to-peer learning exchanges

FY21Q3	Cumulative	Target End FY21
28	70	80

I.9



COVID-19 preparedness and/or response plans supported with USG assistance

FY21Q3	Cumulative	Target End FY21
0	17	5

1.10



Number of private sector partnerships to address COVID-19 impacts

FY21Q3	Cumulative	Target End FY21
0	0	5

1.11



Number of participants in USG supported activities trained in community emergency response

FY21Q3	Cumulative	Target End FY21
95	657	350

Objective 2

2.1



Number of CSOs receiving USG assistance engaged in advocacy

FY21Q3	Cumulative	Target End FY21
3	9	45

2.2



Number of OPI baselines conducted with CSOs

FY21Q3	Cumulative	Target End FY21
3	3	45

2.3



% of USG assisted organizations with improved performance

FY21Q3	Cumulative	Target End FY21
31%	31%	TBD

2.4



CSO-led multi-stakeholder events held as part of municipal service-delivery processes

FY21Q3	Cumulative	Target End FY21
0	17	15

2.5



Number of grants awarded to advocate or to hold government accountable

FY21Q3	Cumulative	Target End FY21
0	0	10

2.7



Number of participants in the Champions for Change (C4C) program

FY21Q3	Cumulative	Target End FY21
46	225	450

Objective 3

3.1



Public policies introduced, adopted, repealed, changed, or implemented with citizen input

FY21Q3	Cumulative	Target End FY21
4	5	2

3.2



Multi-stakeholder dialogues among national actors about the decentralization agenda

FY21Q3	Cumulative	Target End FY21
0	4	4

3.3



Number of decentralized business processes mapped and analyzed

FY21Q3	Cumulative	Target End FY21
1	2	6

3.4



Number of national advocacy initiatives supported by Taqarib

FY21Q3	Cumulative	Target End FY21
1	6	6

Objective 4

4.1



Municipalities for which profiles have been completed and service delivery data tracked

FY21Q3	Cumulative	Target End FY21
6	24	30

4.2



Number of Strategic Review Sessions conducted

FY21Q3	Cumulative	Target End FY21
1	4	8

EXECUTIVE SUMMARY

Similar to other rotations into the Summer season, but with challenges unique to this second year of the coronavirus pandemic, FY21Q3 saw a number of factors converge to make municipal service delivery simultaneously more difficult for cities to manage, and more crucial to the lives and livelihoods of the average citizen. Rising temperatures have driven longer power outages; a surge in viral infections has overwhelmed public-health infrastructure and vaccine supply; curfews and other limitations on doing business have tightened; and the month of Ramadan had its typical effect of reducing human-resource productivity.

During the quarter these same factors impinged on the project as well. Less reliable access to power and internet drove modest attrition from virtual events, making it more difficult to engage with partners and beneficiaries. Our counterparts' reduced working-hours during Ramadan further narrowed the windows for constructive engagement. A change to the enforcement of Libya's immigration policy meant that the project's DCOP and Component II Lead were prevented from re-entering the country. And the project also continued with a robust set of disease-transmission mitigation measures that included a predominant work-from-home posture, strict limitations on in-person meetings and events, and restrictions on international travel. (Notwithstanding these measures, the team saw 4 of its own members become infected with COVID-19 during the quarter, the result of non-work-related exposures).

Even with these very substantial obstacles to doing business, Taqarib continued to grow its impact during the quarter.

From April to June Taqarib delivered more than half-a-million dollars of equipment and supplies to municipal partners, aimed at a variety of service-delivery improvements, and at responses to the ramping COVID-19 emergency. Taqarib signed 14 new citizen charters with partner municipalities, while at the same time expanding into 5 new municipalities that add substantially to the project's geographic and ethnic reach. Training for municipal emergency-response personnel proceeded ahead-of-schedule and peer-to-peer learning opportunities between municipalities grew. The project also formalized its first substance-driven relationship between a Libyan city, and an enthusiastic US counterpart.

The project also remained deeply engaged with partner institutions, civil-society organizations, and individual beneficiaries. During the quarter, operational obstacles notwithstanding, Taqarib undertook 113 events, at a rate of almost two per day. Nearly 1400 individuals participated in technical trainings, community consultation sessions with their municipalities, and awareness sessions designed to grow the projects partnership base. The project initiated three new grants during the quarter and added 46 new Champions for Change.

Taqarib is also starting to see the nationwide impact of its decentralization advocacy. During the quarter, and based on the Community Emergency Response approaches that Taqarib introduced to partner-municipalities in the summer of 2020, the Ministry of Local Government formally announced its intent to include Emergency Operations Centers in the statutory structure of municipalities. The project also facilitated the formal decentralization of the Municipal Guard. Four additional policies with broad implications for nationwide decentralization were also adopted from Taqarib during the quarter.

All around these activities, the quarter saw a sustainment of the delicate ceasefire between major political blocs, and an incremental rooting of the Government of National Unity in the national political space. Questions related to the national budget process, and consequent disbursement to municipalities will continue to stymie transformative change at the local level. But the possibility that the political process will find answers to these questions of policy and mechanics leaves one optimistic that Taqarib's work is particularly important at this very uncertain time.

CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND PROGRESS TO DATE

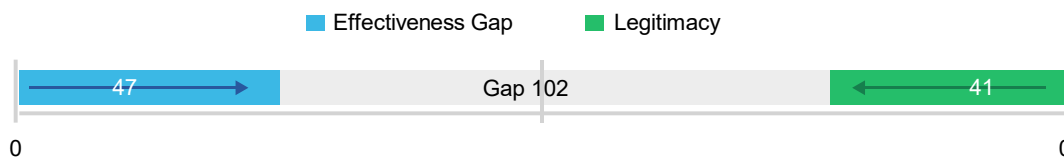


OBJECTIVE I: STRENGTHEN THE CAPACITY OF TARGETED MUNICIPAL INSTITUTIONS TO DELIVER SERVICES AND BE MORE RESPONSIVE TO CITIZEN NEEDS

I.1 THE MUNICIPAL PERFORMANCE INDEX (MPI)

The MPI evaluates municipal performance in service delivery and management, local economic development, financial management, internal municipality operations, and citizen/municipality interactions.

The MPI consists of two separate assessments; an effectiveness interview, targeting senior municipality staff like City Managers, and a legitimacy survey focusing on citizen perceptions collected via the Quarterly Public Perception Survey (QPS). The difference between the two scores is the “gap” between legitimacy and effectiveness, as seen by the diagram below. The higher the assessment score, the smaller the gap. The overall objective is to reduce the “gap” between legitimacy and effectiveness, and this gap is re-assessed annually.



Taqarib Regional Program Manager (left) conducts the MPI Assessment with Yefren Municipality City Manager



As of FY21Q3, Taqarib completed 21 MPI assessments in Year 2 of the project life (see Table #3), three short of the total number of Taqarib tranche 3 partners; Albrayga and Zwara dealt with contested elections, while Azzawya went through internal conflict between elected and non-elected officials, both scenarios limited Taqarib activities with all three Taqarib municipalities during FY21Q3.

The second year 21 MPI assessments produced an average index score of 116.4 (column Y2 MPI Score) which when compared with the Taqarib MPI average baseline Score (column Y1 MPI Score) of 122.3 produces an annual increase rate of 4.83%.

Table 1: MPI Scores (E – Effectiveness, L= Legitimacy)

Municipality	Service Delivery (6-30)		Finance and Revenue (4-20)		Internal Operations (4-20)		Social & Economic Dev (1-5)		Municipality-Citizen (4-20)		Y2 MPI Scores	Y1 MPI Scores	% Change MPI
	E	L	E	L	E	L	E	L	E	L			
Albayda	12	9.4	5	9.8	7	6.7	2	1.1	5	5.4	126.7	116.8	-8.48%
Alabyar	12	11.9	7	10.7	10	7.9	1	1.2	4	6.2	118.2		
Albrayga												118.7	
Assahel	11	10.1	7	8.6	10	6.7	2	1.1	4	5.5	124.0	128.9	3.80%
Benghazi	14	10.1	10	9.9	13	6.6	4	1.1	8	5.4	107.9	114.6	5.87%
Shahhat	13	9.5	6	9.5	6	7.2	1	1.0	5	5.8	126.0	122.1	-3.23%
Albawanees	18	9.6	9	8.0	9	6.7	5	1.1	6	6.0	111.6	131.4	15.04%
Wadi Etba	15	12.7	11	10.0	11	7.7	4	1.3	11	6.3	100.0		
Sebha	15	7.6	9	8.7	13	6.2	2	1.0	11	5.9	110.7	116.2	4.73%
Ubari	16	11.1	6	9.2	13	7.0	3	1.1	7	6.1	110.6		
Alkhums	10	8.4	10	9.3	9	6.3	2	1.0	6	5.4	122.6	135.0	9.20%
Bani Waleed	8	8.5	10	8.5	8	6.3	2	1.0	4	5.5	128.2	126.3	-1.48%
Baten Aljabal	15	8.8	6	8.1	8	6.3	2	1.0	7	5.4	122.4	133.1	8.06%
Ghadamis	8	11.1	9	9.7	8	7.0	1	1.1	10	6.0	119.2	126.2	5.56%
Swani Bin Adam	14	8.1	8	9.6	14	6.3	2	1.0	13	5.6	108.4	134.5	19.40%
Tajoura	10	10.5	10	9.1	13	7.1	2	1.1	9	5.6	112.7	123.8	8.95%
Yefren	13	11.1	9	9.1	7	6.5	1	1.1	4	5.6	122.6		
Abusliem	17	11.8	11	10.0	12	7.6	3	1.1	10	6.0	100.6	111.9	10.11%
Tripoli Center	8	10.7	8	10.0	10	7.2	1	1.1	6	5.8	122.2	113.7	-7.51%
Zwara												123.2	
Azzawya												122.6	
Daraj	12	11.8	7	9.9	11	7.1	2	1.1	7	5.8	115.3		
Suq Alkhamees	8	9.0	4	9.5	10	6.6	2	1.1	5	5.5	129.3		
Zliten	8	13.6	10	11.0	11	8.8	4	1.2	12	5.9	104.5	102.0	-2.48%
Average	12	10.3	8	9.4	10	6.9	2	1.1	7	5.7	116.4	122.3	4.83%

I.2 LOCAL GOVERNMENT PROFESSIONALIZATION

Taqarib implements a nation-wide Local Government Professionalization program open to elected officials, municipal staff, and line-ministry staff across the country. The program created a library of foundational texts and documents in subject areas that range from technical design and engineering, to effective city management and operations. Taqarib can utilize these materials as both 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 reference even after the conclusion of the project.

Taqarib is transitioning its training courses to its virtual training platform, currently in the advanced stage of development. See page 46 in the Appendix for tables of trainings and attendees. Taqarib administered the following local government professionalization courses this quarter:

BASIC SAFETY AND PERSONAL PROTECTIVE EQUIPMENT (PPE) TRAINING

Foundational to any comprehensive training curriculum is how to safeguard the health and wellness of the municipal employees and residents who participate in local volunteer initiatives. During FY21Q3, Taqarib trained 215 participants over the course of 19 Basic Safety and PPE Trainings in partner municipalities.

VOLUNTEER MANAGEMENT TRAINING FOR MUNICIPALITIES

This training, which helps communities nurture a strong local volunteer culture, is part of Taqarib's mandate to foster public participation toward enhancing service delivery. This quarter Taqarib administered its Volunteer Management Training to a total of 51 participants over the course of three trainings. Participants were presented with policy guidelines and best practices to build a municipal volunteer workforce program wherein volunteers, including local residents and youth group members, supplement the work of the local government in return for new job skills and insights—all while engaging with their communities.

ROAD REPAIRS

Taqarib's road repairs specialist delivered training to 29 municipal engineers and volunteers through three events, in Azzwaya, Ghadamis and Tripoli Center. Participants were trained to safely use and operate tractors, skid steers, road compactors, road compressors, asphalt saws, jack hammers, levelling systems, and roadway line painting systems. The road repair training course focuses primarily on pothole patching while also venturing into the causes of road damage and road degradation prevention measures.



“BUSINESS RESTART”

Taqarib’s Municipal Services Advisor and Operations Manager continued to host trainings for small and medium-sized business owners interested in implementing more donor-funded, local government projects. This training was developed at the request of Taqarib partner municipalities, since many of their preferred implementors were unfamiliar with the tendering process. The training covers common requirements and general instructions for bidders, compliance with US government regulations, restricted goods and services, and ends with a review of upcoming opportunities.

In FY21Q3, 52 business representatives attended Business Restart trainings, 10 of whom were women.

TAQARIB TRAINING PLATFORM

In 2020, Taqarib and DAI determined that the project’s Massive Open Online Course (MOOC) platform would be developed in-house DAI’s Center for Digital Acceleration (CDA). CDA has developed a training platform for Taqarib using in-house software-development tools that embed course videos along with files related to course schedules and content. The bilingual platform uses a content management system (CMS) allowing an administrator to update text, files, and other content on individual pages without the need for complex coding. In FY21Q3 Taqarib uploaded 12 courses to the learning platform that are available in both Arabic and English and complete with pre- and post-testing for participants. Taqarib developed new courses for the platform during the quarter, technical trainings on household and community composting, the four ‘R’s of recycling, and customer service.

Visual Wireframe for Taqarib MOOC



Watched

- General Safety Training for Municipal Employees
20 April 2020
- Excavation Safety in the Work Place Training
20 April 2020
- Scaffold Safety Training
20 April 2020
- Work Surface Safety Training
20 April 2020
- Slip and Fall Prevention in

Browse courses



Emergency training
Bradly Baxter



GIS Mapping Course
Moad Sidqah



Street Repair Course
Abdulraouf Twati



I.3 VISIBLE IMPROVEMENT IN SERVICES (VIS)

Visible Improvement in Service Delivery (VIS) is a process whereby Taqarib addresses service-delivery outcomes in each partner municipality. The process starts with consultations with elected municipal officials, 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 1-2 technical service enhancements from a menu of fifteen services. Through this inclusive process, parties reach an accord in the form of a Citizen Charter that states the municipality's priorities and citizen expectations of local government. The charters commit, in good faith, Taqarib, the municipality and the local community to implement selected service delivery improvements, stipulate roles and responsibilities, ensure equal access to services and contribute to professionalization of municipal partners. The charter document is drafted with municipal stakeholders in consultation with local civil society and business leadership.

MUNICIPAL PROFILES

Taqarib continued to develop Municipal Profiles that encompass the service delivery commitments Taqarib has made to partner municipalities in the Citizen Charters during FY21Q3, and the commitments partners have made to Taqarib and to their citizens. The profiles also include the municipality's MPI scores and a GPS map of the target mahalla (or a Google map where a GPS map hasn't been generated). Below is an example, and all municipal profiles developed for FY21Q3 Citizen Charters are included in Annex I of this report.

Wave Two Citizen Charter with Tripoli Center Municipality

Tripoli Center Municipality Profile	Charter Signed: April 1 st , 2021	Mahalla: Bilkhair
Municipality Service Commitment/Cost share	Taqarib Service Commitment	
<ul style="list-style-type: none"> • 2 full-time focal points from the municipality • Engineering design and specifications to include the bill of quantity and scope of work • Assistance in Mapping of Mahalla • Engineering inspection services and testing • Staff to be trained in Safety, Emergency Center Operation and CERT • Adoption of an Emergency Operations Center Policy and Plan • Adoption of maintenance policy and standards • Coordination, support and volunteers for cleanup event in Mahalla of Bilkhair • 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 • Volunteers for cleanup events 	<ul style="list-style-type: none"> • Playground Equipment <ul style="list-style-type: none"> a. 10 Playground Equipment b. 10 trash receptacles c. 5 solar lights d. 4 benches • Emergency Operations Center equipment assistance <p>Taqarib Project shall further provide the following service</p> <ul style="list-style-type: none"> • Taqarib Project shall work with the municipality to determine what capacity building programs shall be most beneficial to the municipal staff, CSO, and others as part of service delivery 	
		
	Citizen Charter Signatories Acting Mayor: [Redacted] Council member: [Redacted] [Redacted] Taqarib DCOF: [Redacted]	MPI Score Gap: 122.2 Legitimacy: 34.8 Effectiveness: 33
	VIS Procurements Year 1 Playground Equipment: <ul style="list-style-type: none"> • 10 playground equipment, • 10 trash receptacles • 5 solar lights • 4 benches EOC Equipment and Technical Assistance.	

DELIVERING ON OUR COMMITMENTS IN THE CHARTERS

A large portion of Taqarib’s resources and outreach efforts are directed toward the timely, efficient and thorough delivery on the commitments we make to each stakeholder in the Citizen Charters. The Charters bring our municipal partners, civil society organizations, local business leaders, and Champions for Change back to the service delivery conversation and work – over and over again. Delivery, consequently, becomes a common mission for all project components and partners. Table 2 shown below captures the progress on VIS projects with all 24 partner municipalities as of June 30, 2021.

Table 2: Progress on All Taqarib VIS Projects with Municipal Partners

City	Wave	Citizen Charter	Project	Mahallah	Mahallah Mapping	Engineering Drawings	Permits	Procurement	Delivery	Implementati	Handover
Tripoli Center	Wave 1	X	Local Road Repair	Fashloum	X	X	X	X	80%		
			Solar Powered Street Lights with Banners		X	X	X	X	80%		
	Wave 2	X	Park or Playground Rehabilitation	Belkhier	X	X	X	X	60%		
Zliten	Wave 1	X	Public Market Maintenance	Abourgayah	X	X	X	X	80%		
	Wave 2	X	Local Road Repair	AlMonterha Ashargiah	In progress	X	X	X	80%		
Benghazi	Wave 1	X	Local Road Repair	Alfouehat	X	X	X	X	80%		
			Football Pitch	Alfouehat	X	X	X	X	50%		

			War Rubble Removal & Crusher	Alfouehat	X	X	X	BAFO Complete/ Awaiting PO	50%		
	Wave 2	X	Solar Powered Street Lights with Banner	Alwhaishi	X		X		70%		
Sebha	Wave 1	X	Local Road Repair	Algourda	X	X	X	X	80%		
	Wave 2	X	Local Market Repair	Aljadid	Not started				0		
Bani Waleed	Wave 1	X	Local Road Repair	Baladia	X	X	X	X	80%		
			Solar Powered Street Lights with Banner	Baladia	X	X	X	X			
	Wave 2		Solar Powered Street Lights with Banners	Baladia	In progress		X		50%		
Albayda	Wave 1	X	Local Road Repair	Jardas Jarar		X	X	X	80%		
			Football Pitch			X	X	X	50%		
	Wave 2	X	Recycling Project	Alqareka	Not started		X		70%		

Shahhat	Wave 1	X	Local Road Repair	Alsalam	X	X	X	X	80%		
	Wave 2	X	Recycling Project	Aljamaa Alqadeem	Not started		X		70%		
Assahel	Wave 1	X	Local Road Repair	Alhaneya	X	X	X	X	80%		
	Wave 2	X	Football Pitch	Jarjar Ummah	X	X	X		50%		
Albrayga	Wave 1	X	40 Solar Streetlights	Albrayga Aljadeda	X	X	X	X	70%		
	Wave 2										
Wadi Albawanees	Wave 1	X	Football Pitch	Samno	X	X	X	X	50%		
	Wave 2	X	Local Road Repair	Tamanhint	X	X	X		70%		
Alkhums	Wave 1	X	Rehabilitation of Park & Football Pitch	Baladia	X	X	In progress	X	40%		

	Wave 2		Local Road Repair	Alhammam	Not started				70%		
Tajoura	Wave 1	X	Local Road Repair	Almarawna	X	X	X	X	80%		
			Solar Powered Street Lights with Banner		X	X	X	X			
	Wave 2	X	Park or Playground Rehabilitation	Abi Alashher	X	X	X	X	40%		
Abusliem	Wave 1	X	Football Pitch	Salah Adeen	X	X	X	X	50%		
	Wave 2	X	Football Pitch or Basketball court	Gargoor	X	X	X		50%		
Azzawya	Wave 1	X	Local Road Repair	Baher Alsamah	X		X		70%		
			Solar Powered Street Lights with Banner		X		X		50%		
	Wave 2										
Zwara	Wave 1	X	Rehabilitation of Park and Football Pitch	Zwara Alhgarbyya	X	X	X	X	50%		
	Wave 2	X	Local Road Repair	Asharqia	X	X	X	X	80%		

Batin Al Jabal	Wave 1	X	Football Pitch	Tiji	X	X	X	X	50%		
	Wave 2	X	Park or Playground Rehab	Badr	In progress	X	X		50%		
Ghadamis	Wave 1	X	Local Road Repair	Ghadamis Center	X	X	X	X	80%		
			Solar Powered Street Lights with Banners		X	X	X	X	70%		
	Wave 2	X	Park or Playground Rehab	Sedamos	X	X			30%		
Swani Bin Adam	Wave 1	X	Park and Football Pitch Rehab	Shohada Swani	X	X	X	X	40%		
	Wave 2	X	Football Pitch or Basketball Court	Anajila	X				20%		
Suq Alkhamees	Wave 1	X	Park or Playground Rehabilitation	Albozidi	Not started		X		50%		

GEOGRAPHIC INFORMATION SYSTEMS MAPPING OF TARGET MAHALLAS

Geographic Information Systems (GIS) gather and organize geographic data into maps and 3D imagery. GIS mapping helps Taqarib and our municipal partners identify and define the administrative border of the municipality, and its mahalla districts – the areas in which we lead our VIS efforts with partners. It is a painstaking, on-the-ground process that requires extensive cooperation with municipal engineers and district representatives.

Taqarib provides advanced training on Geographic Information Systems for trainers from Tripoli Center Municipality, as well as 30 laptops with ArcGIS software to the trainers and trainees. With this training, city engineers and city managers can lead planning and development initiatives with accurate maps and imagery.

As of the end of the quarter Tajoura, Wadi Albawanees, Swani Bin Adam, Zliten, Zwara, and Alkhums municipalities have participated in the training. TCM engineers informed Taqarib staff that the level of interest and effort from the trainees has been exceptional. For example, during the first week participants from Tajoura municipality were eager to continue the session beyond the allotted training time.

TCM's GIS Unit Completes a Four Day GIS Training for Five Municipal Staff each from Tajoura and Albawanees



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

Taqarib creates opportunities for municipal professionals to share lessons learned 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. The network further 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 municipal engineers and city/project managers from six municipalities in Tunis, Tunisia 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.

In FY21Q3 Taqarib focused its efforts on developing the skills and knowledge of newly elected officers of the LMPA, recruiting new members (there are now 70) and helping the LMPA become a registered NGO in Libya capable of officially representing municipal managers in all regions of the country. The International City/County Management Association (ICMA) has proposed and drafted an Affiliate Organization Agreement which the LMPA will sign once they have officially registered as a Libyan NGO. Taqarib met with the Association twice per month throughout the quarter to conduct peer-to-peer learning between Taqarib's in-house city managers and LMPA officers.

PROFESSIONAL EXCHANGES

THE LIBYAN-ROMANIAN MUNICIPAL ASSOCIATION PARTNERSHIP

The LMPA's partnership with the Romanian City Managers Association (RCMA) began after the Romanian association expressed interest in sharing the lessons its members learned throughout Romania's own political and administrative decentralization experience which, like Libya, followed an uprising and civil war. RCMA members experienced first-hand the virtues of having a strong association of city managers and engineers to develop new policies, programs, and service delivery models. Libya and Romania have also enjoyed economic ties since the early 1970's.

In November 2020 the RCMA and LMPA officially entered into a partnership facilitated by Taqarib and in coordination with ICMA, enabling the two associations to curate advanced peer-to-peer learning opportunities for Libyan municipal professionals.

A COVID-19 outbreak across Romania hindered the ability of the RCMA to engage with the LMPA during FY21Q3. With Taqarib's support, the two associations re-engaged at on June 28th during a meeting in which the RCMA delivered presentations to the LMPA on decentralization and municipal revenue options. The RCMA has proposed a more robust exchange to include visits to Libya by Romanian municipal officials during Year 3.

TINLEY PARK, ILLINOIS AND GHADAMIS PEER-TO-PEER LEARNING

In FY21Q3 Taqarib initiated a city-to-city partnership between Ghadamis and Tinley Park, Illinois. During the quarter Taqarib facilitated two meetings between the two cities that included the review and discussion of a 12-month partnership agreement to provide peer-to-peer learning and professional exchanges. Taqarib, Ghadamis and Tinley Park are on schedule to meet the last week of each month over the next 12 months with a set agenda of technical topics for knowledge exchange and sharing of

best practices. The agenda for each monthly meeting is devised based on municipal governance and service delivery topics of shared interest and importance to both municipalities.

I.5 COVID-19 RESPONSE

Taqarib received additional funding from USAID to assist Libyan municipalities in their response to the coronavirus pandemic, including to mitigate the second and third order effects of the crisis. This sub-objective constitutes Taqarib's primary effort under a [REDACTED] add-on, formalized on June 16, 2020. 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 the welfare of people.

ESTABLISHING THE EMERGENCY OPERATIONS CENTERS

The Emergency Operations Center (EOC) provides a central location from which government at any level can provide interagency coordination and support during an emergency. The EOC coordinates with incident managers on the ground to 1) acquire, allocate, and track resources, 2) manage and share information with each other and the public, 3) establish response priorities, 4) provide legal and financial support, and 5) serve as a liaison with other jurisdictions and levels of government.

In FY21Q3, The Ministry of Local Government approached Taqarib in an effort to formalize EOCs in all municipalities, for which Taqarib developed an EOC proposal and draft decree, and submitted the EOC policy, procedures, and implementation plan to the government.

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 worked 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 FY21Q3, Taqarib's Emergency and Municipal Services Advisor conducted 12 EOC training sessions for 83 participants.

EOC ONE-ON-ONE MENTORSHIP AND CONSULTATION

Hundreds of municipal staff members have received training on launching and operating EOC's in their municipalities, and municipal staff have begun to inquire about the mechanics and context-specific applications of the EOC trainings they received. Taqarib has developed four modules guiding one-on-one consultations between municipal staff and Taqarib technical experts to provide real-time guidance for professionals tasked with establishing the centers, and their teams.

Topics discussed include: organizational structure of "best practices" in setting up an EOC; steps towards establishing a high-level Emergency Operations Center Committee; community mapping and assessment of key strengths, weaknesses and facilities; determining the necessary equipment, personnel and budget, how to collaborate with the local emergency committees and utility providers, and the importance of involving CSOs. Consultation sessions also included training in emergency communications and urban planning for disasters.

In FY21Q3, the Objective team conducted a total of 11 Individual consultation sessions with Municipal officials and their Emergency Response Committees of name municipalities.

EQUIPPING 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. See the Procurement and Delivery Table in the Annex on page 50.

COMMUNITY EMERGENCY RESPONSE TRAINING (CERT)

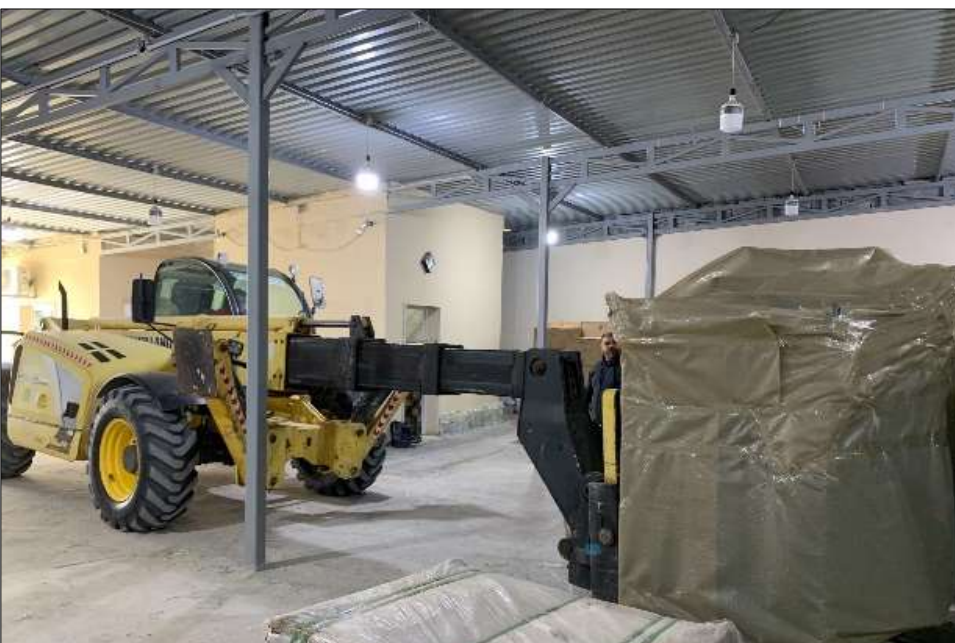
Drawing on FEMA approaches that have worked internationally, Taqarib and its partners deliver Community Emergency Response Training (CERT) to each city's Emergency Operations Center on an ongoing basis. The CERT program educates municipal employees, the Municipal Guards, and volunteers from among civil society and 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 FY21Q3, Taqarib CERT training contractor, Afaq, conducted 9, three-day CERT trainings for 278 participants from 24 partner municipalities on CERT emergency response strategy, disaster preparedness, disaster medical operations, disaster psychology, fire safety, light search and rescue operations and terrorism. A CERT trainings table can be found in the Appendix.

DELIVERING GOODS FOR COVID-19 RESPONSE

Since the inception of the project 3,882 units of pandemic response equipment have been delivered on the ground to partner municipalities. This equipment will provide municipalities the all-important tools that are necessary to improve services and to fight the spread of COVID-19. During FY21 Q3 Taqarib continued to make progress in delivering key equipment and supplies to 22 of [the](#) 24 partner municipalities. Procurement of equipment for the remaining two cities will begin once citizen charters have been signed.

Taqarib received an order of 10 medical waste incinerators that are currently in storage in Tripoli and expected to be delivered by the project to the ten target municipalities in July after environmental registration, compliance and training requirements have been completed by Taqarib, the respective municipalities and their local hospitals.



Taqarib obtained approval for solar-powered mobile message boards to aid in EOC communications and expects to deliver the boards to partners in July. As of the end of the quarter Taqarib has delivered 23 pull-behind disinfectant sprayers and 220 backpack disinfectant sprayers, which are used to disinfect streets, sidewalks and public places, to partner municipalities. These sprayers are from the spread of the COVID-19 virus. Taqarib has also delivered 44 mobile hand-washing stations, to be placed outside of public buildings, and 320 heavy duty 1,100-liter solid waste bins. Taqarib has shipped 440 basic first aid kits to municipalities and to the Municipal Guard to provide basic sanitary medical first aid (exclusive of drug products) for workers or civilians who become injured or need first aid assistance. Taqarib has shipped 460 traffic safety cones to municipalities for use by municipal CERT teams and Municipal Guard to block public access to unsafe or potentially contaminated areas. And finally, Taqarib has delivered 2,200 sets of personal protective equipment (PPE) to partner municipalities to reinforce the first line of defence against COVID-19 for municipal staff, Municipal Guard and CERT teams.

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 the 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, then 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.

OPI BASELINE ASSESSMENTS

During FY21Q3, using the newly customized OPI assessment tool, Taqarib completed OPI baseline assessments for four grantees. Based on the assessment findings, Taqarib will tailor a learning program for each grantee and conduct an OPI close-out assessment at the end of the capability building program. The broad OPI assessment findings for each grantee are summarized below.

Nisaa Ra-idaat, Ejdabia Municipality: The project will create a women’s forum for dialogue on political and social developments. This forum will provide resources and training for teachers and female candidates running for election. The organization stands out as virtually the only women’s organization to successfully establish itself in any city in Libya. Nisaa Ra-idaat would greatly benefit from developing a more centralized organizational structure, clear operating rules, and a straightforward fundraising and resource mobilization plan.

Friends of People with Disability (FWD), Sebha Municipality: This organization promotes the inclusion of people with disabilities (PWD) by advancing and implementing policies that protect their rights. FWD is currently attempting to implement laws that introduce a 5% quota for PWD working in Libyan Government Institutions. The organization has developed significant skills through running previous advocacy campaigns and enjoys a reputation for advocating across the distinctions of gender, tribe, and race (a powerful anecdote amidst pronounced inter-tribal conflict in the south). The OPI assessment reflected a need to further enhance skills in the areas of financial management and monitoring and evaluation.

Menbar al-Mar’aa, Azzawya Municipality: This women-led organization focuses on supporting women, youth, and people in need. A key strength of the organization is their ability to work at the national level. Additionally, this organization has experience with international non-government organization (INGO) systems and processes. The group possesses modern accounting practices and is able to complete applications for grants along with activity reporting. The organization could greatly benefit from trainings to build the capacity of their staff and members, as well as the implementation of an overarching advocacy strategy that can further coordinate their efforts.

Allibeya Organization, Bani Waleed Municipality: This youth/women-led organization aims to support women, youth, and people in need. Key strengths of the organization are their scope of work focusing on local governance and citizen inclusion in decision making, and their maintenance of branches giving them the capacity to work at the national level. The organization could greatly benefit from trainings to build the capacity of its staff and members, and the implementation of an overarching advocacy strategy that can further coordinate the organization's efforts.

2.2 CHAMPIONS FOR CHANGE

Taqarib enables locally nominated community leaders to work closely with local government in articulating a lucid vision for development. 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 so that they can allow access to government officials, increase citizen participation, and hold local government officials accountable to the public interest.

CHAMPIONS FOR CHANGE RECRUITMENT

During FY21Q3 Taqarib recruited 48 C4C activists from the newly added six partner municipalities of Alabyar, Daraj, Souq Alkhamees, Wadi Etba, Ubari and Yefren. A year has passed since Taqarib recruited the first batch of C4C activists and during this period the Objective 2 team has found that not all activists remain engaged over time. Therefore, the team has begun developing a strategy to both reinvigorate the participation of original C4C members from the initial 18 Taqarib partner municipalities and phase out C4C members who remain inactive, replacing them with more enthusiastic and engaged members from the same municipalities.

TAILORED TRAININGS AND WORKSHOPS FOR C4C'S

The Objective team held three virtual proposal writing training workshops, the first on April 11th for 10 C4C participants from the western region municipalities, the second on April 12th for 25 participants including C4C members from the southern region municipalities, and the third for 65 participants from C4C members, and participants from Objective 3's WEON program. These workshops provided orientation on proposal writing to participants, most of whom were unfamiliar with the concept and aimed to equip participants with skills and greater confidence for applying for C4C grants.

C4C KICKOFF EVENTS

On June 13th Taqarib held a C4C kick-off event with participants from Ubari municipality during which the project and the C4C program was introduced to 10 selected candidates. The Taqarib team described for potential C4C participants the opportunities they will have and the role that they will play within the program, and in the context of the broader Taqarib workplan. Taqarib held a similar kick-off event for potential participants from Wadi Etba on June 14th.

GRANTS

Taqarib continued to carry out roadshows for the RFA_02 and APS_02 grants during FY21Q3. Taqarib published a sign-up form on its Facebook page for all individuals and CSOs interested in joining the session to ensure transparency and equal opportunity for all CSOs. Following the success of the first roadshow and in response to a high volume of interest from CSOs, Taqarib scheduled and completed an additional two roadshows.

During the two-hour roadshow sessions Taqarib’s grants team and representative from Objective 2 explained the specific goals and purpose of each of the Taqarib grants, the objectives that grants should achieve and examples of acceptable and unacceptable grant proposals. The grants team walked potential grantees through the application process highlighting required forms and included an open question and answer session. A combined total of 262 participants attended the three roadshow sessions.

Following the completion of the roadshows Taqarib sent all registered participants the grants application forms and copies of the presentation material. The roadshows and subsequent follow-up communications led to an immediate increase in grant proposal applications received by Taqarib.

2.3 CITIZEN PARTICIPATION IN PLANNING

This sub-objective ensures that citizens (including CSOs, businesses, individual activists, journalists, etc.) can participate in Taqarib’s Visible Improvement in Service Delivery projects throughout the first two years of the project. As part of this activity, Taqarib will award local CSOs grants to create the infrastructure for local public engagement. This will be accomplished by conducting outreach and training for citizens on different approaches to bottom-up needs identification, consensus building, and advocacy, as well as to inform and recruit citizens to participate in upcoming events with the municipality.

ANNUAL PROGRAM STATEMENT

A high volume of grants (35 out of 47) have been rejected under APS_02, often because the concepts proposed by potential grantees lacked properly developed implementation plans. To help potential grantees improve their submissions, the Taqarib grants team is considering creative ways of promote grant opportunities such as infographics, videos and information sessions that highlight the types of projects that are suitable under the Taqarib APS.

PRIZES

In order to encourage participation in local governance across the broadest possible set of CSO partners, Taqarib submitted its first prize announcement to USAID. The objective of this activity is to drive high-quality, meaningful engagements between community interest groups and their corresponding local institutions, whereby:

‘Engagement’ refers to documented meetings that occur between civil society organizations and the elected representatives or professional staff of local governments;

‘High-quality’ refers to the explicit, issue-driven nature of such engagements attached to identifiable goals; and

‘Meaningful’ refers to substantial outcomes, which may include changes to municipal messaging, municipal policy, or municipal resource allocation on the issue of concern.

Taqarib is establishing a competitive prize-scheme that rewards CSOs for achieving the activity’s objectives within a bounded period of time. Taqarib will announce the scheme and register entrants based on certain eligibility criteria described below. Participating CSOs will be primarily responsible for documenting their own achievement, though Taqarib’s program development officers, together with monitoring and evaluation staff, will continuously validate a sampling of activities that the scheme generates throughout the country. The scheme will be competitive – meaning that CSOs with greater achievement than their peers will also receive more valuable awards – though it will also involve an achievement ‘threshold’ beyond which all participating organizations will receive a modest prize. Taqarib will establish a Prize

Evaluation Board, with members from inside and outside the project, that will judge qualified submissions. The purpose of the board will be to ensure as much objectivity as possible, and to generate publicity around the activity's achievements.

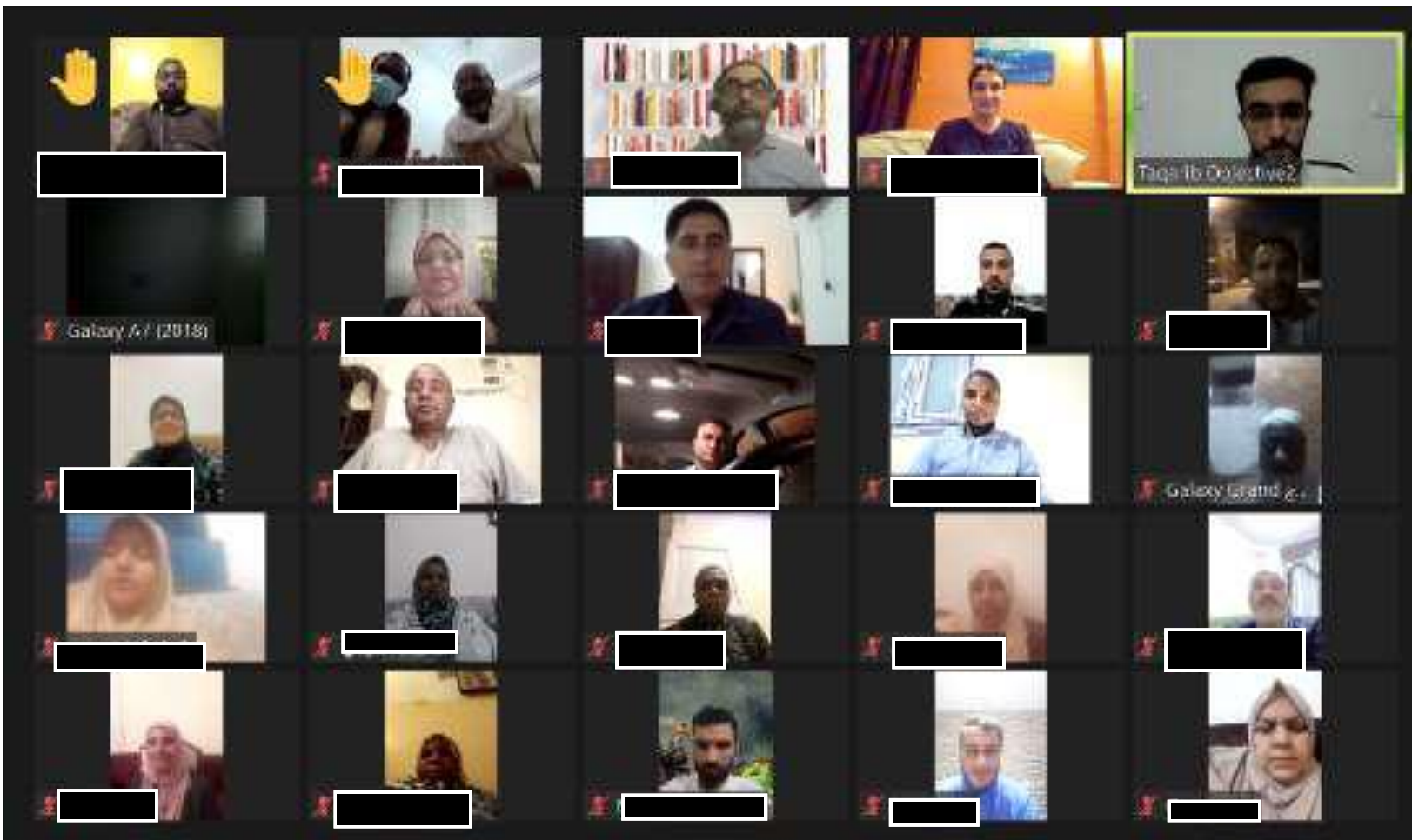
The prize concept was approved by USAID on June 30.

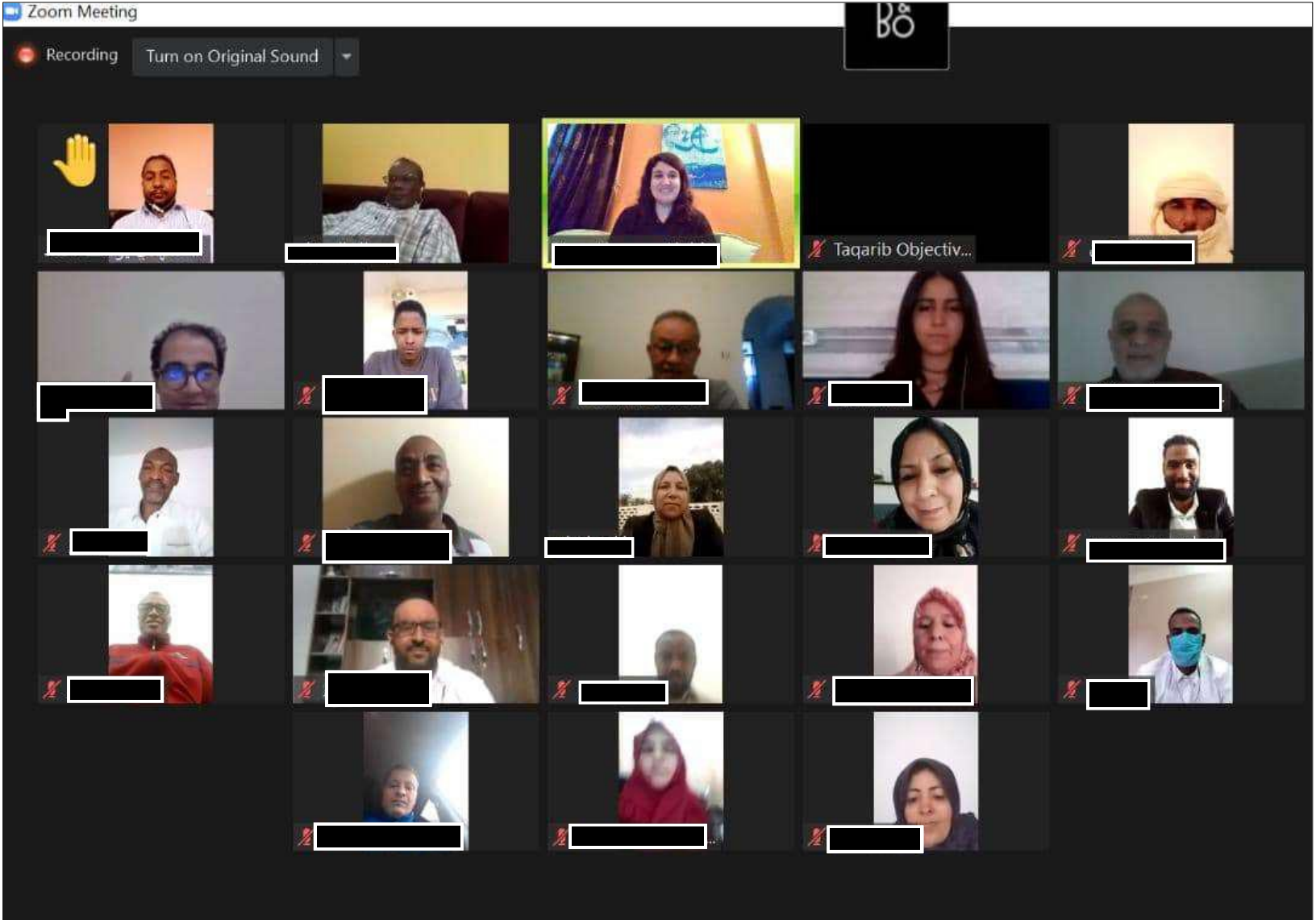
WORKSHOPS

Taqarib held a virtual workshop on municipal competences and responsibilities and Law 59. Participants were CSO representatives and C4C candidates from Taqarib's recently added municipal partners: Alabyar, Daraj, Ubari, Suq Alkhamees, Wadi Etba and Yefren. Members of WEON and other CSOs from across Libya also attended the workshop. Out of respect for the holy month of Ramadan and based on the request of the participants, the session was held at night, beginning at 11:45 PM. More than 100 participants joined the workshop, with 66% female representation.

On June 16th Taqarib held a session focused on mechanisms for volunteer work and sharing of successful experiences among C4C and CSO activists from all regions in Libya. This session included four guest speakers who have started successful volunteering initiatives, representing Earth to Sea NGO (Benghazi), Better Africa NGO (Tripoli), Assahel Clean-up Movement (Assahel) and the Women Union in the south. The speakers shared how they launched their initiatives, their motivations and methods used to fundraise and attract volunteers. The session, facilitated by Taqarib staff, included 93 participants from municipalities across Libya. After the session speakers and participants engaged in a lengthy Q&A session.

Taqarib Senior Technical Advisor Leads the Law 59 Workshop





Parallel Reporting Workshop

2.4 MICRO-RESEARCH AND POLLING

Nothing to report for FY21 Q3.

2.5 SOCIAL ACCOUNTABILITY TOOLS

In April, the Objective 2 team held a virtual workshop for CSOs and C4C participants representing all regions of Libya on “Parallel Reports”. Parallel reporting (also called shadow reporting) is a strategy that civil society embraces to take an active role in this process and hold states accountable. In this training the CSO members and C4C volunteers learn about the importance of parallel reporting, how to construct a parallel report and how these reports can be used to support their causes. 55 participants joined the workshop including 19 women, 16 youth and 15 minorities.

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 then Government of National Accord decreed to be the new purview of local government. Areas subject to this series of decrees include water and sewage infrastructure, transportation, solid waste management, primary health services, and maintenance of 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.

MUNICIPAL SERVICE DELIVERY POLICIES AND MANUALS

With the support of Hulool, a technical services advisory company with public policy and public administration expertise, in FY21Q3 Taqarib began working on developing policies and procedure manuals to improve services under several sectors and departments. During the quarter Taqarib presented the first batch of policies and procedure manuals to MoLG for review and amendments; this included:

- Municipal building use policy
- Municipal donor policy
- Municipal banner sign policy
- Municipal recycling policy
- Procurement manual
- Recruitment manual
- Manual for street parking
-

Following the delivery of this first batch, MoLG reviewed and provided technical acceptance of all documents; now Taqarib has begun work on a second batch of policies and procedure manuals for the Ministry's review.



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

Taqarib facilitates semi-annual dialogues with national institutions to discuss priority decentralization initiatives. These events also showcase successful service delivery projects implemented either by the municipality or Taqarib. These projects serve 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-modelling, cost-benefit analysis, comparative legal analysis, and assistance with legal drafting.

MUNICIPAL ASSET REFORM

During FY21Q3 Taqarib contacted the Public Property Authority to discuss possible cooperation between the project and partner municipalities in Municipal Asset Management. Unfortunately, the Authority was unresponsive. Taqarib also worked closely with the MoLG on devising a strategy to target the relationship between the Public Property Authority and partner municipalities, and as a result of this effort MoLG published an announcement asking all municipalities to create an inventory of public utilities and assets that fall within their respective administrative boundaries. The preparation of these inventories will aid in the eventual transfer of asset management to the municipalities themselves.

MUNICIPAL GUARD REFORM

Libya's Municipal Guard enforces laws, policies and regulations that promote public welfare, such as planning and organizing cities and villages, the protection of the environment, and public health. This quarter Taqarib partnered closely with the Municipal Guard to assess needs for tools, skills and capacity building options. Taqarib identified Alraqeeb Organization for Consumer Protection, an NGO specializing in food and drug safety that is equipped to provide technical training to the Municipal Guard. Taqarib facilitated several meetings between Alraqeeb and the Municipal Guard through which the project [REDACTED] drafted a cooperation agreement outlining types of activities and services, methods and standards, and policy drafting support that Alraqeeb can provide and from which the Municipal Guard can benefit.



3.3 EVALUATE PILOT DECENTRALIZATION SERVICE DELIVERY INITIATIVES

Taqarib benefited from the practical steps that the Government of Libya 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 municipalities as they 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).

MUNICIPAL EMERGENCY RESPONSE

Taqarib has identified initiatives taken by partner municipalities to enhance and make service delivery more effective in times of emergency. Through this effort Taqarib selected Tripoli Center Municipality as the topic of a case study for its response to the shortage of cooking gas cylinders, which coincided with the spread of COVID-19. Usually, the distribution of gas cylinders in Libya involves people waiting in close contact for hours on end in congested queues. Tripoli Center mitigated the COVID-19 contamination risk associated with gas distribution by providing delivery of gas cylinders directly to the homes of residents. Taqarib studied and documented this initiative as a case study, sharing it with Tripoli Center and other municipalities as an emergency response service delivery success story. Tripoli Center has subsequently shared the study on their Facebook page.

Taqarib conducted a second case study focused on Abusliem Municipality and its success in transferring several assets from the Public Property Authority jurisdiction to the jurisdiction of the municipality. The case study covered the administrative, technical, and legal issues that Abusliem Municipality considered to accomplish this transfer, and process of dealing with the Public Property Authority to secure those assets. Abusliem Municipality approved the study prepared by Taqarib, which will soon be available to other municipalities and the general public.

3.4 STRENGTHEN CENTRAL-MUNICIPAL COMMUNICATION AND COORDINATION

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

STRENGTHENING MUNICIPAL MEDIA OFFICES

Taqarib project continues to work on strengthening the role of municipalities in responding and communicating in emergency situations. This quarter four municipalities—Abusliem, Alsahel, Ubari, and Wadi Etba—received trainings on EOC.

Taqarib also works on the advancement of inter-municipal coordination and communication by supporting municipal media offices. To achieve this, Taqarib designed an assistance package including provision of equipment and training required to effectively operate a municipal media office. This quarter Taqarib has received 80% of the equipment in the assistance package—which includes computers and microphones—to the project’s Tripoli office for further distribution to municipal media offices and the MoLG’s media office. The remaining equipment is anticipated in mid-July.

Taqarib also included in this assistance package training and capacity building for municipal media office employees and media office employees of MoLG. The project is currently working on supporting those employees through a series of trainings on building a media strategy suitable for municipal media offices. The training focuses on specifying and assigning roles and tasks within the media office and devising appropriate job descriptions for media office employees. Other technical trainings in this assistance package target skills such as photography, videography, editing, content creation, and social media management.

Finally, the project is working with the municipal media offices on enhancing connectivity and community engagement. To that end, Taqarib has pledged to procure internet access for 24 municipalities. Installation has begun in Sabha Municipality with other municipalities to follow.

STRENGTHENING THE MOLG’S COMMUNICATIONS CAPACITY

Taqarib is working to enhance the communication capacity of MoLG for improved cooperation with municipalities, and to that end, the MoLG media office will participate in the assistance package described above. Four to six MoLG staff will participate in media trainings and a portion of communications equipment will be allocated to the MoLG media office.

3.5 NATIONAL ADVOCACY PLATFORMS AND CSOS SUPPORT THE LOCAL GOVERNANCE AGENDA

Taqarib utilizes RFAs to identify national-level advocacy platforms and CSOs to fund innovative ideas that advance the municipal governance agenda. Taqarib will conduct an OPI diagnostic in coordination with

activities under Objective II, then provide capacity-building, training, and grant support to improve the operational capacity of CSOs through data-driven campaigns. This will enable CSOs to work directly alongside national institutions and maximize their policy advocacy impact.

SUPPORT TO THE WOMEN ELECTED OFFICIALS NETWORK (WEON)

This quarter, 64 members of WEON attended a training organized and hosted by Taqarib on the topic of Municipal Competencies and Law 59.

Taqarib also hosted a proposal development workshop for members of WEON June 6-8, 2021 to increase the participation of women in local governance and to establish the presence of WEON in an organizational manner. This workshop also aimed to provide WEON members with the skills needed to apply for grants advertised by Taqarib and thus broaden their access to new funded sources. 10 members of WEON attended the workshop, during which they focused on goals such as creating a project management department to better prioritize and advance the goals of the network. Taqarib received mostly positive feedback from participants, who found the materials straightforward, and came out with a clearer idea of project management despite needing further practical opportunities to exercise their skills.

GRANTEE ACTIVITIES

- **Nesa Raedat Association – Ejdabia:**

Nesa Raedat Association established a Women’s Salon in Ejdabia. The salon works towards empowering local women politically and economically and focusing on women in local leadership positions by improving leadership skills and raising awareness on importance of participation in elections, both as voters and candidates. The grantee conducted a session for 22 women that are interested in and/or ran for previous elections. This session introduced the project, described upcoming trainings and provided a brief introduction to Law 59. The grantee also conducted a two-part training on local governance law and leadership targeting women from the community looking to run for future municipal council and governmental elections. This quarter Taqarib also provided equipment under the grant including installation of a generator, office stationary, a laptop, projector with stand and screen, printer/photocopier/scanner, office furniture, small office kitchen appliances and PPE.

Proposal Development Workshop for WEON Members



- **Allibeya Organization – Bani Waleed:**

Allibeya Organization planned for a community dialogue project to create a real partnership between the municipal council, CSOs and the community to improve municipal performance in service delivery by introducing citizen participation in the development process with transparency and accountability. The grantee held two Tamkeen (Empowerment) Sessions and two Khadamati (My Services) sessions in June. One of the Khadamati sessions focused on the role of youth and sports in the municipality with participation of the director of the municipal Youth and Sports Office, Embark Shoran.

This quarter Taqarib delivered equipment to Allibeya Organization under the grant including a scanner, sound system, camera, smartphone, laptop, desktop computer, generator with required accessories, top-up cards and PPE.

- **General Union of Sebha University Students**

Taqarib signed a new grant in Sebha Municipality with the General Union of Sebha University Students. The grant agreement entails forming a Collaborative Committee between the Municipality and the Union. Students are a tremendous youth force of 10,000 within Sebha. This project aims to create an actionable communication channel between youth and the Sebha Municipal Council through two-way information sharing between the two parties which will result in: 1) the municipality better understanding students' and citizens' needs; and 2) students being better informed of the municipality's role and progress in delivering services. This grant will help build trust and bridge the gap between these two groups, and encourage students to be more engaged in planning and executing activities and decision making at the local level.

- **Menbar Almaraa for Development, Azzawya:**

Menbar Almaraa Organization was unable to commence activities this quarter due to a pending grant amendment.

- **O2 Organization & Friends of People with Disability Organization:**

Both grantees have submitted the final reports and are under close-out process.

SUPPORT TO NATIONAL DECENTRALIZATION PARTNERS AND FORUMS

Taqarib has also supported MoLG by creating a new “giveaway register” that documents all the material support (equipment that provided by international development implementers to partner municipalities. At MoLG's request, Taqarib has also presented a draft decision regarding establishing emergency offices in each municipality. The draft decision included the functions, roles, responsibilities, and reporting structures of EOC offices.

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



WAVE I PRE-ASSESSMENTS

Taqarib MEL launched its pre assessment of Taqarib Wave I VIS projects last March 2021 and has since received 209 valid responses to its online survey, with a median 7 responses per VIS project. The pre assessment sought from respondents on their familiarity with the VIS site, present and timing of services available to the public, equipment related to the planned VIS services, as well providing respondents opportunity for additional comments. Approximately half of the respondents provided additional commentary;

- roughly 16%, in agreement with VIS project, thanking Taqarib and wishing success
- 5% are stressing speedy implementation of the VIS project
- 5% recommended Taqarib to focus on youth
- roughly 12%, suggested different priorities or more of the same at different site within their municipalities, for example;
 - ██████████, local schoolteacher from Sebha, recommended targeting Almajlis street in front of Omar bin al-khattab school for road repair and streetlighting.
 - ██████████, Land Registry engineer and Taqarib CERT training participants, recommended, Taqarib study the needs/priorities of local communities in direct collaboration with volunteers and civil activists, not just local government; stressing the community need for a firetruck.
- a smaller group of respondents had cautionary feedback, for example;
 - ██████████ a software engineer form Alkhums, suggested keeping the sport court away from the public park so families do not hear any offensive words from young players
 - ██████████, teacher from Albawanees, says the community need more than one sports court with the community sports center arena as well as the appropriate administration to maintain it; suggesting the changing of the present team of administrative officials before the VIS project starts development or construction

The response is a lot smaller than expected by MEL who despite repeated attempts to reach local citizens, C4C members as well as municipal and CSOs representatives, still the response remained very low with the exception of Alkhums and Albawanees with 27 and 53 survey responses respectively. In the case of Alkhums, the large response is attributed to social media outlets that shared link and encouraged followers to respond to the online survey.

VIS Type	Municipality	Total	Youth	Female	Amazigh	Tuareg
Local Road Repair	Albayda	2	1			
	Assahel	5	2	1		
	Bani Waleed	4	2			
	Ghadamis	7	3	2	2	
	Sebha	20	14	2		3
	Shahhat	5	1			

	Tajoura	8	3	2		
	Benghazi	0				
	Tripoli Center	12	7	3	2	
Market	Zliten	10	7	2		
Park	Swani Bin Adam	6	4			
Sport Court	Abusliem	7	3	1		
	Albawanees	53	29	1		
	Albayda	7	3	1		
	Alkhums	37	26	1		
	Baten Aljabal	18	2	1		
	Benghazi	2				
	Zwara	5	3	2	5	
Streetlights	Albrayga	1	1			
Total	Total	209	111	19	9	3

4.1 QUARTERLY PERCEPTION SURVEYS

Altai Consulting officially deliver the quarterly perception survey for FY21Q2 on May 31st 2021, a month late due to contract signing delays and challenges meeting the 200 citizen responses per municipality quota. To address the delays dealing with target interview quotas per municipality, Altai proposed a new variable municipal-level quota system for FY21Q3, FY21Q4, and FY22Q1 quarterly perception surveys; ranging from 100 interviews for municipalities with less than 45,000 residents and gradually increases the interviews such that municipalities with 140,000 residents or more residents will require 300 interviews. This new variable municipal-level quota system was included in new contract signed by DAI and Altai.

The latest quarterly perception survey (FY21Q2) and its three predecessors, all show very strong comparable results across all 40 municipalities. It appears, regardless of where Libyan citizens live, they have very common views of their municipalities in relation to the 10 following indicators. the list below

Libyan citizens perceive their municipalities as VERY WEAK in relation to the following five indicators

- (1) SD3 Service cost recovery: municipalities have no plan to recover costs associated with services
- (2) SD5 Service provider performance & transparency, service providers don't provide any information about services
- (3) SEDP Social and Economic Development Plan, does not effectively conduct social and economic planning
- (4) LC3 Citizen involvement in the budget process, and
- (5) Budget transparency & financial reporting.

They also see their municipalities as SOMEWHAT WEAK with regards to the capacity of

- (6) IO4 Improved Procurement of Services.

On the other hand, Libyan citizens perceive their municipalities as VERY STRONG in (7) FR4 Attract grant funds to improve service delivery and STRONG in relationship to the following indicators (8) IO2 Customer service orientation, (9) SD6 Inter-municipal cooperation on service delivery and (10) FR3 Attract private investment to improve service delivery.

Municipality	SD1	SD2	SD3	SD4	SD5	SD6	FR1	FR2	FR3	FR4	IO1	IO2	IO3	IO4	BEDP	LC1	LC2	LC3	LC4
Abuslem	1.97	2.26	1.18	1.71	1.29	1.13	1.90	1.28	3.47	3.32	2.02	2.12	1.55	1.89	1.10	1.93	1.73	1.13	1.21
Albasmees	1.64	1.40	1.01	1.76	1.15	1.73	1.11	1.08	2.47	3.35	1.53	1.53	1.43	1.21	1.15	1.89	1.75	1.12	1.20
Albayda	1.37	1.57	1.23	1.40	1.18	2.63	2.20	1.40	2.89	3.32	1.48	2.52	1.30	1.37	1.09	1.62	1.64	1.08	1.07
Alzayya	1.83	1.76	1.22	1.53	1.37	2.70	2.02	1.34	2.89	3.63	1.70	2.15	1.78	1.54	1.14	1.89	1.37	1.22	1.22
Alkums	1.29	1.46	1.20	1.29	1.05	2.16	1.76	1.28	2.71	3.50	1.28	2.64	1.17	1.18	1.04	1.40	1.64	1.08	1.06
Assahel	1.71	2.09	1.10	1.62	1.32	2.38	1.57	1.18	2.16	3.05	1.30	1.97	1.64	1.81	1.11	1.53	1.57	1.20	1.31
Azzayya	1.27	1.51	1.15	1.38	1.18	2.44	1.69	1.24	2.92	3.42	1.43	2.49	1.35	1.65	1.05	1.65	1.69	1.00	1.10
Barri Wakeed	1.18	1.38	1.24	1.26	1.13	2.34	1.82	1.36	2.02	3.29	1.31	2.62	1.30	1.20	1.02	1.40	1.75	1.05	1.07
Batun Ajabal	1.30	1.26	1.10	1.49	1.10	2.52	1.55	1.16	2.21	3.18	1.25	2.68	1.17	1.19	1.03	1.70	1.67	1.02	1.05
Benghazi	1.63	1.85	1.18	1.46	1.19	3.82	2.02	1.30	3.09	3.50	1.40	2.32	1.42	1.47	1.06	1.48	1.57	1.07	1.09
Ghadamis	1.75	1.60	1.28	2.08	1.14	3.25	2.15	1.38	2.82	3.35	1.92	2.45	1.31	1.30	1.08	1.88	1.78	1.15	1.17
Setra	1.07	1.15	1.23	1.08	1.03	1.98	1.99	1.26	2.14	3.29	1.11	2.87	1.11	1.10	1.02	1.90	1.81	1.02	1.05
Shahhat	1.35	1.44	1.18	1.43	1.17	2.71	1.87	1.28	2.77	3.53	1.65	2.44	1.67	1.64	1.04	1.78	1.78	1.08	1.20
Sawhi Bin Adam	1.30	1.30	1.18	1.28	1.02	2.04	2.22	1.31	2.59	3.49	1.41	2.62	1.14	1.11	1.02	1.74	1.73	1.06	1.02
Tajoura	1.80	1.88	1.04	1.53	1.22	2.87	1.40	1.15	3.18	3.39	1.95	2.34	1.39	1.37	1.06	1.71	1.76	1.05	1.05
Tripoli	1.70	1.88	1.20	1.65	1.13	3.16	1.90	1.29	3.35	3.45	1.92	2.30	1.49	1.49	1.00	1.91	1.70	1.09	1.09
Zen	2.29	2.73	1.26	1.78	1.38	4.08	2.14	1.39	4.08	3.34	2.73	2.05	1.74	2.28	1.22	1.85	1.48	1.20	1.19
Zwara	1.64	2.05	1.12	1.97	1.10	3.30	1.62	1.19	3.87	3.63	1.67	2.10	1.57	1.85	1.07	1.83	1.76	1.20	1.12
Albayer	2.03	2.14	1.29	1.99	1.29	3.32	2.35	1.47	3.11	3.54	2.08	2.18	1.74	1.85	1.18	2.10	1.64	1.24	1.21
Dera	2.12	1.55	1.39	2.06	1.32	3.40	1.96	1.50	2.86	3.56	1.86	2.21	1.64	1.42	1.12	1.76	1.63	1.26	1.14
Soq Alkamees	1.39	1.68	1.18	1.63	1.05	2.07	1.79	1.28	2.81	3.44	1.47	2.44	1.29	1.36	1.08	1.71	1.59	1.14	1.10
Ubari	1.64	1.61	1.20	2.00	1.20	3.44	1.55	1.27	2.80	3.52	1.68	2.33	1.55	1.41	1.13	2.04	1.74	1.15	1.19
Wadi Elba	2.25	1.89	1.26	2.25	1.36	3.73	1.84	1.38	3.16	3.99	2.24	2.21	1.70	1.57	1.26	2.14	1.65	1.26	1.21
Yefren	1.79	1.86	1.23	1.74	1.12	3.16	1.68	1.32	2.53	3.08	1.43	2.04	1.53	1.55	1.07	1.63	1.68	1.17	1.12

ANNUAL PERCEPTIONS SURVEY CONFERENCE

The first Annual Perception Survey Conference originally planned for FY21Q2 was postponed to FY21Q3, however during this quarter, the City Managers meetings focused around the establishment of Libyan City Manager Association with most of the meetings limited only to the elected officers. Altai was prepared to present on June 28th 2021, but that meeting was postponed. The Annual Perception Survey Conference will now be implemented in FY21Q4.

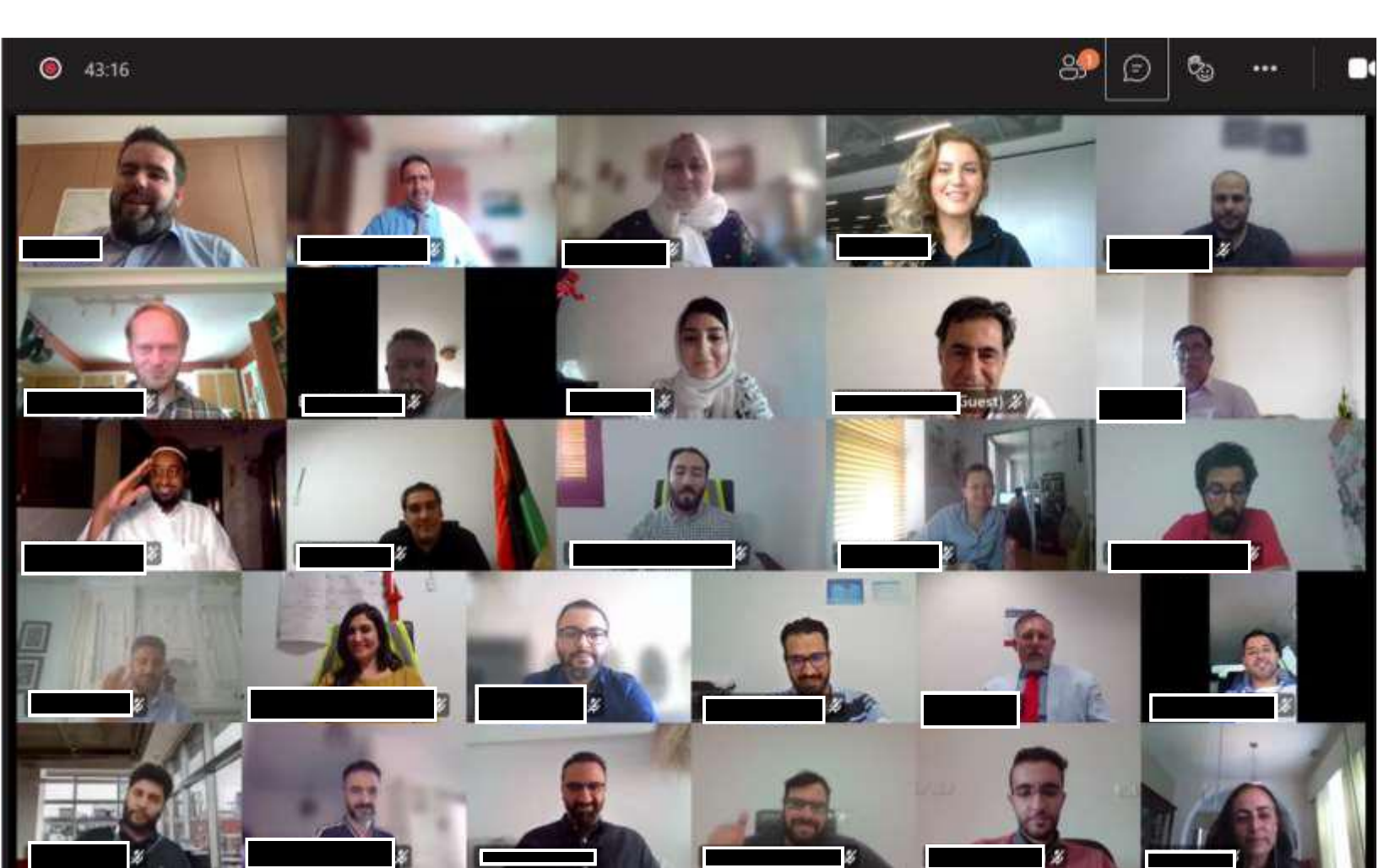
4.2 QUARTERLY STRATEGY REVIEW SESSIONS (SRS)

FY21Q3 SRS KEY TAKEAWAYS

June 8 2021, saw the kick-off of Taqarib's fourth SRS intended for senior management team and project staff to collaborate with USAID in assessing program performance and determining whether any adjustments in strategy or execution are warranted. Key takeaways are list here,

- Objective I discussion was very ambitious from indicator standpoint but Taqarib should be realistic, with the GANTT chart especially key for higher management
- MPI mid-term evaluations are not serving Taqarib well and should just be skipped.
- Bringing people together is key for project success, municipal consultative sessions with CSOs
- Quick response activities are important, Taqarib should seek opportunities to engage with short notice municipality requests
- Opening new opportunities of strategic engagement, such as tourism, can add significant value
- Training should include awarding certificates and clearly in-person engagement are high on the list of demands of stakeholders; Taqarib should breakdown training sessions into short events

The fourth Taqarib SRS began as with the previous SRS in February 2021, with opening remarks by Taqarib COP and USAID AOR followed by Altai presenting evidence from the latest quarterly perception surveys and by MEL presentation on the Taqarib project indicators. Most of the first day focused on project staff sharing stories relate to program impact, insights from the field to help better understand how local government service+ delivery works and stories of innovations in delivery services locally. Project staff shared approximately 50 stories. On the second and third day, Taqarib components leads led presentation on the current implementation status compared to workplan commitments as well as presentations from regional offices on their best activities.



June 2021 Strategic Review Session

4.3 ANNUAL JOURNEY TO SELF-RELIANCE STUDY

No progress, pending discussion with AOR about J2SR moving forward and what should be done instead.

4.4 WEB-BASED KNOWLEDGE-MANAGEMENT AND LEARNING PLATFORM FINALIZE AND DEPLOY KNOWLEDGE MANAGEMENT DASHBOARD

This quarter, an STTA was hired to focus on reviewing 75 plus English courses loaded to TAMIS along with test questions to clean-up some translation issues and upload them to the Moodle platform, the backend of Taqarib learning platform. CDA will train our STTA who will stay focused on this over the next 90 days.

There was limited development on the website. Last quarter, CDA shared links to the latest version of the Taqarib website (<https://taqarib-dev.herokuapp.com/>) and associated Tripoli Center municipal page (<https://taqarib-dev.herokuapp.com/municipal-dashboards/tripoli-center/>) MEL is seeking to have 30 pages generated for each of Taqarib municipal partners but want to start with six pages to update content for the first tranche of municipal partners (Tripoli, Sebha, Benghazi Zliten, Albayda and Bani Waleed). For now, the dashboard graph at the top of each page will only include the annual MPI effectiveness and quarterly Legitimacy scores as line charts; pending agreement from partners municipalities to share service delivery numbers and costs with Taqarib.

Each Taqarib partner page will also include a municipal profile, background fact and figures, Taqarib Grants, Trainees, VIS, and Mun/CSO-led meetings information.



APPENDICES

SUMMARY TABLE OF RESULTS

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

Indicators (Sub-Objective)	FY21 Q3 Achieved	Cumulative Achieved	Cumulative Target End FY21
1.1. Number of non-binding implementation agreements with municipalities (1.3)	14 ¹	40	45
1.2 Percent change over the baseline score in MPI of partner municipalities (1.1)	4.83 ²	4.83	TBD ³
1.2.1 [Intermediate Indicator] Number of MPI Assessments Conducted with Partner Municipalities (1.1)	12 ⁴	56	45 ⁵
1.3 Number of VIS processes supported in partner municipalities (1.3)	14 ⁶	40	45
1.4 Number of citizen priorities reflected in municipality VIS plans (1.3)	14 ⁷	40	45
1.5 Number of participants enrolled in in-service trainings, educational courses, or other professional-development opportunities with Taqarib-supported content (1.2)	270	464	100
1.6 Number of individuals with improved skills following completion of USG-assisted workforce development programs. (EG 6.2) (1.2)	0	20	45
1.7 Number of municipality-led multi-stakeholder meetings, town halls, or similar events held (1.3)	11	46	30

¹ Albawanees, Benghazi, Ghadamis, Sebha, Shahhat, Tajoura, Daraj and Yefren

² Once we collected all the MPI scores of Y1 partners (18), we will be able to report our first numbers for this indicator. This past quarter (FY21 Q2), Taqarib collected 6 MPI effectiveness scores waiting for Altai survey results to calculate MPI scores and compare to baseline

³ Taqarib will calibrate its cumulative target result based on the change observed in the first annual review of MPI scores

⁴ 18 mid-term assessments, and eight MPI assessments

⁵ This measure includes, baseline, mid-term, and annual MPI assessments in each partner-municipality.

⁶ This measure indicates the number of VIS projects initiated in the quarter; it does not comprise ongoing VIS project implementation during the quarter

⁷ This measure indicates the number of citizen priorities incorporated into VIS projects initiated in the quarter.

Indicators (Sub-Objective)	FY21 Q3 Achieved	Cumulative Achieved	Cumulative Target End FY21
1.8 Number of individuals who participate in peer-to-peer learning exchanges ⁸ (1.4)	28	70	80
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. (1.5)	0	17	5
1.10 Number of private sector partnerships utilized addressing second order COVID-19 impacts (1.5)	0	0	5
1.11 Number of participants in USG supported activities trained in community emergency response (1.5)	95 ⁹	657	350
2.1 Number of CSOs receiving USG assistance engaged in advocacy activities (DR 4.2) (2.1-2.6, 3.4)	3	9	45
2.2 Percent change in OPI scores over baseline of partner CSOs (2.1)	0	0	TBD ¹⁰
2.2.1 [Intermediate Indicator] Number of OPI Baselines Conducted with CSOs (2.1)	3 ¹¹	3	45
2.3 Percent of U.S. Government-assisted organizations with improved performance (CBLD-9) (1.1. & 2.1)	31%	31%	TBD
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	17	15
2.5 Number of grants awarded to advocate for or to hold government institutions accountable (1.3. & 2.3)	0	0	10

⁸ The Reference Sheet pertaining to this indicator in Taqarib's Activity Monitoring Evaluation and Learning Plan is oriented toward face-to-face exchanges between municipalities that have been difficult or impossible to facilitate during the coronavirus pandemic. Taqarib will propose adjustments to this reference sheet so that virtual exchanges – over, for example, the LMPA WhatsApp group – will also fulfill the indicator's requirements. Many such exchanges did occur virtually.

⁹ CERT and EOC trainees

¹⁰ Taqarib will calibrate its cumulative target based on the change observed between baseline and end-line assessments for the first round of grants.

¹¹ Awaiting Altai legitimacy surveys results to be able to calculate Y2 MPI scores and compare to baseline

Indicators (Sub-Objective)	FY21 Q3 Achieved	Cumulative Achieved	Cumulative Target End FY21
2.6 % change in social accountability monitoring scores (2.5)	0	0	TBD ¹²
2.7 Number of participants in the Champions for Change (C4C) program (2.2)	46 ¹³	225	450
3.1 Number of public policies introduced, adopted, repealed, changed, or implemented with citizen input (3.1)	4	5	2
3.2 Number of Taqarib-supported multi-stakeholder dialogues among national actors regarding the decentralization agenda (3.2)	0 ¹⁴	4	4
3.3 Number of decentralized business processes mapped and analyzed (3.3)	1 ¹⁵	2	6
3.4 Number of national advocacy initiatives supported by Taqarib (3.5)	1 ¹⁶	6	6
3.5 % change in citizen perceptions regarding advancement of the decentralization agenda (3.5)	0	0	TBD ¹⁰
4.1 Number of municipalities for which profiles have been completed and for which service delivery and public perception data is tracked over time (4.1)	6	24	30
4.2 Number of strategic review sessions conducted (4.2)	1	4	8

¹² Taqarib will calibrate its cumulative target based on the annual change in perception scores from FY20-21

¹³ This measure indicates the number of new participants joining the C4C program during the quarter; it excludes existing C4C participants

¹⁴ The Feb. 24 dialog session with MG, MOLG and some municipalities to discuss relationship between the Municipal Guard and municipalities. The discussion will focus on regulating the relationship According to decree no 56 regarding organizing municipal guard article no 19 that a decree from the ministry of local government should issue a decree regulating the relationship between both.

¹⁵ TCM Cooking Gas Distribution Case Study

¹⁶ Two grants

PROFESSIONAL DEVELOPMENT TRAINING

No.	Course Title/ Presenters	Total Attendees	Female	Youth	Minority	Course Delivery Date and Attendant Location
1.	Composting Training / Ronald Rabun - Emergency/Municipal Services Advisor	4	0	1	0	Phare 1: Albayda; Shahhat (2021/06/15)
2.		4	0	1	0	Phare 2: Albayda; Shahhat (2021/06/22)
3.	Road Repair Training / Waled Tajouri-Road Repair STTA	12	2	0	0	Azzwaya (4/1/2021)
4.		9	0	7	0	Ghadamis (6/20/2021)
5.		8	0	0	0	Tripoli Center (6/23/2021)
6.	General Safety & PPE training / Taqarib Staff Trainer	19	0	9	0	Wadi Etba (4/21/2021)
7.		9	0	0	0	Bani Waleed (5/4/2021)
8.		8	0	0	2	Ghadamis (5/4/2021)
9.		10	0	1	0	Baten Aljabal (4/29/2021)
10.		12	0	0	12	Yefren (4/28/2021)
11.		9	0	5	0	Sebha (5/9/2021)
12.		10	0	0	0	Abusliem (5/24/2021)
13.		11	0	0	0	Assahel (5/25/2021)
14.		14	0	0	0	Shahhat (5/30/2021)
15.		17	4	0	0	Daraj (5/19/2021)
16.		16	0	0	0	Alkhums (5/26/2021)
17.		18	6	3	0	Benghazi (5/30/2021)
18.		7	0	0	0	Zliten (6/1/2021)
19.		8	2	1	0	Tripoli Center (5/25/2021)
20.		13	0	0	0	Alabyar (5/31/2021)
21.	10	0	0	10	Zwara (6/3/2021)	

22.		13	0	3	3	Ubari (4/23/2021)
23.		5	0	1	0	Suq Alkhamees (6/29/2021)
24.		5	0	0	0	Swani Bin Adam (6/30/2021)
25.	Volunteer Management Training / Ronald Rabun - Emergency/Municipal Services Advisor	16	6	4	6	(4/12/2021)
26.		15	3	5	4	(5/18/2021)
27.		20	6	8	4	(6/29/2021)
	Total	302	29	49	41	

TRAINING TARGETING PRIVATE SECTOR

No.	Course Title/ Presenters	Total Attendees	Female	Youth	Minority	Course Delivery Date and Attendant Location
1.	Business Restart Training / Ronald Rabun - Emergency/Municipal Services Advisor	13	1	4	1	Taqarib partner municipalities (2021/04/19)
2.		21	4	0	1	Taqarib partner municipalities (2021/05/25)
3.		35	13	9	3	Taqarib partner municipalities (2021/06/13)
4.		0	0	1	0	Taqarib partner municipalities (2021/06/27)

EOC INDIVIDUAL CONSULTATIVE SESSION (PEER-TO-PEER)

No.	Course Title/ Presenters	Total Attendees	Female	Youth	Minority	Course Delivery Date and Attendant Location
1.	Abusliem EOC Individual Consultative Session	5	1	1	0	EOC Individual Consultative Session I (2021/04/05)

2.		5	1	1	0	EOC Individual Consultative Session 2 (2021/04/06)
3.		5	0	2	0	EOC Individual Consultative Session 3 (2021/04/07)
4.		2	0	1	0	EOC Individual Consultative Session 1 (2021/04/08)
5.	Assahel EOC Individual Consultative Session	1	0	0	0	EOC Individual Consultative Session 2 (2021/04/11)
6.		0	0	0	0	EOC Individual Consultative Session 3 (2021/04/12)
7.		6	0	2	6	EOC Individual Consultative Session 1 (2021/06/28)
8.	Suq Alkhamees EOC Individual Consultative Session	5	0	1	0	EOC Individual Consultative Session 1 (2021/06/29)
9.	Wadi Etba EOC Individual Consultative Session	1	1	0	0	EOC Individual Consultative Session 1 (2021/05/24)
10.		2	0	0	0	EOC Individual Consultative Session 2 (2021/05/31)
11.		3	1	0	0	EOC Individual Consultative Session 3 (2021/06/28)
12.	Ubari EOC Individual Consultative Session	6	0	0	2	EOC Individual Consultative Session 1 (2021/06/14)

13.		4	0	0	2	EOC Individual Consultative Session 2 (2021/06/21)
14.		3	0	0	0	EOC Individual Consultative Session 3 (2021/06/28)
15.	Daraj EOC Individual Consultative Session	11	4	2	0	EOC Individual Consultative Session 1 (2021/06/17)

CERT TRAINING TABLE ¹⁷

No.	Course Title/ Presenters	Performance Indicator 1.11	Female	Youth	Minority	Course Delivery Date and City
1		14	5	6	1	4/6/2021 (Zliten, Benghazi, Albayda, Zwara, Azzawya, Bani Waleed Municipalities)
2	Basic CERT training to develop Community Emergency Response Teams as part of a new Emergency Response Strategy Presented by: lfaq	5	1	0	2	5/20/2021 (Zliten, Benghazi, Albayda, Zwara, Azzawya, Bani Waleed Municipalities)
3		18	4	6	0	5/27/2021 (All Municipalities)
4		14	5	6	1	4/6/2021 (Zliten, Benghazi, Albayda, Zwara, Azzawya, Bani Waleed Municipalities)
5		7	4	2	2	6/3/2021 (Swani, Tajoura, Albreyga, Sebha, Alkhums, Zliten Municipalities).
6		2	1	1	1	6/10/2021 (Abusliem, Tripoli Center, Wadi Albwanees, Shahhat, Baten Aljabel, Ghadamis Municipalities).
7		19	6	13	3	6/17/2021 (Benghazi, Benghazi, Albayda, Zwara, Azzawya, Bani Waleed Municipalities)

¹⁷ Participants who meet both of the following two criteria are counted in attendance: (1) the participant has signed the Taqarib online signup sheet and (2) participants must attend at least 50% of a training course to be counted (i.e. participants attending 2 days of a 3 day course, or 1 day of a 2 day course or 1 day of a 1 day course)

8		30	14	15	8	6/24/2021 (Wadi Etba, Ubari, Deraj, Yafreen, Suq Alkhamees, Alabyar Municipalities).
	Total	95	35	43	17	

TOTAL EQUIPMENT DELIVERED TO PARTNER MUNICIPALITIES

No.	Description of Goods/Equipment	Sub-Objective	Total Delivered
1	Skidsteer	1.3 and 1.5	10
2	Backpack sprayer	1.5	220
3	Pull behind sprayer	1.5	23
4	Generator	1.3 and 1.5	35
5	Ppe	1.3 and 1.5	2200
6	Shovels	1.3 and 1.5	630
7	Rakes	1.3 and 1.5	644
8	Wheelbarrows	1.3 and 1.5	294
9	Brooms	1.3 and 1.5	240
10	Solar power back packs	1.3 and 1.5	110
11	Handwashing station	1.5	44
12	Laptop, MS Office, antivirus software	1.3 and 1.5	4
13	Waste bins	1.3 and 1.5	320
14	Traffic safety cones	1.3 and 1.5	460
15	It tablets	1.3 and 1.5	176
16	First aid kits	1.5	440
17	Jack hammer	1.3	20
18	Measuring wheel (odometer)	1.3	17
19	Total leveling station	1.3	17
20	Tripod	1.3	17
21	Radar	1.3	17
22	Thermometer for asphalt	1.3	22
23	Saw for Asphalt and concrete	1.3	17
24	Air compressor	1.3	17
25	Compacting ram	1.3	17
26	Solar light poles	1.3	80
27	Banner brackets	1.3	60
28	Park benches	1.3	21
29	Airless paint gun	1.3	2
30	White interior paint (liters)	1.3	2000
31	White primer exterior paint (liters)	1.3	2000
32	Grey exterior paint (liters)	1.3	2500

33	White exterior paint (liters)	1.3	2000
34	White primer interior paint (liters)	1.3	2000
35	Paint roller pads	1.3	50
36	Disposable coveralls	1.3	25
37	Paint masks	1.3	300
38	Paint rollers	1.3	50
39	Paint brushes	1.3	60

STATUS OF MUNICIPAL SERVICE DELIVERY POLICIES

	Name	Status
1.	Municipal Building Use Policy	Review the policies developed by Taqarib team and update it for the Libyan context and link them with relevant legislation, if any.
2.	Municipal Parks Maintenance Policy	
3.	Municipal Donor Policy	
4.	Libya Municipal Health & Safety Policy	
5.	Libya Municipal Street Signs and Marking Policy	
6.	Libya Municipal Urban Planning Policy	
7.	Libya Municipality Business Licensing Policy	
8.	Libya Municipal Asset Management Policy	
9.	Libya Municipal Banner sign Policy	
10.	Libya Municipal Recycle Policy	
11.	Libya Municipal Urban Forestry Policy	
12.	Libya Municipal Sanitation Policy	
13.	Libya Municipal Youth Policy	
14.	Libya Municipality Lease Rates Policy	

STATUS OF MUNICIPAL SERVICE DELIVERY MANUALS

	Name	Status
1.	Review Assets Management Manual	Review the current manuals developed by Taqarib team and update it for the Libyan context and link them with relevant legislation, if any.
2.	Review Volunteer Manual	Review the current manuals developed by Taqarib team and update it for the Libyan context and link them with relevant legislation, if any.
3.	Conduct a Research	Conduct research for the existing manuals that has been developed by any Libyan Institutions or other INGOs before on local government in Libya on the topics that been mentioned in this table, this Deliverable can be done while Reviewing and updating the polices, if the contractor been selected to work on drafting the manuals, for more details please review point 3 under Specific Tasks section
4.	Submit the research report	a soft copy report with result of the research mentioning the date, location, and the name and the title of the interviewee for each meeting, with a copy (hard and soft) of the manuals that been found during the research and submitted to LGCS Team, with any lesson learned that been found during the research.
5.	Procurement Manual	Draft Procurement Manual that covers all the needed steps for the municipalities regarding procurement linking with Administrative Contracts regulation, commercial law and other regulations. The number of pages is estimated at between 50-100 pages.
6.	Recruitment Manual	Draft a Recruitment Manual which clarifies the procedures to be followed during the recruitment processes such as (Job Description, Qualifications required, interview process, etc. The number of pages is estimated at between 50-100 pages.
7.	Open Spaces Use Manual	Draft a manual that shows the use of open spaces that support MOLG regulation #202 for 2018. The number of pages is estimated at between 50-100 pages.

8.	Public Markets Use Manual	Draft public market use manual that supports MOLG regulation #203 for 2018. The number of pages is estimated at between 50-100 pages.
9.	Commercial Licenses Manual	Draft a manual for commercial licenses that support MOLG regulation #224 for 2018. The number of pages is estimated at between 50-100 pages.
10.	Banners and Advertising Work Manual	Draft a manual for banners and advertising work that support MOLG regulation #27 for 2019. The number of pages is estimated at between 50-100 pages.
11.	Building Licenses Manual	Draft a manual that supports MOLG regulation #225 for 2018. The number of pages is estimated at between 50-100 pages.
12.	Manual for Street Marking	Draft a manual for street marking that shows standards and designs to be followed while marking the internal roads in the municipalities. The number of pages is estimated at between 50-100 pages.
13.	Local Revenue Manual	TBD. The number of pages is estimated at between 50-100 pages.
14.	Process for implementing interim policies and guidelines	In a written report detail the process of how to implement the interim policies and guidelines in the municipal policies that have been approved by the Ministry of Local Government for all Municipalities in Libya. The number of pages is estimated at between 50-100 pages

REQUEST FOR APPLICATIONS (RFA_1) IN SUPPORT OF THE DECENTRALIZATION AGENDA

Name:	Municipality	Description:	Status:
General Union Of Sebha University Students	Sebha	the grant proposes to form a Collaborative Committee between the Municipality and the Union. This project aims to create an actionable communication channel between youth and Sebha Municipal Council through two-way information between the two parties.	Newly Signed
O2 Organization	Tripoli Center Municipality	O2 organization conducted stakeholders and experts sessions to draft a sub-national level regulate/ban policy on use of plastic bags to be adopted by municipality of Tripoli Center, targeting mahalla of Zawyet Dehmani as a pilot project	Final Report submitted by Grantees undergoing close-out
Friends of People With Disabilities Organization	Sebha	Sebha Friends of PWD Organization conducted 11 days universal design standard training for municipal, project management and private sector engineers to increase knowledge on PWD Accessibility rights and international technical design.	Final Report submitted by Grantees uongoing close-out
Menbar Almaraa for Development	Azzawya	Menbar Almaraa will conduct women in local governance training workshop in Azzawya three Municipalities to increase knowledge on effective participation in local governance.	Grant Amendment Approved by USAID 06.10.2021 Currently under planning
Nesa Raedat	Jdabya	Nesaa Raedat Association will establish a Women Salon in Ejdabia. The salon will work on women political and economic empowerment with a focus on female local governance professionals and teachers, improving leadership skills and raising awareness on importance participation in elections as voters and candidates.	Ongoing / Active
Allibeya Organization	Bani Waleed	ALlibeya Organization plans for a community dialogue project to create a real partnership between the municipal council, CSOs and the community to improve municipal performance and services, through citizens citizen participation in the development process, enhancement of transparency and accountability	Ongoing/ Active

TAQARIB PROGRAM TEAM

