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LIBYA LOCAL GOVERNANCE AND CIVIL SOCIETY (TAQARIB) YEAR 3 IMPLEMENTATION PLAN

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ACRONYMS AND ABBREVIATIONS

C4C	Champions for Change
COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
EOI	Expression of interest
FY(X)Q(Y)	Fiscal Year X, Quarter Y
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GNU	Government of National Unity
GoL	Government of Libya
HCTC	High Committee for the Transfer of Competencies
HCLA	High Council for Local Administration
IMC	International Medical Corps
IRI	International Republican Institute
IT	information technology
LGHC	Local Governance High Commission
LPFM	Libya Public Financial Management Activity
MC	municipal council
MEL	monitoring, evaluation, and learning
MoLG	Ministry of Local Government
MPI	Municipal Performance Index
OPI	Organizational Performance Index
PEA	political economy analysis
PM	Project Manager
RFA	request for applications
SOP	standard operating procedure
STA	Senior Technical Advisor
UN	United Nations
USAID	United States Agency for International Development
VIS	Visibly Improved Service
WEON	Women’s Elected Officials Network
WFP	World Food Program
Y(X)	Year X

PREFACE

Taqrib's Year 3 workplan utilizes the same format as the year-ago document. It employs a highly structured logic for the description of project activities. Its logic is linear, in the way that discrete activities consolidate upward to achieve overarching project goals. It is also very non-linear in the way that it draws explicit links between activities, sub-objectives, and objectives, identifying cross-cutting themes, approaches, tools, and partners, in an effort to counteract stove-piping.

The document begins with a discussion of themes and practical considerations that pertain to all of Taqarib's technical areas. It finishes with an updated Organization Chart, and a GANTT chart that visualizes the implementation timeline from 01 October 2021 – 30 September 2022. The bulk of the document is focused on a discussion of each of the project's 4 technical objectives and their associated activities. For these sections there are three things to keep in mind when reviewing the text:

First, the Year 3 Workplan is meant to serve as an instrument for real management (it is a workplan, not a strategy). It breaks-down the overarching goal of the project into technical objectives. It breaks-down each technical objective into sub-objectives, and each sub-objective into one or more activities. We identify 4 top-level milestones for each activity that, during the year, should help the reader quickly ascertain each activity's momentary implementation status. Though the actual business of implementation includes even more detailed planning (at the task level, for example) we feel that this Workplan's level of detail is sufficient for outside readers to test the logic of our planning, and for project staff to assign accountabilities. The Workplan's structure will also allow us to easily plug-in or unplug activities as the year goes by.

Second, the plan is focused on resource-management and cost. All of the activities that we propose herein will have a cost. It is for this reason that we seek USAID's approval for this Workplan. We have tried to be especially transparent on the issue of cost by including a "Tools" section with each activity. The so-called tools that we list in these sections are meant to reflect items or approaches that are necessary to implement the activity *and cost money*. We do not list tools that are free, or that the running costs of the project might already subsume.

Third, Taqarib is much more a cyclical project than a linear one; many of the project's most substantial activities occur again and again, and for this reason there is a great deal of continuity with the previous year's workplan. The project is also demand-driven; many of the activities herein comprise a "menu" of assistance projects that municipalities can either select or refuse. Consequently, some activities described in the Workplan will occur many times over, while others may not occur at all. With that in mind, this Workplan represents the most comprehensive view of what Year 3 is most likely to comprise, with an eye toward maximizing the approaches at our disposal to achieve the project's goals.

A note on nomenclature: The need for easy reference requires us to number Objectives, Sub-Objectives, Activities and, in one case, a long list of Sub Activities. It results in a dizzying number of numbers and decimals that risk confusing the reader. In an attempt to alleviate some of this potential confusion, we have adopted the following convention throughout.

I	(Roman-Numeral)	Objective
1.1	(Number with Decimal)	Sub-Objective
1-A	(Number-Letter)	Activity
1-A/1	(Number-Letter/Number)	Sub-Activity

TAQARIB YEAR 3 OVERVIEW

DAI's implementation of the Local Governance and Civil Society (henceforward: Taqarib) Activity, in partnership with the International Republican Institute (IRI) and Altai Consulting, supports the foundation of a more unified Libyan state by prioritizing local-level activities that foster stability and accountable governance while reinforcing positive linkages among the national government, subnational government administration, and citizens.

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).

PROGRAM MANAGEMENT

One Team Approach: At the start of Year 1 DAI and its primary sub-awardee, the International Republican Institute (IRI) decided on a "one-team" management approach. This would hold that all Taqarib staff, whether employed by DAI or IRI, would exist within the same, fully integrated chain of command. In that way DAI and IRI established a joint commitment to the achievement of all project objectives, rather than separate commitments to separate objectives managed by separate teams. The approach worked well during Years 1 and 2. And in addition to our consolidated technical responsibilities, DAI and IRI have taken steps to synchronize as much of their human resources policy as possible. Our two organizations achieved ready consensus on protective measures related to COVID-19, for example. In cases where different management approaches arose (i.e. different assessments of risk during a particularly violent period in Tripoli in the Winter of 2019/2020), both organizations worked successfully to find solutions. Project implementation, meanwhile, has benefited from a 'greater-than-the-sum-of-the-parts' approach, and so Taqarib will employ the same one-team approach during Year 3.

Management Strategy: Another decision that confronted Taqarib from the outset was how to structure the overall management of a project that is spread across four offices. One option was to establish a *technical* structure, with three Objective Leads overseeing parallel chains-of-command extending down to field-office staff who would affiliate exclusively with one or another Objective. Instead Taqarib elected to establish a *geographic* structure, with a single chain of command and strong field-office leadership overseeing local teams of program officers. This latter approach allows field-office leadership to direct program officer LOE against the full range of project activities, irrespective of which Objective is implementing activities from one day to the next. This structure also ensures that there is effective leadership in place during times when communication with other offices is impossible, a capability that has served Taqarib well during a series of violent conflicts, frequent electricity and communications outages, and the COVID-19 pandemic.

Taqarib intends to continue with this management strategy in Year 3, together with an accountability framework that is built around *design* and *implementation*. Field-office teams, reporting up through regional program managers and the Deputy Chief of Party, are accountable to Taqarib's implementation objectives, which this Workplan makes explicit. The much smaller technical Objective teams, headed by Team Leads, are accountable to Taqarib's program-design

objectives, which are explicit in Taqarib’s Activity Monitoring Evaluation and Learning Plan. These accountabilities guide overall performance-management and establish incentives for continuous project improvement.

Staffing Structure and Levels of Effort: During Year 1 Taqarib made the decision to invest in a robust capability that would support both internal and external communications. This move has paid significant dividends, both in terms of contractual reporting, and in terms of the public presence that the project has established among individuals and institutions in Libya and beyond. During Year 2 Taqarib mainly refrained from adding long-term staff, but did engage a number of short-term consultancies in order to refine and optimize the project’s technical foundations, and to build-out a robust approach to COVID-19 response.

During Year 3 the project does not intend to make any fundamental changes to its structure. We do intend to expand its number of full-time staff overseeing complex activities (eg. light construction projects). As the project anchors itself in the complete set of 30 partner-municipalities, we expect to engage the short-term technical assistance of experts who can anchor the approach and content of our activities into a wider array of local contexts. Having had great success integrating the contributions of a small number of interns to-date, the project also intends to offer more of these mutually-beneficial opportunities across the team.

BUDGET

Overall spending for Taqarib in Year 3 is budgeted [REDACTED]. We anticipate that the total cost of implementation during Y3 will be shared as follows:

DAI	[REDACTED]
IRI (Sub-Awardee)	[REDACTED]
Altai (Sub-Awardee)	[REDACTED]

The total cost of implementation during Y3 includes a maximal allocation for ‘program’ costs. These are expenses – almost always grants or distributions of goods and services – that provide direct-support to Taqarib’s beneficiaries.

We estimate the disaggregated program-costs for each Objective during Y3 to be:

Objective 1	[REDACTED]
Objective 2	[REDACTED]
Objective 3	[REDACTED]
Objective 4	[REDACTED]
Grants	[REDACTED]

We further disaggregate these program-cost estimates across thematic areas for Y3:

Light Construction	[REDACTED]
COVID-19 Response	[REDACTED]
Female Empowerment	[REDACTED]
Support to Minorities	[REDACTED]

PARTNERSHIPS AND SUBGRANTS

Year 2 Grants Review: Before awarding grants to civil society organizations, and particularly those that are fledgling or far from direct oversight, it is vital that a project such as Taqarib conduct on-site due-diligence visits and consultations with the grantee. While Libyan CSOs showed extraordinary interest in applying for Taqarib grant opportunities during Years 1 and 2, the advent

of the COVID-19 pandemic has made it extraordinarily difficult to conduct this sort of due-diligence.

At the outset of Year 2, the COVID-19 pandemic also forced the resignation of Taqarib's Lead for Component II, which makes the largest contribution to Taqarib's grant portfolio. In January 2021 the project mobilized a replacement with deep experience in grant-making. Though his full induction to the grant-making context has been affected by Libyan travel restrictions (related to visas and to COVID-19 mitigation), the Component begins Year 3 with an extraordinary number of grant vehicles that are either recently announced, or ready for launch.

Taqarib therefore projects a substantial expansion of grant-making in Year 3. With a number of opportunities that are structurally unique, and designed to facilitate cascading awards to multiple entities at once, Taqarib expects to take up most of, if not all of the grant-making slack that has evolved over Years 1 and 2.

Direct Distributions of Goods and Services: A key implementation strategy for Taqarib's VIS activities will continue to be the direct transfer of equipment and supplies to partner-municipalities. Taqarib will continue to notify USAID of direct transfers of significant value. Taqarib will also continue with concrete steps (such as ensuring the use of asset registries, following up the terms of Citizen Charters, and promoting social accountability measures) to ensure that municipalities use equipment and supplies for their intended purpose and that they commit to long-term maintenance. Taqarib will consider these transfers as part of the project's commitment that 20% off the project's original award will directly benefit local organizations.

OPERATIONAL CONSIDERATIONS

COVID-19 Impact: Taqarib's planning for Year 2 accounted for the possibility that the impact of the COVID-19 pandemic would ease during the second half of the year, as vaccines became available. And yet as we begin Year 3, most ill effects of the pandemic are still with us, the result of inefficient vaccine distribution, the advent of more infectious variants of the virus, and the public's fatigue with personal mitigation measures. At the time of writing, the project remains in a highly protective posture with respect to mitigating disease-transmission; this includes very tight restrictions on the number of people allowed in any one office at a time and very infrequent in-person events. Reduced staffing at government offices continues, as do limitations on large-group events. Regular electricity and internet outages continue to affect electronic communications and, partly as a result of these, there has been a collapse in partners' willingness to participate in virtual events.

Importantly, the pandemic's impact on major manufacturing and seaports around the world has also affected Taqarib's dealings with suppliers of major goods. Delivery times and shipping costs have dramatically increased, and vendors have mostly lost the ability to predict how circumstances may change from one week to the next. Erring on the conservative side, this workplan does not anticipate major improvements in vendor performance during Year 3.

And yet these challenges notwithstanding, the project has been able to execute on the vast number of Year 2 workplan commitments, and we anticipate that Year 3 will finally represent a watershed moment in terms of the project's implementation capacity where COVID-19 effects are concerned. This has mainly to do with our near-term expectation for the universal vaccination of staff, the return to normal office operations, and more openness to in-person events. Prior to full vaccination, Project offices will remain closed and only re-open when the pandemic environment drops below certain thresholds identified in Taqarib's Risk Assessment Tool (such as a 14-day downward trend in the number of new cases). Staff can access project offices for urgent needs and offices are stocked with gloves, hand sanitizers, antiseptic wipes and, most importantly, masks.

Travel Restrictions: Implementation of programmatic activities may be further delayed if governments continue to impose lockdowns, curfews or travel restrictions due to the COVID-19 pandemic and/or security threats in Libya. Staff and consultants may not be able to reach Libya if air-travel remains closed or restricted to country-nationals. With a market dominated by imports in every sector, travel restrictions will also continue to impact timelines for vendors to provide necessary equipment and supplies.

Since the beginning of the project Taqarib has contracted with GardaWorld, a security firm, to provide general assessments of the operational environment, as well as specific determinations about the safety of staff travel itineraries, day-to-day. We will continue to rely on GardaWorld for these determinations in Y3 and, should we witness a deterioration in the risk-environment, we may return to the utilization of security escorts (as we did for conflict-affected areas during Y1) and other, more active ways of managing staff's risk exposure. We are also coordinating directly and at the highest levels of the Government of National Unity to secure visas for our expatriate staff, and we expect to be successful during the first half of Y3, notwithstanding heightened resistance to making these accommodations for international development organizations like DAI and IRI.

Currency Issues: Three interconnected factors will continue to affect Taqarib's procurement environment in unusual ways in Year 3. First, a significant, official devaluation of the Libyan currency in January of 2021, followed by a smaller re-valuation in June, has led to increased volatility of prices in the market as black- and real-market currency rates attempt to establish new equilibria. Second, uncertainty will continue to affect the dollar-cost of LYD-denominated goods, as vendors work to predict and account for any future devaluations (or re-valuations). Third, despite official attempts to solve the problem, vendors still have uneven access to letters of credit from the Central Bank of Libya. This has led well-resourced individuals and businesses to open dollar accounts at banks outside of Libya and conduct their financial transactions abroad. For any organization like Taqarib, which must comply with Libyan law and conduct all currency transactions at the official exchange rate, local procurements denominated in Libyan dinar can cost up to 3-times more than their actual (dollar-denominated) value. While this factor has come down from its year-ago highs of between 6- and 8-times dollar denominated values, the difference between real and black-market rates still accords substantial (and by our reckoning, unfair) competitive advantages for suppliers who are either internationally banked, or who have access to letters of credit.

Taqarib established a procurement policy in Year 2 that was designed to promote maximum value-for-money, while also ensuring as much fairness as possible when soliciting bids from the broadest segment of the market (vendors with access to letters of credit and/or foreign accounts, as well as vendors without those advantages). Taqarib will continue with this policy in Year 3, which is that:

1. For grants and procurements with estimated costs of less than [REDACTED], Taqarib will solicit LYD-denominated offers. For the purposes of making awards, Taqarib will compare LYD cost proposals on equal footing with one another, regardless of whether the offeror has access to a dollar-denominated account abroad. For the purposes of payment, Taqarib will make dollar-denominated transfers to an offeror's international account, if available. If not available, Taqarib will make LYD transfers to the offeror's local account, or LYD cash payments, using the official exchange rate established by the Central Bank of Libya.
2. For grants and procurements with estimated costs greater than [REDACTED], Taqarib will solicit USD-denominated offers. For the purposes of making awards, Taqarib will consider LYD cost proposals, using the official exchange rate to compare against USD-denominated offers. For the purposes of payment, Taqarib expects to make dollar-denominated transfers to an offeror's international

account. If Taqarib determines that an LYD-denominated offer, once converted at the official rate, is the best value for cost reasons or others, then the project will make payment in LYD.

Warehousing Approach: Vendors and suppliers often import equipment and goods to Libya and due to the security in Libya as well as the impact of COVID-19, delivery of these items is sometimes delayed. Vendors in Libya import the majority of goods and equipment and due to the timeline in receiving the items, Taqarib plans to identify potential warehouses to store goods that are bought in bulk. Project will also have service agreements with transportation companies to distribute goods to municipalities as they are ready to receive them.

CROSS-CUTTING TECHNICAL EMPHASES FOR YEAR 2

Taqarib observed three major additions to its technical guidance during Year 1. In FY20Q3 Taqarib received an add-on of approximately USD 3.5 million in support of **COVID-19 mitigation** and recovery activities. During the same quarter, Taqarib also received notification of two earmarks for existing program funds: one in the amount of USD 250,000 for support to **female empowerment** activities, and a second in the amount of USD 1 million for **support to minority populations**. During Year 3 Taqarib anticipates additional earmarking for female empowerment, as well as a new earmark for programs benefitting **youth**. Another Year 3 priority will be the ancillary ways in which Taqarib activities can support Libya's **national elections process**.

The text below describes stand-alone activities, and augmented plans for existing activities that will address these cross-cutting technical themes. Our discussions of project objectives and sub-objectives include explicit sections dedicated to all 5 thematic areas so that the reader can assess our treatment of these issues on their own terms.

IMPLEMENTATION PRINCIPLES

Geographic Balance: Taqarib and USAID will make collaborative decisions on geographic selection based on a weighted and holistic analysis of security, population (impact), service-delivery need, strategic importance (critical infrastructure, conflict drivers, etc.), political balance, ethnic balance, and local innovation in service delivery. Taqarib currently supports 29 municipalities, with the 30th to come online no later than FY22Q1. The project will indirectly support remaining municipalities via partnerships with MoLG and civic groups tied to municipal governance.

Political Neutrality: A core mandate of Taqarib—to achieve a more peaceful, unified state—depends on the project's ability to implement in all parts of the country. Nationwide implementation, in turn, is predicated on the project's ability to maintain a neutral political profile in all aspects of its work. Taqarib will therefore seek to preserve its neutrality by 1) ensuring an equitable distribution of partner municipalities across all regions, demographics, and political loyalties; 2) ensuring (by way of a standardized "assistance menu") that all partners have access to the same quality and varieties of assistance; and 4) communicating transparently with Libyan authorities about where the project will operate.

Appreciative Enquiry: More than an "if it ain't broke, don't fix it" approach, Taqarib will actively seek out the most creative and effective examples of individuals, organizations, or whole communities solving municipal service-delivery challenges. These examples will function as essential kernels of knowledge about the Libyan service-delivery context at the local level, as platforms for scaling good solutions, as test-cases for policy reforms, and as insurance supporting the long-term sustainability of project interventions (if a solution already exists somewhere in the Libyan context, in other words, it is more likely to successfully root itself elsewhere, and/or at greater scale). Appreciative enquiry is not an assessment. It is a process of observation, interrogation, and analysis that all project staff—and partner organizations—will undertake as a

daily responsibility, constantly growing the project’s “inventory” of innovative and practicable solutions.

Durable Change: To promote sustainability and self-reliance, Taqarib will seek cost-share from municipalities, CSOs, the private sector, and the national government, signifying their commitment to activity outcomes. Taqarib and partner-municipalities will define VIS projects broadly, so that they encompass as many related activities as possible, and thus provide as many opportunities as possible for cities to contribute to the shared project. For instance, during Years 1 and 2, the city of Zliten defined its public-market renovation project to include the structural and aesthetic improvements to market stalls (contributed by Taqarib) as well as the repaving of access-roads (contributed by the city of Zliten). The result is a fully integrated service-improvement project with substantial cost-share from the municipality.

Further to the sustainability objective, Taqarib’s municipal capacity development and performance improvement will include five support levels: structured training and workshops; coaching and mentorship in learn-by-doing environments; peer-to-peer learning; competitive subgrants to enable practical application of skills; and evidence-based piloting of short-term, high-impact municipal service initiatives. Taqarib will undertake these activities in order to develop processes and skills that are relevant to specific service-delivery challenges. The project will track improvements in municipal service-delivery performance over time, using tools such as MPI and OPI. The Taqarib MEL plan will directly align with Journey to Self-Reliance capacity and commitment indicators, such as those measured by the V-Dem dataset and World Justice Project.

Close Coordination with USAID: Taqarib will collaborate closely with USAID, other USAID programs, other donor activities, and Libyan Government actors at the national, municipal, and sub-municipal (mahalla) levels. In particular, Taqarib will work during Y3 to assess opportunities for continuing the sub-national work of LPFM, to include a broad-spectrum enquiry into whether Taqarib can assist with the promulgation and execution of new municipal-revenue regulations, municipal revenue-collection strategies and approaches, participatory budgeting, as well as effective, efficient, and transparent expenditure.

With the shift in Year 3 to in-country USAID project management, Taqarib will hold weekly meetings with USAID to provide updates on major activities, seek guidance regarding problems encountered, and offer solutions. Taqarib will host quarterly strategy review sessions to formally review project strategy, learn from experience, and adapt programming. Taqarib will participate in the GIZ-chaired multi-donor working group on local governance. Taqarib will work closely with international partners whose activities align with sub-national governance objectives, including GIZ, UNDP, the World Food Program, the US Institute of Peace, and others. Taqarib may also work with international partners in the area of emergency-management and municipal responses to the COVID-19 pandemic including, for example, the International Medical Corps.

Close Coordination with the Ministry of Local Government: Historically the project coordinated its activities directly with the High Committee for the Transfer of Competencies, the High Council for Local Administration, and the Ministry of Local Government. The High Committee was an executive extension of the Government of National Accord, and served as a hub for all activities supporting decentralization, with the High Council serving as a sort of secretariat. With the advent of the Government of National Unity in the winter of 2021, the Ministry of Local Government absorbed most prerogatives of the Committee, as well as many of its key staff. In Year 3, therefore, Taqarib will coordinate primarily with the Ministry of Local Government at the national level for guidance, and to achieve permissions for project activities, when required. As other national institutions, such as the House of Representatives, also seek to influence the project, in all cases Taqarib will refer those entities back to the Ministry of Local Government.

Cities as Primary Clients: Coordination with national entities notwithstanding, Taqarib will continue to view its 30 municipal-partners as the project’s principal clients. Feedback from

municipalities will constitute Taqarib’s primary source of technical guidance. A fractious institutional landscape at the national level with, at times, political and financial incentives that are at odds with municipal interests will likely place Taqarib in the position of “choosing sides” between national and local actors. In these instances Taqarib will work in all possible ways to serve as a constructive advocate for municipal priorities in front of national bodies, and will work at all times to adapt and adjust our various assistance channels to changing municipal needs.

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

Under Objective I Taqarib supplies partner-municipalities with equipment, materials, and technical assistance in order to improve their delivery of services and infrastructure. Taqarib aligns this assistance with NTC Law 59/2012 and its subordinate regulations and instructions. The project also coordinates its assistance on an ongoing basis with the Ministry of Local Government, The High Council for Local Administration, and the High Committee for the Transfer of Local Competencies.

Sub-Objectives Summary: The intended outcome under Objective I is for Libyan cities to improve their long-term technical capability to deliver quality services and infrastructure to their citizen constituents. In order to do this the Objective focuses much of its work on service-delivery projects in partner-municipalities that are discrete and tangible (SO 1.3), and that serve to motivate a broad spectrum of ancillary development activities under Objectives I-IV. Directly linked to these Visibly Improved Service (VIS) activities, Objective I offers demand-driven, practical training to municipalities' professional staff (SO 1.2) and facilitates opportunities for these professional staff to learn and adapt successful approaches to local service-delivery from their peers across the country, and abroad (SO 1.4). Local emergency preparedness (SO 1.5) became a new sub-objective in Year 2, and will continue in Year 3. This need for preparedness is driven principally by the need for municipalities to respond effectively to the coronavirus pandemic, but relevant for any number of emergent threats to public health and wellbeing. Alongside each of these activities the Objective periodically measures a series of municipal performance indicators in order to track progress toward the Objective's overall good-governance outcome (SO 1.1).

Year-3 Adaptations Summary: As the project, together with USAID, have now decided all 30 municipal partners, Taqarib will remove SO0.1 (Anchoring the Project with Relevant Partners) from the Year 3 Workplan. While the rest of the sub-objectives remain unchanged from Year 2, the team will adjust a number of its fulfillment approaches in Year 3. Among these adjustments:

1. For SO1.1: Objective I will eliminate mid-term (6-month) MPI evaluations. The Objective team has found that these mid-term evaluations do not tend to reveal meaningful change and, meanwhile, they consume an undue amount of field-staff time and effort.
2. For SO1.2: Objective I will add a number of professional-development content areas, as demanded by the context in general, by municipal partners, and by emerging USAID priorities.
3. For SO1.3: Objective I will make all reasonable attempts to re-introduce in-person peer-to-peer learning opportunities. The potential for such activities will remain highly dependent on the prevalence of COVID-19 infections, government mitigation measures, and vaccine rates. But with interest in virtual engagements falling among our partners, it is clear that Taqarib must make every effort to safely execute in-person learning opportunities.
4. Cutting across all sub-objectives, Objective 1 will shape activities and performance metrics in Year 3 so that we give due attention to USAID mandates for female empowerment, youth empowerment, support to ethnic minorities, and COVID-19 emergency-response.

SUB-OBJECTIVE 1.1: MUNICIPAL PERFORMANCE INDEX

Impact Statement: Municipalities will gain the technical capability to establish and measure service-delivery indicators and, as a function of regular monitoring, will observe improvements in their own performance over time.

Activity Summary: The Municipal Performance Index (MPI) is a management tool that municipalities – as well as Taqarib – can use to monitor and evaluate the effectiveness of local service-delivery efforts. The MPI is also a crucial element of adaptive execution.

In Year 3 Objective I will measure an MPI baseline for the final partner-municipality (Act. 1-A). For the 29 municipalities whose baseline MPI scores Taqarib established during Years 1 & 2, Objective I will collaborate with municipal officials during Year 3 to measure and report year-on-year progress (Act. 1-B). Across all 30 municipalities with which Taqarib has already established partnerships, Objective I will collaborate with municipalities to customize the MPI instrument for city-specific interests and concerns, and to incorporate Taqarib’s new areas of emphasis in Year 3 (Act. 1-C). Objective I will also work with Objective IV to incorporate the dynamic results of MPI evaluations into a digital dashboard that municipalities can access (Act. 4-D).

COVID-19 Response: In Year 3 the project will continue to use indicators that measure municipal performance in emergency-response, corresponding with the intended outcomes under SO 1.5.

Female Empowerment: In Year 3 the Objective will continue to use indicators that measure cities’ effectiveness in delivering services and infrastructure important for women’s livelihoods, health, and wellbeing. The Objective will also add indicators that measure female inclusion and participation at various levels of local government.

Support to Ethnic Minorities: In Year 3 the Objective will continue to use indicators that measure cities’ effectiveness in delivering services and infrastructure important for the livelihoods, health, and wellbeing of Amazigh, Tebu, Tuareg, and other ethnic minorities in Libya. Where these populations have significant presence, Objective I will also add indicators that measure their inclusion and participation at various levels of local government.

Youth Participation: In Year 3 the Objective will add indicators that measure cities’ effectiveness in delivering services and infrastructure important for youth’s health and wellbeing. The Objective will also add indicators that measure youth’s inclusion and participation at various levels of local government.

Validating the Electoral Process: In Year 3 the Objective will add indicators that measure municipalities’ ability to contribute constructively to the execution of local and national elections. The Objective team will also act in the immediate aftermath of local elections to establish fresh baselines for MPI scores.

Sub-Objective Indicator Summary:

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[1-A] Complete 12 New MPI Baselines	6	6		
[1-B] Complete 18 Year-End MPI Assessments		4	10	4
[1-C] Make Year 2 Adjustments to 30 MPI Assessment Instruments	30			

Activity 1-A: MPI Baselineing

Description: Taqarib will establish baseline MPI scores for 1 new partner-municipality in order to track changes in performance over time. Taqarib field-staff will direct the process of MPI baselining, collaborating with multiple points of contact within each municipality to assign scores for each criterion.

Milestones:

%	Milestone/Output
25	Municipal selection
50	MPI criteria finalized
75	Initial visit by Taqarib field-staff
100	Baseline scores recorded

Cross Coordination:

With Objective II - Incorporate community participation in the MPI baselining process including, especially, the active participation of Champions-for-Change.

With Objective III – Establish local policies and guidelines that mandate periodic assessments similar to the MPI.

With Objective IV – Incorporate MPI data into digital dashboard.

Tools:

1. Adapted MPI assessment instrument
2. In-kind grants
3. Digital dashboard

Partners:

1. Partner-Municipalities and their chosen representatives
2. Libya Municipal Professionals Association
3. Local CSOs
4. Champions for Change
5. Businesses, business associations, and trade groups
6. Colleges/Universities

Activity 1-B: Mid-Term and Year-End MPI Assessments

Description: At the yearly anniversary of baseline MPI assessments in partner-municipalities, Taqarib will conduct year-end assessments. These assessments will reveal a trend (improving or worsening) for municipal performance, as well as the factors affecting that trend. Taqarib field-staff will partner with municipal officers in updating cities’ MPI scores, growing each cities’ ownership of the MPI process.

Milestones:

%	Milestone/Output
25	Updated criteria
50	Communication of intent to re-assess MPI factors
75	Initial scoring visit
100	Mid-year or year-end scores recorded

Cross Coordination:

With Objective II - Incorporate community participation in the MPI baselining process including, especially, the active participation of Champions-for-Change.

With Objective III – Establish local policies and guidelines that mandate periodic assessments similar to the MPI.

With Objective IV – Incorporate MPI data into digital dashboard.

Tools:

1. In-kind grants

Partners:

1. Partner-Municipalities and their chosen representatives
2. Local CSOs
3. Champions for Change
4. Businesses, business associations, and trade groups
5. Colleges/Universities

Activity 1-C: MPI Adaptation

Description: Objective I will adjust MPI assessment instruments in Year 3 to reflect new or refined priorities as expressed by municipal institutions, their local residents and community organizations, as well as by the Taqarib project and USAID. For the 1 new partner-municipality in Year 3, the tailoring process will be part of the baselining activity. For the 29 partner-municipalities that joined during Years 1 & 2, the tailoring process will take place prior to annual measurements. This tailoring of the assessment instrument will contribute to more localized measurements of service-delivery performance, and will allow the project to measure the degree to which municipal institutions consider community priorities when planning for service-delivery. This customization will also allow the project to track its own performance against new objectives for emergency-response, female empowerment, support to ethnic minorities, support to youth, and validating elections.

Milestones:

%	Milestone/Output
25	Civil society consultations concluded
50	Private-sector consultations concluded
75	Draft of Revised MPI
100	Revised MPI draft validated by design partners

Cross Coordination:

With Objective II – Incorporate community priorities into the city-specific performance indicators of each MPI instrument.

Tools:

1. Community-based workshops
2. Private-sector workshops
3. Municipal department workshops

Partners:

1. Partner Municipalities and their Chosen Representatives
2. Libya Municipal Professionals Association
3. Local CSOs
4. Champions for Change
5. Businesses, business associations, and trade groups
6. Professional Associations/Syndicates/Unions
7. Municipal Guards
8. Colleges/Universities
9. MoLG
10. HCLA
11. HCTC

SUB-OBJECTIVE 1.2: LOCAL GOVERNMENT PROFESSIONALIZATION

Impact Statement: Municipal staff will receive the technical support that they need to successfully execute and maintain local VIS projects. They will also build their skills in other technical areas that contribute to long-term service-delivery outcomes in their local communities.

Activity Summary: Objective 1 has established a library of training modules that it can deliver, on-demand, to professional staff in municipalities throughout Libya. Training modules correspond to a wide range of planning, management, and execution skills related to municipal service delivery. In Year 3 Objective I will continue to add to Taqarib's library of training courses (Act. 1-D). Using this library, the Objective team will work to develop multiple delivery channels, ensuring redundancy and maximizing flexibility in the face of a challenging operational environment. Taqarib will focus its delivery strategy on an digital education platform developed by DAI's Center for Digital Acceleration (Act. 1-E), and targeted trainings conducted by project staff and/or hired consultants (Act. 1-F).

Year 3 Adaptations Summary: With the development of Taqarib's in-house digital learning platform accomplished in Year 2, and with the prospect of widespread vaccine distribution in Year 3, Taqarib will return its focus to establishing institutional partnerships necessary for in-person instruction that complements our professional-development course portfolio.

Where specific course titles are concerned, Taqarib intends to expand its portfolio of on-demand content in Year 3 to include.

1. Municipal Customer Service
2. Advanced GIS Training (including mahallah mapping and service-infrastructure layering)
3. Road Repair Training for Pothole Repair
4. Road Repair Training for Crack Sealing
5. First-Time Implementation of International Building Codes
6. Code Enforcement
7. Asset Management
8. Five-Year Capital Improvement Planning
9. Advanced Safety Training (to complement each of the 10 existing courses)
10. Introduction to Smart Cities.
11. Advanced Volunteer Management Training
12. Maintenance of Solar Lighting Systems

As we enter Year 3, Taqarib must acknowledge that the incorporation of a third-party Massive Open Online Course (MOOC) provider is unrealistic. Pandemic-related supply constraints within

the industry will continue to mean that Taqarib is unable to identify a qualified and willing supplier. We have therefore eliminated what appeared in the Year 2 workplan as “Activity 1-E: Massive Open Online Courses”. Instead we will continue to invest in Taqarib’s own-branded platform.

COVID-19 Response: Taqarib will add course modules specific to municipal services that are important for maintaining public, preventing the spread of disease, and combating the threat of COVID-19 in particular.

Female Empowerment: Objective I will work with municipalities to actively encourage female staff’s enrollment in professional development opportunities. (The project will also naturally emphasize online learning approaches that facilitate greater female participation). Objective I will also work with Libyan partner organizations during Year 3 to adapt standard course content to specific municipal contexts, in such a way that it explicitly addresses the differential impact of various public services on women and men.

Support to Ethnic Minorities: Objective I will work with municipalities to actively encourage minority staff’s enrollment in professional development opportunities. Objective I will also work with Libyan partner organizations during Year 2 to adapt standard course content to specific municipal contexts, in such a way that it explicitly addresses the differential impact of various public services on minority populations.

Support to Youth: Objective I will also work with Libyan partner organizations during Year 3 to adapt standard course content to specific municipal contexts, in such a way that it explicitly addresses the differential impact of various public services on youth.

Validating Elections: Objective I will work with partner-municipalities to determine content-areas that would be most beneficial to cities’ support for electoral processes and procedures. Communications strategies that both inform and help to manage public expectations of municipal service-delivery will be an area of specific emphasis.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[1-D] New Training Modules Ready for Delivery	2	2	2	2
[1-E] Professional Staff Trained Using In-House Mechanism	90	90	90	90
[1-F] Professional Staff Trained Using Direct Mechanism	40	40	40	40
[AMELP 5] # Unique Participants in Professional-Development	130	130	130	130
[AMELP 6] # of Unique Participants with Improved Skills	100	100	100	100

Activity 1-D: Training Module Development

Description: Objective I will continue to develop municipal-service training modules on a demand-driven basis. Taqarib will focus on content that complements VIS projects, legal and regulatory reforms pertaining to local government, the expressed interests of partner-municipalities, and USAID priorities. Objective I will employ a participatory approach in the design, adaptation, validation, and delivery of each module. A crucial aspect of module development during Year 3 will be content-localization, to include an in-depth policy review for each service-area, a process-mapping exercise, and the incorporation of Libyan case-studies.

Milestones:

%	Milestone/Output
25	First-draft submitted for translation
50	Translated copy sent to partners for comment
75	Second-draft submitted for translation
100	Final draft validated by partners

Cross Coordination:

With Objective II – Incorporate community priorities into module design, including private-sector input. Ensure community participation in validation exercises. Collaborate on the design of training modules specific to municipal engagement with civil-society, the private sector, local institutions, and individual contributors to municipal governance.

With Objective III – Collaborate on the design of training modules specific to legislative and regulatory reforms pertaining to local government.

Tools:

1. Content-design and validation workshops
2. STTA/consultant subject matter experts

Partners:

1. Partner-Municipalities and their chosen representatives
2. Libya Municipal Professionals Association
3. Champions for Change
4. Businesses, business associations, and trade groups
5. Professional Associations/Syndicates/Unions
6. Universities, colleges, and institutes

Activity 1-E: Taqarib-Branded Training Platform

Description: To maximize municipal officers’ access to Taqarib’s course content in the face of the pandemic and other security and travel restrictions, Objective I will continue to invest in an online-education platform that the project can deploy as a flexible alternative to other training mechanisms. The platform will be a key asset that Taqarib can hand-over to the Government of Libya at the conclusion of the project. With respect to content-delivery, it will also involve many of the same partnerships with local institutions as A1.5.

The technological foundation of the online learning platform is completed. What remains is for Taqarib to align it with course content and establish the parameters for delivery (sessions and their frequency, proctoring guidelines, examinations, etc.). For delivery that requires in-person proctoring or teaching assistance, Taqarib aims to work with local-partner institutions, such as the Planning Institute and the Korean Center for Capacity Building. Taqarib’s subject-matter experts will then train these partners to deliver courses under contract.

Milestones:

%	Milestone/Output
25	Digital platform finalized
50	Agreement signed with local partner
75	TOT completed
100	Initial training delivered

Cross Coordination:

With Objective II - Recruit public institutions, private organizations, and other potential suppliers of local MOOC support.

Tools:

1. STTA Support – DAI Center for Digital Acceleration
2. Taqarib course library
3. Service contracts
4. Train-the-trainer workshops

Partners:

1. Ministry of Local Government
2. Planning Institute
3. Korean Center for Capacity Building
4. National Institute for Public Administration
5. Universities, Colleges, and institutes.

Activity 1-F: – Individualized Training

Description: In order to be as timely, and as demand-driven as possible when responding to municipal training needs, Objective I will utilize a combination of project staff, as well as outside subject-matter experts to deliver training modules on an as-needed basis. Objective I expects this activity to directly correspond with ongoing VIS projects, as well as urgent demands for effective emergency-response.

Milestones:

%	Milestone/Output
25	Training needs identified
50	Service contract finalized (where applicable)
75	Train-the-trainer completed
100	Conclusion to Individual Training

Tools:

1. STTA/consultant subject matter experts
2. Peer-to-peer exchanges/study-tours
3. Taqarib course library

SUB-OBJECTIVE 1.3: VISIBLY IMPROVED SERVICES

Impact Statement: Under the auspices of Citizen Charters, Objective I will continue to implement highly visible small-infrastructure and/or service improvement projects in each of Taqarib’s partner-municipalities. These projects will demonstrate the public value of local governance, and by fostering public participation in the Citizen-Charter process, Taqarib expects that municipal institutions will accrue greater public legitimacy over time. Taqarib aims to implement VIS projects at the rate of approximately 1 project per year in each municipality. In an effort to ‘catch-up’ with COVID-19 delays during Years 1 & 2, however, Taqarib will initiate more than one project in some municipalities during Year 3, wherever possible.

Activity Summary: Objective I will continue to draw from Taqarib’s “Assistance Menu” to define the range of eligible VIS projects under SO 1.3. For the purposes of clarity and comprehensiveness, we describe each of these ‘Menu’ items as a separate activity (Act. 1-H sub-activities). Because VIS projects are demand-driven – decided at the request of municipalities and participating residents – it is not possible to say at the start of the Year 3 exactly which VIS projects Taqarib will implement. Ascertaining this demand is a function of the Citizen Charter process (Act. 1-G), something that precedes and guides the implementation of every VIS project. The Citizen Charter process is also crucial for achieving Taqarib’s overall governance objective.

Year 3 Adaptations Summary: Drawing on specific feedback from municipalities and opportunities for significant impact, Taqarib has decided to add three service-areas to its “assistance menu” during Year 3: 1) Level II Road Repair, 2) Level II Waste-Management, and 3) Level II Storm-Drain Maintenance. Meanwhile, partner feedback and overlapping objectives within the “menu” have led Taqarib to remove “Street Cleaning and Maintenance”.

During Years 1 & 2 the Objective team has identified opportunities to expand and deepen public consultation processes as part of VIS project implementation. New steps in the VIS process will comprise, specifically: 1) a round of public-consultations involving CSOs and neighborhood associations that address draft technical-drawings for such projects as park rehabilitation, sport-court installation, waste-recycling, etc.; and 2) a formal policy-development and adoption process that addresses long-term maintenance of VIS projects.

COVID-19 Response: Objective I has added specific activities (Act 1-I sub-activities 1-I/1 – 1-I/15) that are designed to help municipalities execute a broad-spectrum COVID-19 response.

Female Empowerment: Objective I will identify municipalities in Year 3 that are willing to appoint all-female committees to oversee the cities’ VIS design process. Committee members may include female council members, CSOs with female leadership, female business-owners, etc.

Support to Ethnic Minorities: Objective I will identify municipalities in Year 3 that are willing to appoint all-minority committees to oversee the cities’ VIS design process. Committee members may include minority council members, CSOs with minority leadership, minority business-owners, etc.

Taqarib acknowledges that this approach will encounter resistance from municipalities where the dominance of majority populations is built-into local institutions. In parallel, therefore, Objective I will work with community representatives and Taqarib’s Senior Technical Officer to identify municipal infrastructure and services that are especially important to the well-being and livelihoods of minority constituencies. Taqarib will use those findings to drive VIS design so that there is direct-benefit to minority populations, without overtly politicizing the process.

Support to Youth: Objective I will identify municipalities in Year 3 that are willing to appoint all-youth committees to oversee the cities’ VIS design process. Committee members may include youth councils established for the specific purpose, existing CSOs with youth leadership, student clubs/unions, youth athletic clubs etc.

Validating the Electoral Process: Objective I will coordinate an all-of-project approach that enhances municipal communications surrounding each VIS project, linking progress in service-delivery to the democratic character of municipal institutions, and the participatory nature of local governance.

Sub-Objective Indicator Summary

Sub-Objective Indicator	Targets			
	Q1	Q2	Q3	Q4
[1-G] Citizen Charters Signed	6	8	12	4
[AMELP 1] # of Municipal Implementation Agreements	6	8	12	4
[AMELP 4] # of Charters that Include Citizen Priorities	6	8	12	4
[AMELP 7] # of Municipality-led Community Planning Sessions	6	8	12	4
[1-H] VIS projects completed	10	8	8	12
[AMELP 3] # of VIS Projects Supported	10	8	8	12

Activity 1-G: Citizen Charters

Description: Taqarib uses its Citizen Charter process to drive positive interactions between communities and their local governments, to maximize the inclusion of community priorities in municipal plans, and to provide a social-accountability mechanism for municipalities and their residents to collaborate on service-delivery. Citizen charters define the VIS activities that take place in each partner-municipality. They identify the responsibilities of Taqarib, municipal offices, and community representatives in executing VIS projects, and they also encourage as much cost-share as possible.

Milestones:

%	Milestone/Output
25	CSO design workshops completed
50	Private-sector design workshops completed
75	Municipality completes mahallah mapping
100	Charter signed

Cross Coordination:

With Objective II – Ensure that citizen charters include maximum community input. Collaborate on female- and ethnic-minority inclusion efforts.

Tools:

1. Community and local-government design workshops

Partners:

1. Elected mayor (in all possible cases)
2. Director – Projects and Technical Affairs Office
3. Director – Local Utilities and Public Works Office
4. Local civil society organizations
5. Resident champions for change
6. Local universities, colleges, and institutes

7. WEON
8. Municipal Guard
9. Public Property Authority

Activity 1-H: Service-Improvement Projects

Description: Objective I has included 17 service-areas in its Year 3 Assistance Menu. Each partner-municipality will select one service area from the menu and use it to guide the substance of that city’s Citizen Charter. In collaboration with municipalities, Objective I will then oversee the work the charters prescribe.

Objective I uses a set of criteria to curate Taqarib’s assistance menu: eligible services should be under the primary stewardship of municipal institutions; they should be tangible and visible to city residents; they should be addressable under Taqarib’s scope and scale; they should not overlap with other donor or GoL efforts; and they should promote a range of specific project objectives, including support for emergency-response capabilities, female empowerment, and ethnic minorities.

Citizen charters define which “menu” item Taqarib will deliver to partner-municipalities. They also specify the city’s commitment to the good operation and maintenance of any distributed equipment or supplies. Under Objectives I and III Taqarib works with all cities to design comprehensive policies, plans and manuals for each service-area under development, as well as operations and maintenance guides for associated equipment and supplies. Taqarib works with each city to incorporate distributed items into asset registries (sometimes using equipment distribution as a forcing-function to develop these registries from scratch). Through training and other means, Taqarib also links cities that have received similar equipment (such as solar streetlights) so that they can collaborate on long-term servicing and maintenance.

For the purposes of this workplan, we identify each menu item as a sub-activity associated with Activity 1-H. The variety of sub-activities means that each will have its own milestones and, frequently, its own unique needs in terms of cross-coordination, tools, and partners. The sub-activity sections below outline some of these unique characteristics. Other elements are common to all of Activity 1-H, such as:

Cross-Coordination

With Objective II – Ensure community support for, and constructive monitoring of all VIS activities. Active community engagement is crucial in the design and execution of projects that involve trade-offs with other service-delivery investments and can be, therefore, intrinsically controversial. Positive local consensus toward Taqarib’s interventions will promote ownership, sustainability, and burden-sharing, while also safeguarding against regulatory disputes and other sources of project delay.

With Objective III – Ensure that there is a clear legal path for implementing service-delivery improvements that have learning components and potential positive regulatory implications. Collaborate over the structuring of VIS interventions so that Taqarib can effectively capture the benefits of local innovation and reform.

With Objective IV – Incorporate service-indicator monitoring strategies for each VIS project, using Taqarib’s service-dashboard to visualize and track improvements over time.

Tools:

1. Taqarib Assistance Menu
2. Community design workshops

3. Direct distribution of goods and services
4. Service contracts for engineering support
5. Clean-up activities
6. Preparatory training in urban planning
7. Technical assistance with GIS mapping

Partners:

1. Municipal leadership
2. Libya Municipal Professionals Association
3. Libya Mayors Association
4. Designated municipal liaisons
5. Local businesses

Sub-Activities

1-H/1 – Construction Debris Removal

Scope: Focused on cities that have borne the physical brunt of Libya’s civil conflict, Taqarib will assist in the demolition, reuse, and/or removal of debris that threatens people’s health and safety, prevents renewed economic investment, and functions a psychological drag on Libya’s peacebuilding process. Taqarib will work with municipalities to find markets for reusable materials and, where possible, will incorporate these materials into other VIS projects. The typical scale for debris removal projects will be one city block.

Taqarib will accomplish this work through the procurement and deployment of a mobile jaw crusher. Taqarib will partner with municipalities and with the General Services Company to operate the crusher, and to arrange its transport between partner-municipalities that have experienced significant damage. Unexploded ordinance is a major concern in these environments, and for this reason Taqarib will partner with both the Halo Trust and with the Danish Refugee Council to clear all candidate sites prior to Taqarib’s processing of debris.

Milestones:

%	<i>Milestone/Output</i>
25	Site identified
50	Disposal plan finalized and partnerships agreed
75	Crusher moved into place/crushing begins
100	Site cleared

Tools:

1. Crusher procurement and delivery
2. Training – Crusher use and maintenance
3. Material disposal training
4. Training – Design and use of local landfills and reuse centers

Partners:

1. General Cleaning Company
2. HALO Trust (UXO clearance)
3. Danish Refugee Council
4. USAID Office of Transition Initiatives Libya Transition Activity

5. Concrete and asphalt plants

1-H/2 – Public Market Renovation

Scope: Objective I will limit its work to the repair and rehabilitation of existing structures found in public markets, as well as lighting and implements for localized advertising. The typical scale for public market renovation will be approximately 16-20 stalls and associated structures, including gates and roofing.

Milestones:

%	Milestone/Output
25	Technical drawings received
50	Training completed and procurements delivered
75	Repair/installation begins
100	Project handover

Tools:

1. Training – New-equipment installation and maintenance
2. Public education campaigns – Recycling

Partners:

1. Chambers of Commerce and Business Associations
2. Public Property Authority
3. Municipal Guard

1-H/3 – Green-Waste Recycling

Scope: Objective 1 will work with municipalities to design and execute plans for the recycling of green waste, complementing this work with public information campaigns. The typical scale for the sub-activity will involve city-wide waste-collection, composting, and then the distribution of composted material over up to 5 acres of municipal park-land.

Milestones:

%	Milestone/Output
25	Technical studies of waste-sources and composting needs
50	Training concluded and procurements delivered
75	Collection initiated
100	Compost distributed

Tools:

1. Training – Composting and compost management

Partners:

1. General Cleaning Company
2. CSOs interested in recycling

1-H/4 – Local Road Repair

Scope: Objective I will assist municipalities with pothole patching, road repair and rehabilitation. In conjunction with debris removal (where applicable) Taqarib may also assist with asphalt and concrete batch-plants with the potential for reusing crusher outputs. The typical scale for the sub-activity will be 3-5 km of road.

Milestones:

%	Milestone/Output
25	Technical drawings completed
50	Training completed and procurements delivered
75	Repair-work initiated
100	Project handover

Tools:

1. Training – Asphalt road repair
2. Training – Asphalt repair equipment use and maintenance

Partners:

1. General Cleaning Company

1-H/5 – Street Lighting

Scope: Objective 1 will work with municipalities to install and maintain sections of solar street lighting, also fitted for localized advertising. The typical scale for the sub-activity will be 20 street-lights with banner attachments.

Milestones:

%	Milestone/Output
25	Technical drawings finalized
50	Training completed and procurements delivered
75	Installation initiated
100	Project handover

Tools:

1. Training – Solar panel and battery maintenance

Partners:

1. General Electric Company of Libya

1-H/6 – Parks and Recreation

Scope: Objective I will work with municipalities to rehabilitate sports-courts and community-use facilities, such as benches, waste-containers, field- and path-lighting, etc. The typical scale for the sub-activity will be a single sports-court (basketball or soccer) and accompanying facilities.

In Libya, municipal sports facilities have provided especially good opportunities for cities to partner with the private investors to form public private partnerships. Taqarib will pursue this

strategy wherever possible under SA 1.9.6, using it as an opportunity to increase each project’s scale, grow its visibility, expand cost-share, and ensure sustainability.

Milestones:

%	Milestone/Output
25	Technical drawings finalized
50	Service-contract signed
75	Rehabilitation works begin
100	Project handover

Tools:

1. Lighting maintenance – panels and batteries
2. Engineering service contract

Partners:

1. Ministry of Youth/Sports
2. Local sports associations
3. CSOs
4. Private sector direct investors

1-H/7 – Disability Access

Scope: Objective I will work with municipalities and community organizations to design and implement plans for adapting infrastructure to the needs of people with disabilities, focusing on curb-cuts and other access standards for sidewalks. The typical scale for the sub-activity will be 1 kilometer of walkway.

Milestones:

%	Milestone/Output
25	Technical drawings finalized
50	Service-contract signed
75	Improvements begin
100	Project handover

Tools:

1. Training – Disability design and planning
2. Engineering service contract

Partners:

1. National associations for people with disabilities
2. Disability CSOs
3. C4C

1-H/8 – Sidewalks and Paths

Scope: Objective I will work with municipalities and community organizations to design and implement plans for walkway improvements, including widening and re-surfacing for multi-

modal transportation (pedestrian, bicycle, stroller, wheelchair). The typical scale for the sub-activity will be 1 kilometer of walkway.

Milestones:

%	Milestone/Output
25	Technical drawings finalized
50	Service-contract signed
75	Improvements begin
100	Project handover

Tools:

1. Training – walkway design and planning
2. Service contracts

Partners:

1. Neighborhood associations
2. CSOs

1-H/9 – Storm Drain Cleaning and Maintenance

Scope: Taqarib will assist municipalities with the cleaning of storm-drain inlets, accompanied by public-education effort related to the maintenance of drainage infrastructure. The typical scale for the sub-activity will be 5 km of road.

Milestones:

%	Milestone/Output
25	Cleaning plan finalized
50	Cleaning partnerships/service-contracts agreed
75	Cleaning and public-education completed
100	Long-term strategy adopted

Tools:

1. Training – longer term planning and management
2. Service contracts

Partners:

1. General Cleaning Company
2. CSOs
3. Businesses and business associations

1-H/10 – Landscaping

Scope: Objective 1 will assist municipalities in the design and execution of landscaping plans for traffic-circles, roadsides, and open public spaces. Where there are opportunities, Taqarib will also include support for the establishment or improvement of municipal nurseries. The typical scale for the sub-activity will be a 2km linear section, a single traffic circle, or a half-acre open space.

Milestones:

%	Milestone/Output
25	Technical drawings finalized
50	Training completed and procurements delivered
75	Renovation and installation begins
100	Project handover

Tools:

1. Training – Basic landscape design and maintenance
2. Training – Waste reduction and management
3. Service agreements

Partners:

1. General cleaning company
2. CSOs

1-H/11 – COVID-19: Hygiene Management

Scope: Objective I will assist municipalities in establishing sites that demonstrate effective disease-prevention hygiene at businesses, public institutions, outdoor facilities, or model homes. Taqarib will assist in adapting hygiene standards and developing plans for local enforcement. The typical scale for the sub-activity will be two demonstration sites.

Milestones:

%	Milestone/Output
25	Demonstration sites identified
50	Training completed and procurements delivered
75	Demonstration-sites completed
100	Community enforcement begins

Tools:

1. Training – Practices and supplies for disease prevention

Partners:

1. Municipal Guard
2. General cleaning company
3. National Centers for Disease Control

1-H/12 – COVID-19: Business Restart

Scope: Taqarib will assist municipalities in improving business-licensing systems and infrastructure, and in streamlining business-licensing requirements and procedures. Taqarib will also assist municipalities with their design of private-sector contract mechanisms, and with outreach to businesses, business associations, chambers of commerce, and other private-sector entities that are eligible for participation in municipal contracting. Public education efforts will focus on effective bidding strategies, performance, and compliance rules that apply to public-sector contracting.

Milestones:

%	Milestone/Output
25	Business-licensing training curriculum finalized
50	Training delivered to municipality staff and Municipal Guard
75	Business-opportunity workshops concluded
100	New-business registrations; existing-business renewals; public-contract solicitations released

Tools:

1. Training
2. Workshops
3. Direct distribution of goods and services

Partners:

1. Municipalities
2. Municipal Guard
3. Local businesses, business associations, chambers of commerce

1-H/13 – COVID-19: Medical Waste Management

Scope: Objective 1 will work with municipalities and primary-care providers to improve safety surrounding the disposal of medical waste. The typical scale of the project will include the installation of one small-scale medical-waste incinerator capable of hygienically disposing of gloves, gowns, and other contaminant-waste.

Milestones:

%	Milestone/Output
25	Facility identified
50	Training completed and procurements delivered
75	Medical-waste disposal plan finalized
100	New disposal procedures begin

Tools:

1. Training – New equipment installation, operation, and maintenance

Partners:

1. Ministry of Health
2. CSOs

1-H/14 – Level II Road Repair

Scope: Equipment and techniques that complement the accomplishments of cities that selected road repair during a previous VIS wave.

Milestones:

%	Milestone/Output
25	Stretch of road identified with community input
50	Training completed and procurements delivered
75	Repair work underway
100	Repair work completed

Tools:

1. Training – New equipment operation and maintenance

Partners:

1. General Services Company

1-H/15 – Level II Waste-Management

Scope: Equipment and techniques that complement the accomplishments of cities that selected green-waste recycling during a previous VIS wave.

Milestones:

%	Milestone/Output
25	Locality and target waste-streams identified
50	Training completed and procurements delivered
75	New waste-management practices initiated with guidance
100	Project handover

Tools:

1. Training – New equipment operation and maintenance

Partners:

1. General Services Company
2. PepsiCo

1-H/16 – Level II Storm-Drain Maintenance

Scope: Equipment and techniques that complement the accomplishments of cities that selected storm-drain maintenance during a previous VIS wave.

Milestones:

%	Milestone/Output
25	Locality identified
50	Training completed and procurements delivered
75	Maintenance initiated with guidance
100	Project handover

Tools:

1. Training – New equipment operation and maintenance

Partners:

1. General Services Company

SUB-OBJECTIVE 1.4: PEER-TO-PEER LEARNING

Impact Statement: Objective I will facilitate opportunities for municipal officers to learn technical skills and adapt successful service-delivery strategies from their peers across the country, and abroad. In the aggregate, these instrumental relationships will improve the nationwide delivery of municipal services. They will serve important peace- and state-building functions by establishing cooperative links between communities that might otherwise compete in the political space. And they will also contribute to the sustainability of successful service-delivery approaches by serving as a repository and clearinghouse of institutional knowledge.

Activity Summary: Objective I will promote constant, substantive communication between directors of municipal Project and Utilities offices through its support to the Libyan Municipal Professionals Association (Act. 1-I). We will complement this day-to-day engagement with periodic opportunities for municipal staff to participate in study tours and exchanges with colleagues in other municipalities (Act. 1-J). Objective I will support existing civic organizations with memberships built around previous service in municipal government (Act. 1-K). Finally, Objective I will expand opportunities for Libyan municipal staff to interact with and learn from their international counterparts, including the Romanian City Managers Association (Act. 1-L), the International City Managers Association (Act. 1-M), and individual city-to-city pairs (Act. 1-N).

Year 3 Adaptations Summary: Year 1 and Year 2 interventions have anchored Taqarib’s peer-to-peer learning objectives in concrete examples of successful interaction. Objective I will seek to reinforce existing peer-to-peer channels in Year 3, and expand to new channels in the model of prior success. These include: the ‘center-of-excellence’ model pioneered by the Tripoli Municipality GIS lab; the ongoing exchange between the Libya Municipal Professionals Association and the Romanian City Managers Association; the cementing of the Libya Association’s status within the International City Managers Association; and an expansion of the city-to-city exchange model pioneered in Year 2 by Ghadames and Tinley Park, Illinois.

COVID-19 Response: Objective I will include peer-to-peer learning opportunities on municipal strategies and approaches that have been successful in responding to the COVID-19 pandemic.

Female Empowerment: In its support for civic groups that comprise current and former municipal officers, Taqarib will dedicate special attention to organizations defined by female membership and female leadership, such as WEON (national), Menbar al-Mara’ (Zawiya), and Nisa’ Ra’idat (Ajdabiya). With respect to peer-to-peer learning content, Taqarib will dedicate special attention to case studies involving municipal approaches to governance and service-delivery that led to positive impacts for women’s representation, wellbeing, and livelihoods.

Support to Ethnic Minorities: With respect to peer-to-peer learning content, Taqarib will dedicate special attention to case studies involving municipal approaches to governance and service-delivery that lead to positive impacts for minority representation, wellbeing, and livelihoods.

Support to Youth: With respect to peer-to-peer learning content, Taqarib will dedicate special attention to case studies involving municipal approaches to governance and service-delivery that lead to positive impacts for youth participation in local governance and wellbeing.

Validation of Elections: With respect to peer-to-peer learning content, Taqarib will dedicate special attention to municipal experiences with post-election communications and service

delivery. The effort will be to connect cities that are at similar stages in the elections-cycle (such as immediate post-election, or elections upcoming), as well as cities that are at different stages, so that more mature councils and mayors may be in position to mentor newer counterparts.

Sub-Objective Indicator Summary

Sub-Objective Indicator	Targets			
	Q1	Q2	Q3	Q4
[1-I] LMPA members engaged in peer-to-peer learning	50	40	50	50
[1-J] Participants in Study-tours and/or virtual exchanges	30	30	30	40
[1-K] Alumni association members engaged in peer-to-peer learning	10	10	10	10
[1-L to 1-N] Libyan Participants in International Peer-to-Peer Events	10	15	10	10
[AMELP 8] # of Unique Peer-to-Peer Participants	30	30	30	30

Activity 1-I: Libyan Municipal Professionals Association

Description: Objective I will continue to develop the Libyan Municipal Managers Association through quarterly meetings, by fostering interactivity with similar associations around the world, and by feeding it a steady supply of solutions-oriented information products. In addition to individual, person-to-person channels, Taqarib will carry-on using WhatsApp as a platform for information-exchange among members of the association. Should pandemic conditions dramatically improve during the course of the year, Taqarib will seek to hold at least one in-person LMPA meeting during the year.

Milestones:

%	Milestone/Output
25	Q1 Meeting
50	Q2 Meeting and induction of new members
75	Q3 Meeting and induction of new members
100	Q4 Meeting

Tools:

1. Quarterly meetings
2. Semi-annual meetings that include participation from international ICMA chapters

Partners:

1. Partner-municipalities
2. International City Managers Association
3. Romania City Manager’s Association
4. City-to-City Partners

Activity 1-J: Professional Exchanges

Description: Objective I will facilitate opportunities for municipal staff across the country to visit one-another – virtually or in-person – in order to learn technical skills, walk-through the execution of innovative service-delivery strategies, and build long-term professional bonds. Having worked with Tripoli Center and Zliten for such exchanges during Year 2, Objective I will identify additional

exchange-partners as more and more cities demonstrate unique capabilities and the inclination to transfer those capabilities to other cities around the country.

Milestones:

%	Milestone/Output
25	Plan finalized and partnerships agreed for round-one exchanges
50	Round-one exchanges
75	Plan finalized and partnerships agreed for round-two exchanges
100	Round-two exchanges

Cross-Coordination:

With Component II – Ensure that study-tours incorporate successful community engagement strategies and practices, with contributions from local civil society organizations and/or individual contributors.

With Component III – Capture the policy implications of successful service-delivery strategies and practices.

With Component IV – Record and incorporate take-aways from professional exchanges on the Taqarib dashboard.

Tools:

1. In country study tours
2. Direct distributions of goods and services
3. Small grants.

Partners:

1. Municipality of Tripoli Center
2. Municipality of Zliten

Activity 1-K – Alumni Networking

Description: Objective I will support and/or create entities that assist current municipal governments by channeling to them the knowledge and experience of their predecessors. Taqarib will continue to focus Year 3 support on existing ‘alumni’ organizations, such as WEON. After undergoing an important change in leadership, Taqarib will also begin to work on this activity with the Libyan Mayors Association. In addition to these, Taqarib will continue to work toward the establishment of other thematic alumni associations representing, for example, minority interests, specific geographies, economic factors (maritime trade, agriculture, tourism, etc.), and other cross-cutting themes. In its support for new organizations such as these, however, Taqarib will only invest in groups of individuals who have already established their clear intent to organize, and their commitment to a set of principles and objectives.

Milestones:

%	Milestone/Output
25	2021 Municipal-engagement agenda finalized with WEON
50	Champions identified for minority-interest alumni organizing

75	Alumni network(s) initiate service-delivery and/or professional-development initiatives with at least 2 cities
100	Alumni network(s) conclude service-delivery and/or professional development initiatives in at least 2 cities

Cross-Coordination:

With Objective II – Ensure that alumni associations receive support for organizational and financial management, as well as training in strategic planning and advocacy.

Tools:

1. Design workshops and plenary meetings
2. Grants
3. STTA/consultant technical assistance

Partners:

1. WEON
2. High Council for Local Administration
3. CSOs

Activity 1-L – Romanian City Managers Association

Description: Objective I will continue to invest in the relationship that Taqarib has brokered between the Libyan Municipal Professionals Association and the Romanian City Managers Association. The activity will continue to comprise on-line conferences, meetings, and consultations. Should pandemic conditions dramatically improve during the course of the year, Taqarib will sponsor at least one in-person exchange during Year 3.

Milestones:

%	Milestone/Output
25	Partnership plan for Year 3 Finalized
50	Year 3 partnership plan 50% executed
75	Year 3 partnership plan 100% executed
100	Partnership plan for Year 4 Finalized

Cross-Coordination:

With Objective II – Ensure civil-society participation at appropriate moments throughout the exchange. Potentially create parallel and substantive links between collaborative organizations in Romania and Libya.

Tools:

1. Design workshops and plenary meetings
2. Grants
3. STTA/consultant technical assistance
4. International travel

Partners:

1. Romanian City Manager’s Association
2. CSOs

Activity 1-M – International City Managers Association

Description: Objective I will continue to invest in the relationship that Taqarib has brokered between the Libyan Municipal Professionals Association and the International City Managers Association. Taqarib will host up to 6 municipal management conferences involving ICMA and the LMPA during Year 3. Taqarib will work to ensure that the LMPA becomes a registered affiliate of ICMA during Year 3. And should pandemic conditions dramatically improve during the course of the year, Taqarib will sponsor at least one in-person exchange during Year 3.

Milestones:

%	Milestone/Output
25	80% of LMPA members achieve membership status with IMCA
50	Partnership plan for year 3 finalized
75	Year 3 partnership plan 100% executed
100	Partnership plan for year 4 finalized

Cross-Coordination:

With Objective II – Ensure civil-society participation at appropriate moments throughout the exchange.

Tools:

1. Design workshops and plenary meetings
2. Grants
3. STTA/consultant technical assistance
4. International travel

Partners:

1. ICMA
2. CSOs

Activity 1-N – City-to-City Exchanges

Description: Drawing on the success of the city-to-city agreement between Ghadames and Tinley Park, Illinois, Taqarib will work to establish additional partnerships between individual cities in Libya, and in the United States. Should pandemic conditions dramatically improve during the course of the year, Taqarib will sponsor at least one in-person exchange during Year 3. Taqarib plans for at least one additional city-to-city agreement in Year 3, but will aim to facilitate as many as possible.

Milestones:

%	Milestone/Output
25	City pair identified
50	Partnership agreement signed
75	Year 3 partnership plan finalized
100	Year 3 partnership plan 100% completed

Cross-Coordination:

With Objective II – Ensure civil-society participation at appropriate moments throughout the exchange. Potentially create parallel and substantive links between collaborative organizations in each of the partner cities.

Tools:

1. Design workshops and plenary meetings
2. Grants
3. STTA/consultant technical assistance
4. International travel

Partners:

1. Participating municipalities
2. CSOs

SUB-OBJECTIVE 1.5: EMERGENCY OPERATIONS CENTERS

Impact Statement: Objective 1 will continue anchor Emergency Operations Centers in the statutory structure of Libyan Municipalities. Centers will be trained and equipped to address the COVID-19 in particular, but with a general capability for responding to all types of emergencies.

Activity Summary: Objective I will continue to train community emergency response teams (CERT) in partner-municipalities that did not receive the training during Year 2, and for municipalities that already received training, Taqarib will deliver Level II (EOC Management) training (Act. 1-O). Taqarib will also continue to supply necessary equipment (Act. 1-P). For cities that are trained and equipped, Taqarib will facilitate integrated table-top exercises built around the theme of Community Emergency Response (Act. 1-Q). By year-end, Taqarib will also host a nation-wide conference on the theme of Community Emergency Response (Act. 1-R).

Year 3 Adaptations Summary: With the formal establishment of Emergency Operations Centers as statutory constituents of the municipal structure in Libya (a Taqarib achievement during Year 2, Taqarib now has enormous opportunity to expand its impact. We will do so by pivoting from objectives defined by the COVID-19 pandemic, to more wholistic objectives that improve responses to all types of emergencies.

COVID-19 Response: SO 1.5 is a direct response to the advent of the COVID-19 pandemic during YEAR 1.

Female Empowerment: Objective I will incorporate gender in its training of community emergency-response teams. The training will give special emphasis to the differential effects that crises have on women and men, and to the emergency-response requirements that are unique to women.

Support to Ethnic Minorities: Objective I will incorporate ethnicity and socio-economic status in its training of community emergency-response teams. The training will give special emphasis to the differential effects that crises have on residents of different ethnic groups and material wealth, and to the emergency-response requirements that are unique to these.

Support to Youth: In its training of community emergency-response teams, Objective I will incorporate specific threats to youth, as well as unique contributions that youth can make to emergency response efforts.

Validating the Electoral Process: In its training of emergency-response teams, Objective I will incorporate (non-security) risks to the polling process, and mitigation strategies. Taqarib will also

seek to apply the quick-response capabilities of emergency operations centers to address service-delivery issues immediately following elections.

Sub-Objective Indicator Summary

Sub-Objective Indicator	Targets			
	Q1	Q2	Q3	Q4
[1-O] Individuals Trained in Community Emergency Response	200	200	300	300
[1-P] # of Emergency-Response Equipment Packages Delivered	5	10	10	5
[1-Q] # of Table-Top Exercises Concluded	4	4	5	7
[1-R] Emergency Response Conference Completed		1	1	1

Activity 1-O: Community Emergency Response Training

Description: Taqarib and its partners will make Community Emergency Response Team (CERT) training to available to Emergency Operations Centers in all partner-municipalities. Training will use a model designed by the Federal Emergency Management Administration in the United States, which is broadly applied around the world.

Milestones:

%	Milestone/Output
25	Training content finalized and translated
50	Service-contract signed
75	Training begins
100	Municipality adopts emergency management plan

Cross-Coordination:

With Objective II – Ensure that community organizations and individual contributors that join emergency response teams participate in the training.

Tools:

1. Community Emergency Response Team training curriculum
2. Service contracts for training support

Partners:

1. Municipalities and their designated representatives
2. Local CSOs
3. Champions for Change
4. Local businesses and business associations
5. Local directorates of ministries and national institutes, including the National Center for Disease Control

Activity 1-P: Equipping Emergency Operations Centers

Description: Taqarib will assist municipalities in equipping Emergency Operations Centers to a minimum standard. Procurements may include such things as personal protective equipment,

portable power sources, information-technology, call-center equipment, and other unique requirements.

Milestones:

%	<i>Milestone/Output</i>
25	Needs identified
50	Procurements delivered
75	Training completed
100	Equipment inventoried and put into service

Tools:

1. Direct distribution of goods and services
2. Training – New equipment operation and maintenance

Partners:

1. Municipalities
2. Local businesses and business associations

Activity 1-Q: Table-Top Exercises

Description: Taqarib will work with Emergency Operations Centers in selecting partner-municipalities to facilitate practical table-top exercises with all elements of Community Emergency Response Teams. Taqarib will design the scenarios for such exercises, but will prioritize implementation by non-governmental community organizations that would be natural parts of any emergency response.

Milestones:

%	<i>Milestone/Output</i>
25	Grantee-facilitators identified
50	Exercise content/scenarios finalized with grantee-facilitators
75	Exercise completed
100	After-action review completed

Cross-Coordination:

With Objective II – Design and oversee grants to CSOs that will implement table-top exercises.

Tools:

1. Grants
2. Table-top facilitation training
3. STTA

Partners:

1. Municipalities and their designated representatives
2. Emergency Operations Centers
3. Local CSOs
4. Champions for Change

Activity 1-R: National Emergency-Response Conference

Description: Taqarib will assist a consortium of Emergency Operations Centers in designing and hosting a national emergency-response conference. Should pandemic conditions dramatically improve during the course of the year, Taqarib will focus its support on an in-person event.

Milestones:

%	Milestone/Output
25	Conference participants identified
50	Date and facility identified
75	Agenda finalized
100	Conference and after-action review complete

Cross-Coordination:

With Objective II – Incorporate CSO contributions to the conference.

With Objective III – Incorporate policy discussions relevant to the best examples of emergency response.

Tools:

1. Local travel and lodging
2. Grants
3. STTA

Partners:

1. Municipalities and their designated representatives
2. Emergency Operations Centers
3. Local CSOs
4. Champions for Change
5. Ministry of Local Government

OBJECTIVE 2: BUILD THE CAPACITY OF CITIZENS, CIVIL SOCIETY ORGANIZATIONS, 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

Under Objective 2 Taqarib increases meaningful public participation in local governance. We think of ‘meaningful’ participation as that which impels cities to direct tangible resources and/or execute local policy reform in the furtherance of stated public priorities and that, as a result, bolsters the legitimacy of local institutions among their constituents.

Sub-Objective Summary - Objective II opens opportunities for civil society organizations to improve service-delivery in their communities (SO 2.3). Sometimes organizations implement projects hand-in-hand with local institutions; at other times Taqarib uses the capacity of local organizations to demonstrate effective approaches while executing alone. Taqarib also works intensively with individual contributors who exhibit outstanding civic spirit, providing these ‘Champions for Change’ with opportunities to collaborate directly with local government, advocate on behalf of special interests, and implement projects of their own (SO 2.2). Taqarib encourages all partners to employ data in their advocacy (SO 2.4) and periodically measures a series of organizational performance indicators in order to track partners’ growing sophistication and effectiveness as community advocates (SO 2.1). Finally, Taqarib invests in a variety of social accountability tools that Libyans themselves offer as ways of ensuring popular oversight of local-government activities, and of closing the feedback-loop between residents and their municipal leaders (SO 2.5).

Year-3 Adaptations Summary

For SO 2.1 – Component II will take a much more aggressive approach to recruiting CSOs that have any potential at all to partner with Taqarib (or their own municipal governments) in a material way. Providing incentives for the completion of OPI diagnostics should vastly expand Taqarib’s relationships with CSOs, and should also serve as a unique and powerful “discovery” mechanism, bringing crucial insight about the broad-spectrum of CSO activities and interests across the country that may be relevant to Taqarib’s technical objectives.

For SO 2.2 – Because of their status as individuals, many of whom are not affiliated with grant-eligible CSOs, Taqarib has found it challenging to support champions-for-change in material ways. During Year 3 Taqarib will explore alternatives to direct-funding, including grants and/or distributions to municipal institutions that place the champion in a Technical Lead position.

Taqarib has also found little logic in enforcing a strict, 10-person requirement where champion recruitment is concerned in each partner-municipality. In its approach to recruitment, Component II will shift to a supply-oriented approach, accepting more than 10 champions in cities where there is very high incidence of champion-like behavior, and fewer than 10 in cities where population and/or opportunity makes for fewer program candidates.

For SO 2.3 – Momentum and lessons from grants implementation during Years 1 & 2 has provoked Component II to make 3 substantive changes to the citizen-participation sub-objective: 1) the development of a more accessible grant-making process; 2) the addition of layered grant schemes that can vastly expand the number of CSO recipients of Taqarib awards; and 3) the specific incorporation of private-sector entities and interests.

A new activity (2-M) also accounts for rising levels of three-way friction between Libyan CSOs, international donors, and the Civil Society Commission. Tightening restrictions at the

Commission, embodied in shrinking lists of local organizations eligible to receive international support, have had a chilling effect on organizations seeking to partner with international counterparts, and have exposed international organizations to increasing regulatory risk. Recognizing that these attempts to influence the work of donors are largely *de facto* and without formal channels of appeal, Taqarib concludes that its access to partners will hinge on direct support to the Commission. We intend, furthermore, that this support and the constructive relationship that we hope it fosters, will have an opening effect on the Commissions approach to regulation in general.

SUB-OBJECTIVE 2.1: ORGANIZATIONAL PERFORMANCE INDEX

Impact Statement: Diagnosing organizations' success or failure with their missions will improve the quality and relevance of Taqarib's support for organizations' ability to manage projects on-time, on-scope, and on-budget, while at the same time growing their influence in the community, among potential donors and, especially, inside the halls of local government.

Activity Summary: The Organizational Performance Index (OPI) is a measurement tool that Objective 2 uses to monitor and evaluate the effectiveness of CSO's advocacy and service-delivery efforts. The tool is segmented into four parts: a basic *Organizational Profile* with subsections for mission and goals, structure, and management capacity; 2) an *External Profile* that identifies the CSOs' interactions with the broader community; a *Performance Profile* that describes the CSOs' success with prior projects; and a *Sustainability Profile* that summarizes CSOs' preparations for future execution.

At the outset of Year 3 Taqarib will launch a nation-wide competition that will incentivize CSOs to open a substantive relationship with Taqarib, beginning with OPI data-collection (Act. 2-A). While much of the instrument is standard across all organizations, Taqarib reserves space in each instrument for a number of custom evaluation factors. These may relate to an organization's specific shape, size, mission, source of funding, and/or other unique attributes upon which the organization's long-term success may depend. Objective II will collaborate with each grantee, with municipalities, and with a variety of resource organizations to customize the OPI instrument. Using the OPI baseline findings, Objective 2 will design a tailored learning program for grantees with especially high potential to contribute to local government, (Act. 2-B). Year 3 should also afford the opportunity for some grantees to undergo end-line OPI scoring, based on the completion of supported activities (Act. 2-C).

COVID-19 Response: The COVID-19 pandemic remains a technical focus for CSOs, as well as a driver for adaptive management. Now with more than a year of pandemic experience behind them, there is an opportunity to describe organizations' real-world successes and failures related to COVID-19, and to use them as a basis for training and collective development. In deploying the OPI instrument in Year 3, Taqarib will incorporate performance measures specific to the COVID-19 pandemic.

Female Empowerment: Taqarib will include three standard indicators in the OPI that relate to female empowerment: 1) women's representation at various levels of the organization; 2) the degree of consideration for gender-specific impacts of activities; and 3) the proportional impact of activities for female beneficiaries.

Support to Minorities: When organizations operate in diverse communities, Taqarib will include three custom indicators in the OPI: 1) minority representation at various levels of the organization; 2) the degree of consideration for activities' minority-specific impacts; and 3) the proportional impact of activities for minority beneficiaries.

Support to Youth: Taqarib will include three standard indicators in the OPI that relate to youth: 1) youth's representation at various levels of the organization; 2) the degree of consideration for

youth-specific impacts of activities; and 3) the proportional impact of activities for youth beneficiaries.

Validating the Elections Process: Taqarib will use the OPI to drill-down on organizations’ ability to provoke and facilitate public participation in municipal governance. The OPI will also measure organizations’ success in translating municipal service-delivery achievements into public legitimacy for local institutions.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[2-A] OPI Baselines Assessments	10	15	15	20
[2-B] CSOs Capacity Building	10	15	15	20
[2-C] OPI Close-Out Assessments		10	15	15
[AMELP 10] Average Change in OPI Scores (%)				30%
[AMELP 11] Organizations with Improved Performance (%)				20

Activity 2-A: OPI Baseline Assessment

Description: Taqarib will launch a prize-scheme intended to provoke widespread engagement with the OPI instrument. Objective II will work with the Grants and Implementation teams to collect and collate submissions and will establish a prize-board with members from inside and outside the project to make awards. Training will be offered to CSO representatives to understand the various OPI sub-sections, their significance for their own performance development, and how to fill their OPI questionnaires and check their results. The OPI questionnaire is divided into the Organizational Profile, followed by four domains: Effectiveness, Efficiency, Relevance, and Sustainability. Taqarib will be providing 98 prizes, comprised of ranks 1st to 3rd in addition to most improved across 7 categories. The 7 categories are: improving municipal services; democracy and human rights; anti-corruption; poverty, health and welfare; education, training, and human development; arts and culture; and news media. It is also worth noting that extra points will be given to CSOs who demonstrate proven social accountability activities such as meetings with municipal councils, town hall meetings, and similar activities. Such activities will be reviewed by assessing documentations provided by the CSO. Taqarib will provide each CSO with one-on-one trainings, determined by their needs based on their OPI scores. These trainings will be provided by STTAs who will be hired to implement those trainings.

Milestones:

%	Milestone/Output
25	OPI baseline completed
50	Training content finalized
75	STTAs conclude trainings
100	OPI end-line completed

Cross Coordination:

With Objective I and Objective III - Incorporate city-specific context and/or municipality feedback into the selection of OPI scoring factors, and potentially serve on prize-board.

Tools:

1. Prizes
2. Training
3. Workshops
4. Grants

Partners:

1. Municipalities
2. Resource organizations (mature CSOs that Taqarib may select as grantees under SO 1.3)
3. Universities, colleges, and/or local institutes

Activity 2-B: CSOs Capacity-Building

Description: Taqarib will deliver training to civil society organizations focused on methods for engaging, cooperating with, and augmenting the service-delivery work of municipal governments. Municipal structures, roles, resources, and other practical knowledge about the daily functioning of local government will be a principal subject of this training. Also important, will be the tenets of the national decentralization agenda, its current status of “competency” transfers, and any associated policies that prevail in the municipalities where grantees operate. The most crucial element of training that follows the OPI prize-scheme, however, will be the analysis and further application of prize-winning approaches, which will comprise real-world examples of how organizations have contributed to municipal service-delivery and to decentralization in general.

Milestones

%	Milestone/Output
25	OPI Baseline Completed and Training Content Finalized
50	Municipal Structures Training Completed
75	Decentralization Policy Training Completed
100	Miscellaneous Training Completed

Cross-Collaboration:

With Objective I: Collaborate on the design and delivery of ‘Municipal Structures’ training modules. Facilitate opportunities for grantees to participate in the design and implementation of VIS activities.

With Objective III: Collaborate on the design and delivery of ‘Decentralization Policy’ training modules. Facilitate opportunities for grantees to participate in national advocacy events that promote the decentralization agenda.

Tools:

1. Content-design workshops
2. Service contracts and/or grants for resource organizations
3. Training
4. Workspace rental

Partners:

1. Municipal governments
2. Resource organizations
3. Local Universities, colleges, and institutes

Activity 2-C: OPI Close-Out Assessments

Description: Objective 2 will conduct end-line OPI assessments as part of grant close-out. Taqarib field-staff will partner with grantees on updating OPI scores, growing each grantee’s ownership of the continuous-improvement process.

Milestones:

<i>%</i>	<i>Milestone/Output</i>
25	Grant closeout
50	Final OPI evaluation factors decided
75	Draft end-line score submitted for validation
100	End-line score validated by grantee and Taqarib

Cross Coordination:

With Objective II - Incorporate community participation in the MPI baselining process including, especially, the active participation of champions-for-change.

With Objective III – Establish local policies and guidelines that mandate periodic assessments similar to the MPI.

With Objective IV – Incorporate MPI data into digital dashboard.

Tools:

1. Adapted MPI assessment instrument
2. In-kind grants
3. Digital dashboard

Partners:

1. Municipal partners
2. Resource organizations
3. Universities, colleges, and local institutes

SUB-OBJECTIVE 2.2: CHAMPIONS FOR CHANGE (C4C)

By partnering with individual citizens who have demonstrated extraordinary charisma, knowledge, talent, and civic commitment to their communities, Taqarib will inject additional energy and capacity into the normal functioning of municipal institutions. Partnering with this group will also establish a cadre of project allies in every partner-municipality, capable of adding substantially to nearly all Taqarib’s activities.

Activity Summary: During Years 1 & 2 Taqarib succeeded in recruiting almost 300 champions-for-change in partner-municipalities. During Year 3 Taqarib will continue to recruit champions from new municipalities added to the project (Act. 2-D). Objective II will continue to design and deliver tailored learning opportunities to C4C program participants, with the goal of improving their

familiarity with local government structures and policies (Act. 2-E). Taqarib will then offer two different grant opportunities to C4C participants: one that will fund an expansion of champions' notable civic activities (Act. 2-F) and one that will fund new collaborations with municipal government (Act. 2-G). To execute these grants in a compliant way, Taqarib will utilize prizes, and will work with Champions to identify institutional partners who are appropriate to serve as grant-recipients. Finally, the Objective team will open opportunities for champions to participate in networked advocacy at both the local and national levels.

COVID-19 Response: Taqarib expects – and has already seen – that champions for change will commit themselves to helping their communities manage and recover from the COVID-19 pandemic. Taqarib will consider a person's previous COVID-19 response activities as a significant factor in recruiting new participants to the C4C program. In awarding grants, Taqarib will set aside funding for activities related to COVID-19 and may include special COVID-19 scoring considerations in more general calls for proposals.

Female Empowerment: Taqarib prioritizes female recruitment into the C4C program, aiming for a 50-50 gender balance among all participants. In awarding grants, Taqarib will set aside funding for activities related to female empowerment and may include special scoring considerations for the gendered impact of activities proposed under more general calls.

Support to Minorities: Taqarib prioritizes minority recruitment into the C4C program, not just in small communities where minority populations are dominant, but in diverse urban centers as well. In awarding grants, Taqarib will set aside funding for activities related to minority support and may include special scoring considerations for the benefit to minority communities under more general calls.

Support to Youth: Taqarib prioritizes youth recruitment into the C4C program, aiming for at least 25% youth membership. In awarding grants, Taqarib will set aside funding for activities related to youth support and may include special scoring considerations for the benefit of youth under more general calls.

Validating the Electoral Process: By their nature as individuals with demonstrated commitment to their communities, champions are in a prime position to act in fast, innovative ways in support of community institutions. Taqarib will draw on the nimbleness and local awareness of C4C participants to learn about local sentiment toward elections inform activities related to the electoral process and respond in legitimizing ways in the immediate post-elections period.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[2-D] New C4C participants Recruited	35	40		
[AMELP 15] Number of Participants in C4C Program	260	300	300	300
[2-E] C4C trainings	2	5	2	2
[2-F] Service grants awarded		5	5	5
[2-G] Collaboration grants awarded		5	5	5

Activity 2-D: C4C Recruitment

Objective II will continue the recruitment of champions from partner-municipalities during Year 3. Taqarib will base its selection on a variety of factors, including demonstrated civic commitment,

technical knowledge, and the esteem of the broader community, but ultimately the recruitment of champions is a highly individualized process that does not lend itself to rigid selection criteria. Objective II will therefore establish a review-board from among Taqarib’s staff whose responsibility it will be to subjectively review each potential champion for potential inclusion in the program.

Milestones:

%	Milestone/Output
25	New municipality added and call for nominations issued
50	Nominations received
75	Review board concludes selection
100	Selectees join the program

Cross-Coordination:

With Objective I: Collaborate on the identification and nomination of potential champions who may be involved already with VIS activities.

Tools:

1. Basic communications support - publicity

Partners:

1. Partner municipalities
2. CSOs
3. Civil Society Commission
4. Local universities, colleges, and institutes
5. Private sector

Activity 2-E: Tailored Training

Description: Objective II will design and deliver training to champions for change participants modeled on the training modules in Activity 2-B. Champions will have access to all the learning opportunities available in SO 1.2. Champions will also have access to the help of resource organizations that may receive funding under Activity 2-B.

%	Milestone/Output
25	Assess Year 3 training needs for C4C cohort
50	Deliver municipal structures training
75	Deliver decentralization policy training
100	Deliver specialized technical training

Cross-Coordination:

With Objective I – Publicize and facilitate access to training opportunities under SO 1.2. Ensure opportunities for champions to observe and participate in the design and execution of VIS activities.

Tools:

1. In-house digital education platform
2. Grants for resource organizations

Partners:

1. Local universities, colleges, and institutes
2. Local businesses
3. CSO resource organizations

Activity 2-F: Service Grants

Description: Most champions join Taqarib having already led or participated in meaningful community-development activities. Taqarib will make grant funding available for champions who wish to either expand their activities locally or extend their successful approaches to other municipalities. Recipients of these grants will not be the champions themselves, but rather organizations or municipal-government institutions that align with the champion’s own cause and can magnify his or her efforts. In these grant-making scenarios, the champion will remain in the technical lead position, serving as a “patron” for the grantee organization. Objective II will deliver technical assistance, equipment, and/or supplies to maximize the success and sustainability of each grant activity. Taqarib will use outstanding grants as opportunities to publicize champions’ efforts to a national audience. Wherever they align with the Champion’s own passions and skills, Taqarib will use C4C grant opportunities to also support ongoing VIS project implementation.

Milestones:

%	Milestone/Output
25	Call for proposals and award
50	Technical assistance and/or in-kind materials delivered
75	50% grant milestone reached
100	Grant close-out

Cross-Collaboration:

With Objective I: Collaborate on the design and review of grant activities and consult on necessary assistance packages. Ensure municipal cooperation with grant activities where applicable.

Tools:

1. Grants
2. Service contracts
3. Roadshows
4. Basic communications – announcement publicity

Partners:

1. Municipal project offices
2. Media outlets
3. Champions for change
4. *Mukhtar mahallah*
5. Universities, colleges, and institutes
6. Local businesses

Activity 2-G: Collaboration Prizes

Description: Many of Taqarib’s champions for change come with long, practical experience in services and industries that are relevant to the good functioning of local government. Objective II will manage a prize-scheme that rewards constructive collaboration between champions and their local institutions. Taqarib will use the prizes to publicize the benefits of local civic activism to a national audience.

Taqarib will continue to hold briefings with C4Cs to discuss prospective grant options, with emphasis on activities that relate to or complement VIS projects and/or municipalities’ own projects. Such activities will expand the impact of these existing projects. With an eye toward civic participation and social accountability, collaboration prizes will also encourage Champions to observe existing municipal activities and projects, including those supported through Taqarib’s VIS mechanism.

Milestones:

% Milestone/Output	
25	Call for proposals and award
50	Technical assistance and/or in-kind materials delivered
75	50% grant milestone reached
100	Grant close-out

Cross-coordination:

With Objective I: Use relationships with municipal actors to keep coordination on-track. Collaborate on attempts to integrate collaboration grant activities with ongoing or planned VIS activities.

Tools:

1. Grants
2. Roadshows
3. Basic communications – announcement publicity
4. Complex communications – impact stories

Partners:

1. Relevant municipal offices
2. Media organizations
3. Champions for change

SUB-OBJECTIVE 2.3: CITIZEN PARTICIPATION IN IMPROVED SERVICE DELIVERY

Impact Statement: By offering grants and prizes to the community at large, Objective II will encourage more public engagement with municipal government, broader participation in municipal planning activities, better service-delivery outcome, and improved overall legitimacy of local government institutions.

Activity Summary: New for Year 3, Taqarib will institute two grant mechanisms that are designed to strengthen technical outcomes while also dramatically expanding the project’s roster of organizational grantees. The first is a grant mechanism for which Taqarib will define the technical activities and will base awards on measures of organizational capacity (Act. 2-H). The second is a layered grant mechanism with cascading sets of activities that involve mature organizations managing and/or training a much larger group of less experienced grantees (Act. 2-I). In addition

to these, Taqarib will continue with our three basic approaches to encouraging and resourcing greater public participation in service delivery. We will re-issue Taqarib’s Annual Program Statement, which will comprise the broadest-possible invitation for civil society organizations to propose ways of improving service-delivery in their communities (Act. 2-J). We will continue to request applications that promote a more specific kind of civic participation, focused on Taqarib’s VIS activities (Act. 2-K). We will also publicize prize-schemes, separate from the schemes above, that reward innovative, industrious, and successful approaches to a variety of service-delivery challenges throughout the country (Act. 2-L). Finally, in order to ease the way for Taqarib’s partnership with the broadest possible set of CSO actors on the ground, Component II will partner with, and provide material support for the GNU’s Civil Society Commission (Act. 2-M).

In approaching our Year 3 grant portfolio, Taqarib will place special emphasis on support to two new categories of potential grantees. First, private businesses and/or their associated Chambers of Commerce: Taqarib will look everywhere for opportunities to form substantial partnerships between businesses and their local institutions, both for the benefit of the community, and to support the specific interest of fostering a vibrant, employment-backed economy. Second, neighborhood associations: Taqarib will look for existing collective behavior that has potential to adopt a more formalized structure, likely pairing these nascent organizations with the function of the *Mukhtar Mahallah* and using it to strengthen locality-based advocacy and municipal-service improvement within municipalities.

COVID-19 Response: There will be a variety of funding opportunities across all three mechanisms reserved for COVID-19 mitigation and recovery activities.

Female Empowerment: There will be a variety of funding opportunities across all three mechanisms that focus on female participation in the planning and execution of service-delivery projects, and on service-delivery benefits that accrue mainly to female livelihoods and wellbeing. Taqarib may also give special consideration to organizations that are led and/or predominantly staffed by women.

Support for Minorities: There will be a variety of funding opportunities across all three mechanisms that focus on minority participation in the planning and execution of service-delivery projects, and on benefits that accrue mainly to minority livelihoods and wellbeing. Taqarib may also give special consideration to organizations that are led and/or predominantly staffed by minorities.

Support to Youth: There will be a variety of funding opportunities across all three mechanisms that focus on youth participation in the planning and execution of service-delivery projects, and on service-delivery benefits that accrue mainly to youth livelihoods and wellbeing. Taqarib may also give special consideration to organizations that are led and/or predominantly staffed by youth.

Support to Elections: Taqarib will focus a portion of its grant-making during Year 3 on grantee activities that have the objective of legitimating democratic processes and elected institutions by linking them all to achievements in municipal service-delivery. Prize-schemes will be a particularly useful tool in engendering and rewarding these efforts on a large scale.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[2-H] # of Standardized Grant Awards		10	12	13
[2-I] # of Layered Grant Awards			1	1

[2-J] # of APS Grant awards		2	2	2
[2-K] # of RFA Grant awards		3	3	3
[2-L] # of Completed Prize Schemes		1		
[AMELP 9] # of CSOs Receiving USG Assistance		16	17	
[AMELP 12] # of CSO-Led Multi-Stakeholder Meetings		5	10	15

Activity 2-H: Standardized Grant Awards

Taqarib has observed opportunities in Year 3 to simplify the grant-making process while also bringing more support to the project’s technical goals. Standardizing the activities of grant awards, then seeking multiple grantees to execute them, is one such opportunity. Taqarib will use this sort of mechanism to, for example, fund the country-wide implementation of emergency-response table-top exercises described in Activity 1-Q. The component team will look for other opportunities during Year 3 to utilize a similar approach in support of other technical objectives.

Milestones:

%	Milestone/Output
25	Call for proposals and award
50	Technical assistance and/or in-kind materials delivered
75	50% grant milestone reached
100	Grant close-out

Cross Coordination:

With Objective I: Ensure that grantee activities remain coordinated with local government offices. Provide technical assistance to grantees as needed for the successful execution of grant activities.

With Objective III: Provide policy advice to grantees as needed for the successful execution of grant activities.

Tools:

1. Grants
2. Road-shows
3. Basic communications – announcement publicity
4. Complex communications – impact stories

Partners:

1. Municipal offices
2. Civil society commission
3. Local and national private sector
4. Local and national media
5. Resource organizations
6. Champions for Change
7. Universities, colleges, and institutes

Activity 2-I: Layered Grants

Much of what Taqarib proposes to accomplish during Year 3 requires the participation and direct management of local organizations. The scale of this participation, in the ideal case, is much larger than what Taqarib can manage on its own. For this reason, Taqarib will look for opportunities to partner with mature organizations (we will call them “resource organizations”) that can serve as trainers or program-managers for a much larger base of implementing partners. Taqarib will use a cascading series of grants, ToT approaches, and monitoring frameworks to make possible these very substantial increases to project bandwidth.

As an example for such a scheme that addresses COVID-19 local-business recovery, Taqarib can work with civil society and the private sector to design a replicable approach to improving local environments for digital commerce. Mature national organizations can work with multiple counterparts at the local level to educate business about the policy and infrastructural opportunities for digital commerce, and can directly assist entrepreneurs and existing businesses to expand into the space.

Milestones:

%	Milestone/Output
25	Call for proposals and award
50	Technical assistance and/or in-kind materials delivered
75	50% grant milestone reached
100	Grant close-out

Cross Coordination:

With Objectives I and III: Identify opportunities and design technical activities in service-delivery and policy-advocacy that would benefit from this very broad-based grant mechanism.

Tools:

1. Road-shows
2. Design workshops
3. Grants
4. Basic communications – announcement publicity
5. Complex communications – impact stories

Partners:

1. Municipal offices
2. Civil society commission
3. Local and national private sector
4. Local and national media
5. Resource organizations
6. Champions for Change
7. Universities, colleges and institutes

Activity 2-J: Annual Program Statement

During Years 1 & 2 Taqarib issued a program statement that succeeded in capturing quality proposals from dozens of organizations across Libya. The response suggests that a re-issuance of the annual program statement in Year 3 will also achieve a high rate of quality responses. For its re-issuance, Taqarib in Year 3 Taqarib will continue to require that all qualified proposals demonstrate and document collaboration with municipal authorities during the design phase of

the proposal. During road-shows and other publicity channels, Taqarib will put special emphasis on encouraging proposals from chambers of commerce and other private-sector entities. Taqarib will also encourage nascent neighborhood “associations” (or the organizations that support them) to apply for funding. The theme will remain consistent with Years 1 & 2, inviting all applications that have some bearing on municipal service-delivery improvements. This activity includes the technical support detailed in Activity 2-B.

Milestones:

%	Milestone/Output
25	Year 1 APS awarded/Year 2 APS announced/Road-shows completed
50	Year 2 awards begin
75	Award close-outs begin
100	APS closes

Cross Coordination:

With Objective I: Ensure that grantee activities remain coordinated with local government offices. Provide technical assistance to grantees as needed for the successful execution of grant activities.

With Objective III: Provide policy advice to grantees as needed for the successful execution of grant activities.

Tools:

1. Road-shows
2. Design workshops
3. Grants
4. Basic communications – announcement publicity
5. Complex communications – impact stories

Partners:

1. Municipal offices
2. Civil society commission
3. Local and national private sector
4. Local and national media
5. Resource organizations
6. Champions for Change
7. Universities, colleges, and institutes

Activity 2-K: Requests for Applications

Description: At times it will be beneficial to steer potential grantees in a city toward particular activities that Taqarib finds valuable. We anticipate this to be the case in places where VIS activities – either because of their political sensitivity, or because they simply need to maximize the available technical knowledge and manpower – will benefit from the support of civil society. We will direct a certain number of these solicitations at private-sector entities and/or nascent neighborhood associations. As with previous years, Taqarib’s RFAs will define more specific technical and eligibility parameters than the Annual Program Statement. Grantees under this mechanism will also have access to the capacity development opportunities under Activity 2-B.

Milestones:

%	Milestone/Output
25	RFA Issued
50	Award
75	50% grant milestone reached
100	Grant close-out

Cross-Coordination:

With Objective I: Collaborate on RFA design and award. Coordinate grant implementation and VIS activity in the field. Provide technical assistance to grantees as needed for the successful execution of grant activities.

With Objective III: Provide policy advice to grantees as needed for the successful execution of grant activities.

Tools:

1. Basic communications – grant announcement
2. Road-shows
3. Grants
4. Complex communications – publicizing activities

Partners:

1. Municipal offices
2. Resource organizations
3. Champions for Change
4. Universities, colleges, and institutes
5. Local and national media
6. Local and national private sector
7. Civil Society Commission

Activity 2-L: Prizes

Description: With civil society organizations and individuals already making major contributions to communities throughout the country, Taqarib has an opportunity to multiply the effect of its own resources many times over. Objective II will design prize schemes that correspond with a variety of project priorities. Each scheme will have its own award criteria, but all will be directed at service-delivery improvement, local government engagement, and/or support for the decentralization at the national level. A board of judges will decide each prize award, with the potential for some judges to come from outside Taqarib. Objective II will work with media outlets to publicize the work of the most impressive winners. Taqarib plans to launch two prize schemes during Year 3: a municipal beautification prize focused on public artwork arts; and a recycling competition.

Milestones:

%	Milestone/Output
25	Prize opportunity announced and review board established
50	Entries received
75	Awards decided

Cross Coordination:

With Objective I: Collaborate on the design of prize themes and scoring criteria, especially for service-delivery and municipal engagement awards. Collaborate on potential learning opportunities available to prize contestants.

With Objective III: Collaborate on the design of prize themes and scoring criteria, especially for national-advocacy awards. Collaborate on potential learning opportunities available to prize contestants.

Tools:

1. Basic communications support – prize announcements
2. Complex communications support – winner publicity
3. Prizes
4. Third-party inspectors for capturing M&E data

Partners:

1. Municipalities
2. Local and national media
3. Champions for change
4. Local and national private sector
5. PepsiCo

Activity 2-M: Partnering with Civil Society Commission (CSC)

Description: Taqarib acknowledges that, for the foregoing activities involving grants to civil society organizations, the GNU’s Civil Society Commission is a crucial gatekeeper in determining the success or failure of Taqarib’s approach. Objective II will, therefore, partner directly with the Commission. Taqarib will hold several meetings with the CSC to raise its awareness of Taqarib’s work and objectives, discuss collaboration mechanisms, and determine modes of mutual support. In so doing, Taqarib may offer material incentives, including direct distributions of equipment and materials that can facilitate the Commission’s work in meeting the needs of Libyan CSOs. Taqarib will also provide training sessions to the CSC related to local governance, the role of civil society in social accountability, and local service delivery.

Milestones:

%	<i>Milestone/Output</i>
25	Introductory meetings held
50	Technical assistance and/or in-kind materials delivered
75	Training sessions provided
100	Post-training improvement in Taqarib-CSC working relations

Tools:

1. Meetings
2. Training sessions

3. Basic communications - announcement of meetings and trainings

Partners:

1. MOLG
2. Media organizations
3. Resource organizations

SUB-OBJECTIVE 2.4: MICRO-RESEARCH AND POLLING (SINGLE ACTIVITY)

Impact Statement: By providing them with in-kind support for quantitative data collection and analysis, civic organizations will achieve more success at all levels of government in arguing for policy and/or service-delivery priorities.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[2-N] Grants awarded			5	5
[AMELP 9] # of CSOs Receiving USG Assistance			5	5

Activity 2-N: Micro-Research and Polling Grants

Taqarib will announce nation-wide grant opportunities for organizations that want to add robust data collection and analysis to their advocacy agendas. Taqarib will also offer micro-research and polling assistance as a constituent part of other grant opportunities and prize schemes. Taqarib will work with sub-awardee Altai consulting to design and deliver tailored assistance packages to potential grantees. A crucial element of every package will be basic training on research sources and methods with a goal that organizations will sustain some permanent capacity to undertake quantitative analysis as part of their future advocacy.

Milestones:

%	Milestone/Output
25	Grant opportunity announced
50	Award and design of research project
75	Research concluded
100	Data deployed in advocacy campaign

Cross-Coordination:

With Component I: Collaborate on the selection of data-based indicators relevant to each organization’s service-delivery advocacy.

With Component III: Collaborate on the selection of data-based indicators relevant to each organization’s issue-advocacy.

With Component IV: Collaborate on approaches and/or research that can contribute to the Taqarib dashboard.

Tools:

1. Grants
2. Service task-orders – Altai Consulting

Partners

1. Municipalities
2. Altai Consulting
3. Local universities, colleges, and institutes
4. Champions for change

SUB-OBJECTIVE 2.5: SOCIAL ACCOUNTABILITY TOOLS (SINGLE ACTIVITY)

Impact Statement: As decentralization advances, Taqarib’s support for organizations that propose qualified social accountability projects will lead to constructive, popular oversight of local government institutions, respectful and responsive feedback loops, better service-delivery, and greater institutional legitimacy overall.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[2-O] Grants awarded		1		1
[AMELP 9] # of CSOs Receiving USG Assistance		1		1
[AMELP 13] # of Grants Supporting Government Accountability		1		1
[AMELP 14] % Change in Social Accountability Scores				TBD

Activity 2-O: Social Accountability Grants

Taqarib has only gradually pursued its social accountability sub-objective, for two principal reasons. First, the slow pace of decentralization means that local government institutions have not had significant authority or responsibility for delivering the majority of services in their cities. Second, the unstable security situation in Libya has made it dangerous for unprotected organizations to speak out about government performance, even if just to measure it; the situation has also rendered it perilous for local government institutions who might be accused of even mild forms of corruption and/or neglect.

While the challenge of instability remains (albeit abated by the formation of the Government of National Unity), the slow pace of decentralization reform has largely resolved itself (on paper, at least) for Year 3. Many national ministries have formally agreed to “transfers of competency”, which are meant to incrementally localize the prerogatives and resources of centralized institutions. That these transfers, in each ministry’s case, are largely incomplete on the ground raises unique opportunities for Taqarib’s social accountability objective – not just to record success or failure, but to point to places where success is possible, and yet unrealized.

Objective II will continue offering modest grant opportunities for organizations that want to be involved with municipal oversight. During Years 1 & 2 Taqarib received grant proposals with variations on the “Eye on Municipalities” concept, which is modelled on the highly successful “Eye on the GNC” and “Eye on the HOR” projects that followed the 2011 revolution. These were non-threatening publications that assisted legislative bodies in explaining their objectives and methods to constituents, while at the same time allowing constituents to observe institutions’ progress

toward shared goals. Taqarib feels that this sort of transparency initiative – whether it be through paper or online publications, radio broadcasts, podcasts, or other media – would be well-suited to post-election environment, whether the elections be national or local. In structuring the opportunity and making awards, Objective II will take full account of the do-no-harm principle and will work with grantees to mitigate the risks described above. As grants proceed, the objective team will work especially closely with Altai Consulting to document any impact of oversight activities on quarterly perception surveys.

Milestones:

%	Milestone/Output
25	Grant opportunity announced
50	Award
75	50% grant milestone achieved
100	Grant close-out and perceptions data recorded

Cross-Coordination:

With Objective I: Work with municipal partners to engage constructively with grantees engaged in oversight. Provide opportunities for grantees to oversee VIS activities.

Tools:

1. Grants
2. Quarterly perception survey

Partners:

1. Municipal offices
2. Altai Consulting
3. Civil Society Commission
4. Champions for change

OBJECTIVE 3: STRENGTHEN NATIONAL AND SUBNATIONAL DECENTRALIZATION POLICIES, SYSTEMS, AND COORDINATION

Cities' service-delivery mandates are expanding rapidly in Libya, mostly without due attention to the operational underpinnings of their expansion. A lack of policy and other basic material for guiding municipalities into uncharted territory not only dampens the prospects of effective service-delivery; it also threatens the entire idea of local government. Under Objective 3 Taqarib helps partner-municipalities consolidate Libya's progress toward statutory decentralization by collaborating on the production of local policies, manuals, guidelines, and forms. The Objective aims to enhance cooperation and coordination between municipal organizations and their national counterparts. It also works to institutionalize innovative approaches to local service-delivery by advocating for their inclusion in national reforms.

Sub-Objective Summary – Objective III provides technical assistance in support of local policies and guidelines that drive municipal service-delivery (SO 3.1). It focuses attention on key areas of reform at the national level that can unlock significant improvements in local service-delivery outcomes, (SO 3.2). It studies successful examples of municipal innovation so that they can influence service-delivery approaches across the country (SO 3.3). It helps cities to improve communications with residents (SO 3.4), and it provides support to national entities that contribute to the decentralization agenda (SO 3.5). Running through all of this work, Taqarib is directly partnered with institutions that have national and sub-national mandates, ensuring maximum coordination and communication. These partnerships are also important for their specificity with regard to real-world goals. We expect that Taqarib's work with national and sub-national elements of the Municipal Guard, Public Property Authority, and Urban Planning Authority, for example, will yield more tangible outcomes than more basic coordination with national legislative bodies.

Year-3 Adaptations:

1. For SO 3.1 – The dissolution of the High Committee for the Transfer of Competencies during Year 2 has had little bottom-line effect on the substance of that committee's work. Instead the committee's functions have simply migrated to the Ministry of Local Government. What has changed over the previous year is the degree of receptivity to Taqarib's draft documents. The Ministry's readiness to adopt intermediate drafts has had the ironic effect of straining Taqarib's efforts to ensure that draft policies are properly vetted by end-users and affected populations. Component III will double-down in Year 3 on structured efforts to incorporate the broadest possible feedback into policy documents, and will simultaneously work with the ministry to define an official workflow that allows for accepted drafts to serve as "living documents" until the project can capture and incorporate all of its desired feedback.

We also note that, with elections imminent, Libya may witness a political transition that has some bearing on decentralization policy going forward. Thankfully Taqarib is already ahead-of-schedule with respect to objectives and deliverables that require ministry-level collaboration and concurrence. In Y3 we will do everything possible to accelerate and front-load these types of activities, so that we can accomplish as much as possible (and lay as much foundation for decentralization) prior to the seating of a new government. At the same time, we anticipate being able to work uninterruptedly at the local level, from a political perspective, regardless of what the elections bring. Also worth mentioning is the fact that many of the candidates pursuing high-office during this round of elections are already on record expressing their strong support for the decentralization agenda.

2. For SO 3.4 – Owing to specific requests from the Ministry of Local Government, the Municipal Guard, and individual municipalities, Taqarib will support cities in communicating with the public about a variety of "consumer protection" issues. As VIS projects continue to multiply, Taqarib will also deepen its support for municipal efforts to broadcast achievements to their

constituents, and channel feedback. Prior emphasis on emergency communications will continue alongside these new emphases.

3. For SO 3.5 – Two significant developments in Libya’s political space have opened opportunities for Taqarib to engage important partners in the overall decentralization process. One has been a change in leadership at the Libya Mayor’s Association, which will enable Component III to work directly with that organization on advancing its decentralization priorities. The other is a change of leadership at the Public Property Authority, an institution that occupies one of the most important positions in the entire decentralization agenda and that, to now at least, has proven impervious to reform.

SUB-OBJECTIVE 3.1: COMPREHENSIVE LOCAL GOVERNMENT POLICY DIAGNOSTICS AND FUNCTIONAL REVIEWS

Impact Statement: Formalized local-governance policies that combine regional and international models with distinctly Libyan innovations will provide an institutional basis for continued improvement in municipal service-delivery.

Activity Summary: Working closely with the Ministry of Local Government and the High Committee for the Transfer of Competencies, Taqarib will support the design, drafting and publication of documents necessary for the practical expansion of municipal governments’ service-delivery activities. For Year 3 we shift our focus from establishing green-field policies to reviewing and rationalizing a grab-bag of overlapping, incomplete, and at times contradictory regulations (Act. 3-A). Objective 3 will also produce a second group of documents that we identify as ‘manuals’. These are reference documents intended for municipal staff, concerned with the ‘who, what, when, where, and how’ of specific service delivery activities (Act. 3-B). For both activities Taqarib will employ a participatory approach to production, including: 1) collaboration with relevant Libyan institutions to verify demand and prioritization; 2) content-design with subject-matter experts from those same institutions; and 3) content validation with end-users.

COVID-19 Response: The establishment during Year 2 of Emergency Operations Centers as a statutory constituent of all Libyan municipalities creates an immediate need for foundational documents that would guide the good functioning of these offices.

Female Empowerment: As part of the content design and validation process, Objective III will work with institutional and CSO partners to determine how gender considerations might result in unique requirements for, and/or differential effects of local-government policies and manuals. Objective III will also use gender considerations – and in particular, opportunities to promote female livelihoods and wellbeing – when prioritizing the service-areas that its technical assistance will address.

Support to Ethnic Minorities: Also as part of the content design and validation process, Objective 3 will work with institutional and CSO partners to determine how ethnic and other identity considerations might result in unique requirements for, and/or differential effects of local-government policies and manuals. Objective 3 will also use identity considerations – and in particular, opportunities to support minority livelihoods and wellbeing – when prioritizing the service-areas that its technical assistance will address.

Support to Youth: As part of the content design and validation process, Objective III will work with institutional and CSO partners to determine how age considerations might result in unique requirements for, and/or differential effects of local-government policies and manuals. Objective III will also use age considerations when prioritizing the service-areas that its technical assistance will address, with emphasis on youth beneficiaries where appropriate.

Validating the Electoral Process: While virgin territory where municipal policies are concerned, Component III will explore ways of addressing concepts such as electoral impartiality, campaign regulations and other explicitly political policy. The implicit risk associated with many of these topics, however, will render them secondary priorities during Year 3.

Sub-Objective Indicator Summary:

Sub-Objective Indicator	Targets			
	Q1	Q2	Q3	Q4
[3-A] Number of Policies Drafted	2	3		
[3-B] Number of Manuals Drafted	5	2	2	3
[AMELP 16] Number of Public Policies Introduced, Adopted, Repealed, Changed, or Implemented	2	3		

Activity 3-A: Municipal Regulations

Description: During Years 1 & 2 Taqarib achieved substantial progress in the drafting and adoption of new municipal policies. New Regulations for review and publication in Year 3 include those related to:

1. Commercial Licensing
2. Use of Public Spaces
3. Makhateer Mahallat
4. Building Permitting
5. The Unified Organizational Structure for Municipalities

Milestones:

%	Milestone/Output
25	Key Questions/areas of reform finalized
50	First-draft Concluded with Subject-matter Experts
75	Validation Exercises Concluded
100	Final draft and handover

Cross-Coordination:

With Objective I: Incorporate municipal feedback into policy-prioritization and validation processes. Where they intersect, ensure that the policy development process lends real-time support to VIS projects.

With Component II: Ensure the participation of qualified CSOs and Champions for Change in the policy prioritization, drafting, and validation processes.

With Component IV: Ensure that completed policies are published to the municipal dashboard.

Tools:

1. Service contracts
2. Consultancy/STTA

3. Design and validation workshops
4. Grants
5. Complex communications – Document desk-topping and printing

Partners:

1. Partner-Municipalities
2. Ministry of Local Governance
3. High Committee for the Transfer of Competencies
4. High Council for Local Administration
5. Urban Planning Authority
6. Public Property Authority
7. Municipal Guards

Activity 3-B: Municipal Service-Delivery Manuals

Description: Objective III will assist partner-municipalities with the drafting and publication of at least 7 operational manuals in priority service-delivery areas during Year 3. In prioritizing which manuals to support, Objective 3 uses three criteria: those manuals that are directly relevant to VIS activities, which can then serve as a real-world laboratories for content-development; other priority areas as communicated by partner-municipalities; and priority areas communicated by the Ministry of Local Government.

One very important focus for this activity in Year 3 will be to support the development and revision of manuals related to new regulations for municipal revenue, which the GoL promulgated toward the end of Year 2.

Manuals to receive attention in Year 3 include:

1. Procedure Manual on the Work of the Municipal Council.
2. Procedure Manual for Slaughterhouses.
3. Procedure Manual for Evaluation and Follow-Up (of municipal services).
4. Procedure Manual for Consumer Protection (with the Municipal Guard).
5. Procedure Manual on Local Road Repair.
6. Procedure Manual on Emergency Response
7. A Handbook on the Standards for Food and Drug Inspection
8. An Update to the Local Revenue Procedure Manual
9. An Update to the Public Spaces Procedure Manual
10. An Update to the Commercial Licenses Procedure Manual

Milestones

%	<i>Milestone/Output</i>
25	Table of contents finalized
50	First-draft concluded with subject-matter experts
75	Validation concluded
100	Final draft and handover

Cross-Coordination:

With Objective I: Incorporate municipal feedback into manual-prioritization and validation processes. Where they intersect, ensure that the policy development process lends real-time support to VIS projects.

With Component II: Ensure the participation of qualified CSOs and Champions for Change in the Manual prioritization, drafting, and validation processes.

With Component IV: Ensure that completed manuals are published to the municipal dashboard.

Tools:

1. Service contracts
2. Consultancy/STTA
3. Design and validation workshops
4. Grants
5. Complex communications – document desk-topping and printing

Partners:

1. Partner-Municipalities
2. Ministry of Local Governance
3. High Council for Local Administration
4. Urban Planning Authority
5. Public Property Authority
6. Municipal Guards

SUB-OBJECTIVE 3.2: SUPPORT NATIONAL STRATEGY MEETINGS ON LOCAL GOVERNANCE ISSUES, LAW 59 IMPLEMENTATION AND REFORMS

Impact Statement: Through facilitated dialogue with national entities, Objective III will help partner municipalities take an active role in driving Libya’s decentralization agenda.

Activity Summary: Taqarib will facilitate dialogue between municipalities and national entities that have a role in municipal governance. This facilitation will culminate in two, semi-annual events where participants will have the opportunity to codify points of consensus and set goals for future reforms.

During Year 3 Taqarib will open 2 new areas of dialogue with the institutions that are central to those areas. Following its change in leadership Component III will again approach the topic of municipal assets with the Public Property Authority (Act. 3-C). Component III will open a dialogue with the Ministry of Housing and related municipal offices on the topic of building licensing and use-permitting (Act. 3-D). Component III will also open a dialogue with the Urban Planning Authority (Act. 3-E). Alongside these, the Component will continue its longstanding engagement with the Municipal Guard (Act. 3-F).

Year 3 Adaptations Summary: Municipal revenue reform advanced significantly during Year 2, raising the possibility that municipalities will begin to assume more and more real responsibility for the budgeting, planning, and delivery of local services. To accomplish these through the collection and expenditure of their own revenues represents a sea-change for municipalities in terms of the scope and scale of their responsibilities across the board. Taqarib will inevitably play a substantial role in the change-management process.

More importantly, Year 2 showed that there can be frequent and unpredictable opportunities for Taqarib to drive and/or contribute to ground-floor investments in institutional change. The activities in this sub-objective will therefore stand as exemplary approaches that Taqarib may

apply to other thematic areas as opportunities in those areas emerge throughout Year 3. The apparent nature of these opportunities notwithstanding, we acknowledge the demand-driven nature of Taqarib’s support to major structural reforms. Consequently, the specific topics that we propose to address in the activities below are illustrative; they represent educated guesses about likely GoL priorities, but they also serve as models for dealing with alternative policy areas, such as the GoL may suggest during the year.

Year 2 also showed that Altai’s collaboration on survey instruments and their quick deployment can add enormous empirical value to the hypothesizing about decentralization that is intrinsic to the dialogues defined by this sub-objective. Component III will therefore deepen its collaboration with Altai to support Activities 3-C to 3-F.

COVID-19 Response: As part of SO 1.5 Taqarib helps cities design and maintain effective COVID-19 mitigation plans for public facilities. Objective 3 will integrate these plans into ongoing collaborations with the Public Property Authority and the Municipal Guard.

Female Empowerment: Objective 3 will work with community counterparts to identify municipal assets that have particular importance for female livelihoods and wellbeing. Taqarib will use this as a way of prioritizing and designing municipal asset-management and investment strategies. Similarly, Objective 3 will study the specific role that the Municipal Guard can play in safeguarding the livelihoods and wellbeing of female residents and business-owners. As these issues become points of emphasis for national dialogues, Taqarib will also ensure that there is significant female representation at all deliberative events. Taqarib will also look for ways of incorporating gender issues into urban planning and building policies.

Support to Ethnic Minorities: Objective III will work with community counterparts to identify municipal assets that have particular importance for minority livelihoods and wellbeing. Taqarib will use this as a way of prioritizing and designing municipal asset-management and investment strategies. Similarly, Objective 3 will study the specific role that the Municipal Guard can play in safeguarding the livelihoods and wellbeing of minority residents and business-owners. As these issues become points of emphasis for national dialogues, Taqarib will also ensure that there is significant minority representation at all deliberative events. Taqarib will also look for ways of incorporating youth issues into urban planning and building policies.

Support to Youth: Objective III will work with community counterparts to identify municipal assets that have particular importance for youth. Taqarib will use this as a way of prioritizing and designing municipal asset-management and investment strategies. Similarly, Objective III will study the specific role that the Municipal Guard can play in safeguarding youth and incorporating youth into consultative community-engagement approaches. As these issues become points of emphasis for national dialogues, Taqarib will also ensure that there is significant youth representation at all deliberative events. Taqarib will also look for ways of incorporating youth issues into urban planning and building policies.

Validating the Electoral Process: As these decentralization initiatives move forward, Taqarib will work to advance the public’s understanding of the connection between elected institutions and the changing nature of institutional prerogatives. This work would lay a foundation for informed public accountability measures, and can serve as an inducement to electoral participation.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicator</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[3-C] Public Property Dialogues		1		1

[3-D] WEON Advocacy Dialogues	1		1	
[3-E] Urban Planning Dialogues		1		1
[3-F] Municipal Guard Dialogues	1		1	
[AMELP 17] # of Multi-Stakeholder Decentralization Dialogues	2	2	2	2

Activity 3-C: Municipal Asset Reform

Description: Given new leadership at the Public Property Authority, Taqarib will attempt to reengage all concerned parties on the subject of municipal asset reform. Our optimism notwithstanding, however, we acknowledge that the incentives for reforming the essential nature of the Public Property Authority are extremely difficult to rationalize, and that this activity may yet founder on institutional resistance to change.

Milestones

%	Milestone/Output
25	Meeting 1 agenda and invitee list finalized with Counterparts
50	Meeting 1 takes place
75	Meeting 2 agenda and invitee list finalized with Counterparts
100	Meeting 2 takes place

Cross-Coordination:

With Objective I: Nominate program partners who would be effective advocates for the municipal position on asset-management and control. Document effective municipal strategies and approaches to asset-management so that they become case-studies for national dialogues.

With Component II: When applicable, nominate civil society activists and/or Taqarib Champions for Change who would be effective contributors to national dialogues.

Tools:

1. Training – Asset Management
2. Conferences
3. Service contracts
4. Altai support

Partners:

1. Ministry of Local Government
2. Public Property Authority
3. Ministry of Finance
4. High Council for Local Administration
5. Sub-National Government Working Group
6. CSOs and Champions for Change
7. Partner Municipalities

Activity 3-D: Women-in-Government

Description: Taqarib’s work with WEON has revealed an apparent and deeply harmful disconnect between female representatives in local government, and crucial institutional resources, such as the Ministry of Local Government. Taqarib will organize a series of dialogues designed to be instrumental communication and coordination points themselves, as well as

opportunities to make structural and durable improvements to women’s standing in local institutions.

%	Milestone/Output
25	Meeting 1 agenda and invitee list finalized with counterparts
50	Meeting 1 takes place
75	Meeting 2 agenda and invitee list finalized with counterparts
100	Meeting 2 takes place

Cross-Coordination:

With Objective II: Nominate program partners (CSO’s and NGO’s, as well as C4C’s that work on inclusion of minorities and women in local governance and decision making) who would be effective in taking part in the workshop and advising during the process.

Tools:

1. Workshops
2. Data collection training

Partners:

1. WEON
2. Ministry of Local Governance
3. High Council for Local Administration
4. Sub-National Government Working Group
5. CSOs and Champions for Change
6. Partner Municipalities

Activity 3-E: Urban Planning

Description: Similar to the Municipal Guard, the Urban Planning Authority has approached Taqarib for support in transferring some of its functions and prerogatives to municipal actors. The Ministry of Local Government is aware and supportive of decentralizing urban planning functions and Taqarib, through its GIS work, already has some traction on the issue with partner-municipalities.

As part of this assistance, Taqarib may also support local urban planning offices with small packages of necessary equipment.

Milestones

%	Milestone/Output
25	Meeting 1 agenda and invitee list finalized with counterparts
50	Meeting 1 takes place
75	Meeting 2 agenda and invitee list finalized with counterparts
100	Meeting 2 takes place

Cross-Coordination

With Objective I: Nominate program partners who would be effective technical advisors for the urban planning function at the local level. Make refined use of the Urban Planning professional-development modules to inform dialogue events. Drawing on VIS implementation, document instances of successful urban planning approaches, for use as case-studies during dialogue events.

With Component II: When applicable, nominate civil society activists and/or Taqarib Champions for Change who would be effective contributors to national dialogues.

Tools:

1. Conferences
2. Service contracts
3. Procurement
4. Altai support

Partners:

1. Ministry of Local Government
2. Urban Planning Authority
3. CSOs
4. Champions for Change
5. Partner Municipalities

Activity 3-F: Municipal Guard

Description: Component III will continue to support decentralization of municipal-guard functions, focused on the structural and technical requirements for improving the Guard’s responsiveness to municipal priorities, Taqarib will resume supporting the municipal-guard through providing a series of technical trainings, and provide technical tools and equipment that strengthens the ability of the municipal guard in its daily work

Milestones

%	<i>Milestone/Output</i>
25	Meeting 1 agenda and invitee list finalized with counterparts
50	Meeting 1 takes place
75	Meeting 2 agenda and invitee list finalized with counterparts
100	Meeting 2 takes place

Cross-Coordination:

With Objective I: Nominate program partners who would be effective advocates and technical advisors for Municipal Guard reform. Document local contexts where municipal relationships with the Guard have generated uniquely positive results. Develop these into case-studies for national dialogues.

With Component II: When applicable, nominate civil society activists and/or Taqarib Champions for Change who would be effective contributors to national dialogues.

Tools:

1. Training – Asset Management

2. Conferences
3. Service contracts
4. Altai support

Partners:

1. Ministry of Local Government
2. Municipal Guard
3. Libya Municipal Professionals Association
4. Libya Mayors Association
5. CSOs and Champions for Change
6. Partner Municipalities

SUB-OBJECTIVE 3.3: EVALUATE DECENTRALIZATION SERVICE DELIVERY INITIATIVES

Impact Statement: By studying partner-municipalities' innovations in service-delivery, Objective III will make vertical contributions to improved service outcomes, enriching the national decentralization agenda with proposals for evidence-based reform. Documenting municipal innovations will also yield opportunities to improve outcomes horizontally, by piloting successful ways of doing things in parts of the country where they have not yet been tried.

Activity Summary: In the institutional vacuum that followed the Libyan revolution, and then again in the emergency context brought on by the COVID-19 pandemic, municipalities have undertaken a decade-long experiment in local governance. Their experimentation has yielded valuable evidence supporting modes of local service-delivery that are especially well-suited to the Libyan context. Objective 3 will continue its efforts to discover, analyze, and document successful examples in Year 3, with the aim of producing 3 case-studies. The Objective team will select case-studies that are distinct in terms of their governance theme or service-sector. The first case-study under review will focus on the theme of emergency-management, and will highlight effective municipal approaches to COVID-19 response (Act. 3-G). The Objective Team will decide the two remaining case-studies (Acts. 3-E and 3-F) by the end of FY22Q1.

Year-3 Adaptations: No significant changes.

COVID-19 Response: The COVID-19 pandemic has served as the strongest inducement for municipalities to experiment with their own approaches to local governance since the Libyan Revolution. Municipal responses to the pandemic will be, therefore, continue to be a major focus of SO 3.3, comprising at least one case-study on its own during Year 3.

Female Empowerment: Female leadership in local government will be the focus of at least one case-study under SO 3.3 during the life of the project. Service-delivery approaches designed to improve female livelihoods and wellbeing will also serve as the basis for at least one case-study.

Support to Minorities: Minority leadership in local government will be the focus of at least one case-study under SO 3.3 during the life of the project. Service-delivery approaches designed to improve minority livelihoods and wellbeing will also serve as the basis for at least one case-study.

Support to Youth: Youth participation in local government will be the focus of at least one case-study under SO 3.3 during the life of the project.

Validating the Electoral Process: Municipal support to the electoral process will be the subject of at least one case study under SO 3.3 during the life of the project. Taqarib will place special emphasis on municipal approaches to linking electoral participation with improvements in service delivery.

Sub-Objective Indicator Summary

Sub-Objective Indicator	Targets			
	Q1	Q2	Q3	Q4
[3-E to 3-G] Emergency Response Mapping	1		1	1
[AMELP 18] # of Business Processes Mapped and Analyzed	1		1	1

Activity 3-E: Yefren Health Services

The first case study Taqarib project will work on will be Yefren MC's initiative on the activation of health services through community service and utilizing local revenues to fund the health sector within the municipality. The Case Study will cover the initiative starting from the steps taken by the municipality to support this initiative as well as the role of CSO's and NGO's and how this specific initiative reflected on the health services provided as well as the benefits gained via the revenue collected through this initiative.

Milestones:

%	Milestone/Output
25	Questions/hypotheses Decided
50	Research Concludes
75	First-draft Concluded
100	Findings/Recommendations Published

Cross Coordination:

With Objective I: Watch closely the VIS activities under SO 1.3 to identify potential case-studies. Work with municipal staff engaged on VIS projects to undertake case-study research and validate findings.

With Objective II: Collaborate with civil society partners and Champions for Change to identify potential case studies and validate findings.

Tools:

1. Workshops
2. Service contracts
3. Grants
4. STTA

Partners:

1. Libya Mayor's Association
2. Libya Municipal Professionals Association
3. Municipal project offices
4. Civil society representatives and Champions for Change

Activity 3-F: Benghazi Volunteer Program

The second study covered by Taqarib's will be regarding municipal support for a social initiative that took place in Benghazi Municipality, where the municipality supported an initiative constituting

of a volunteer cleanup campaign conducted by individuals from the public, then followed by enormous support from the municipality. Objective 3 will focus on the role played by the municipality and the steps it took as well as the reasons behind it (Maybe the gaps in services that required the action of volunteers as well as the cause behind it).

Milestones:

%	Milestone/Output
25	Questions/hypotheses decided
50	Research concludes
75	First-draft concluded
100	Findings/recommendations published

Cross Coordination:

With Objective I: Watch closely the VIS activities under SO 1.3 to identify potential case-studies. Work with municipal staff engaged on VIS projects to undertake case-study research and validate findings.

With Objective II: Collaborate with civil society partners and Champions for Change to identify potential case studies and validate findings.

Tools:

1. Workshops
2. Service contracts
3. Grants
4. STTA

Partners:

1. Libya Mayor’s Association
2. Libya Municipal Professionals Association
3. Municipal project offices
4. Civil society representatives and Champions for Change

Activity 3-G: TBD (Addressing COVID-19 Response)

Milestones:

%	Milestone/Output
25	Topic, location, and questions/hypotheses decided
50	Research concludes
75	First-draft concluded
100	Findings/recommendations published

Cross Coordination:

With Objective I: Watch closely the VIS activities under SO 1.3 to identify potential case-studies. Work with municipal staff engaged on VIS projects to undertake case-study research and validate findings.

With Objective II: Collaborate with civil society partners and Champions for Change to identify potential case studies and validate findings.

Tools:

1. Workshops
2. Service contracts
3. Grants
4. STTA

Partners:

1. Libya Mayor's Association
2. Libya Municipal Professionals Association
3. Municipal project offices
4. Civil society representatives and Champions for Change

SUB-OBJECTIVE 3.4: STRENGTHEN CENTRAL-MUNICIPAL COMMUNICATION AND COORDINATION

Impact Statement: Support for municipal media departments, along with support for communications policy and infrastructure, will improve intra-departmental coordination and strengthen cities' public legitimacy.

Activities Summary: Taqarib will focus on two lines of activity under SO 3.4. Effective communications during times of emergency will remain an important emphasis of the Objective team during Year 2 (Act. 3-J). Technical and material assistance will focus on cities' ability to communicate quickly, credibly, and instrumentally with their own residents, as well as their ability to ensure that disparate service departments remain coordinated and on-mission while engaging a crisis. The component team will also continue its support for communications capacity-building, policy support, and equipment, focused on new partner-municipalities that missed-out on the first wave of support (Act. 3-K).

Year 3 Adaptations: Aligned with SO 1.5 and the establishment of Emergency Operation Centers in all municipalities, Taqarib's support for municipal communications will broaden in Year 3 to include non-COVID emergencies.

COVID-19: Response to the COVID-19 pandemic carries with it a requirement for clear, comprehensive, and instructional communication between cities and their residents. For this reason, Objective 3 will assist directly with SO 1.5 and strengthen media offices' ability to contribute to emergency-management.

Female Empowerment: Building off of female outreach practices that the project addressed in Year 2 with respect to COVID-19, the component will broaden its scope to include communications approaches specific to female needs during other kinds of emergencies. The component will include these considerations in the tabletop exercises described under Objective I and Objective II.

Support to Minorities: Building off of minority outreach practices that the project addressed in Year 2 with respect to COVID-19, the component will broaden its scope to include communications approaches specific to female needs during other kinds of emergencies. The component will include these considerations in the tabletop exercises described under Objective I and Objective II.

Support to Youth: The component will broaden its scope to include communications approaches specific to youth needs during all kinds of emergencies. The component will include these considerations in the tabletop exercises described under Objective I and Objective II.

Validating the Electoral Process: The component will put special emphasis on gaming scenarios for electoral disruptions, and designing communications approaches that can serve to ameliorate people’s concern about the validity of polling.

Sub-Objective Indicator Summary

Sub-Objective Indicators	Targets			
	Q1	Q2	Q3	Q4
[3-J] Total media offices trained and equipped	5	5	10	10
[3-K] Ministry communications officers trained		5		

Activity 3-J: Strengthening Municipal Media Offices

Description: Building on a series of listening events during Years 1 and 2, Taqarib will respond to priority needs expressed by municipal media offices. The Objective team will assist communications staff in developing emergency communications strategies and plans, train them on the use of a variety of communications platforms and, when warranted, provide them with software and equipment. The activity’s focus is to instill the behaviors and provide the infrastructure so that cities can develop functional, two-way communication practices during times of emergency. Taqarib will implement this activity alongside Activity 1-N in each partner-municipality.

In Year 3 this activity will focus on municipalities that joined the project as part of tranche 3b, and that did not receive earlier assistance. The Objective team will include municipal staff in the strategy-development process, as well as local-government alumni, as appropriate

Milestones

%	Milestone/Output
25	Assistance package Decided
50	Equipping Concluded
75	Training Concluded
100	Communications Strategy Finalized

Cross-Coordination:

With Component I: Side-by-side implementation with SO 1.5 so that communications strategy is incorporated into each city’s emergency-management plan.

With Component II: Ensure that community feedback from residents, civil society organizations, the private sector and Champions for Change is incorporated into communications strategies.

With Component IV: Begin exploring technological solutions to two-way communication objectives.

Tools:

1. Workshops
2. Training
3. Grants
4. Direct distribution of goods and services

Partners

1. Municipal media offices
2. Community Emergency Response Teams
3. Ministry of Local Government
4. CSOs, private sector, and Champions for Change

Activity 3-K: Strengthening the Ministry of Local Government’s Communications Capacity

Description: Taqarib will continue to help the Ministry of Local Government’s media office to develop outcome-oriented communication strategies and protocols for use with municipalities. Throughout its third year, Taqarib project’s third component will support MOLG’s media offices and that is to boost and advance the connection MOLG has with municipalities all over the country by creating dual channels of communication which will also enable each of the MOLG, and other municipalities in illustrating the efforts being done around the country to support decentralization and to ensure the general public’s knowledge supporting transparency. .

Milestones:

%	Milestone/Output
25	Assistance Package Decided.
50	Equipping Concluded,
75	Skills Training Concluded
100	Ministry Communications Strategy Finalized

Cross-Coordination:

With Component I: Incorporate feedback from municipal officers involved in VIS activities.

With Component IV: Begin exploring ways that the municipal dashboard could incorporate ministry-municipality communications.

Tools:

1. Workshops
2. Service contracts
3. Direct distribution of goods and services
4. Complex communications – document desk-topping and printing

Partners:

1. Ministry of Local Government, Department of Municipalities
2. Municipal communications officers
3. Local government alumni

SUB-OBJECTIVE 3.5: NATIONAL ADVOCACY PLATFORMS AND CSOs SUPPORT THE LOCAL GOVERNANCE AGENDA

Impact Statement: With Taqarib’s support from grants and technical assistance, national-level CSOs and associations will successfully advocate for the advancement of the decentralization

agenda, and will evolve that agenda as cities experience and successfully confront new challenges.

Activity Summary: After terrific success in attracting qualified proposals during Years 1 & 2, Taqarib will continue to offer decentralization grants in Year 3, steering potential grantees toward thematic areas of emphasis and service-areas connected to VIS activities (Act. 3-L). Taqarib will continue its dedicated support for the Women’s Elected Officials Network (WEON) (Act. 3-M). Taqarib will also use grants and other incentives to support the Libya Municipal Professionals Association, the Libya Mayors Association, universities, think tanks, legal associations, and other relevant groups that can contribute to the review and drafting of decentralization policy (Act. 3-N).

COVID-19 Response: The pandemic has required municipalities to experiment with local governance in ways that they have not done since the Libyan Revolution. At times this has led to approaches to enforcement and service-delivery that are ‘extra’-legal, or even illegal altogether. Taqarib hopes to use these examples as foundations for advocacy around municipal innovations that work, and that national policy should embrace.

Female Empowerment: Objective III will continue to give special attention to supporting WEON during Year 2. In its grant-evaluation criteria Objective III will also look for other opportunities to raise the profile of female-led advocacy groups so that they can participate meaningfully in national decentralization reforms.

Support to Minorities: In its grant-evaluation criteria, Objective III will look for opportunities to raise the profile of minority-led advocacy groups so that they can contribute uniquely and meaningfully in national decentralization reforms. This contribution may come from minorities’ unique political position, or from the expression of needs unique to minority populations.

Support to Youth: In its grant-evaluation criteria, Objective III will look for opportunities to raise the profile of minority-led advocacy groups so that they can contribute uniquely and meaningfully in national decentralization reforms. This contribution may come from youth’s unique political position, or from the expression of needs unique to the youth demographic.

Validating the Electoral Process: Nothing significant.

Sub-Objective Indicator Summary

<i>Sub-Objective Indicators</i>	<i>Targets</i>			
	Q1	Q2	Q3	Q4
[3-L] Grant awards	2	1		1
[3-M] WEON strategy and workplan finalized				1
[3-N] Events supported	TBD	TBD	TBD	TBD
[AMELP 9] # of CSOs Receiving USG Assistance	2	1		2
[AMELP 19] # of Decentralization Initiatives Supported	2	1		2

Activity 3-L: Request for Applications in Support of the Decentralization Agenda

Description: Taqarib will update and re-issue its RFA from Year 2 and direct funding opportunities at the intersection between decentralization policy, and the interests of special groups, to include women, ethnic minorities, and youth. These will not exclude more broad-based calls for support to Libya’s overall decentralization agenda.

Milestones:

%	Milestone/Output
25	RFA released
50	Award
75	50% grant milestone achieved
100	Grant close-out

Cross-Coordination:

With Objective I: Collaborate on identifying successful local innovations to enforcement and/or service delivery that Taqarib can deploy for national advocacy.

With Objective II: Collaborate on the identification of advocacy-issues emerging from municipalities and their specific constituencies. Collaborate on identifying interested and qualified potential grantees.

Tools:

1. Basic communications support – announcement
2. Complex communications support – advocacy-oriented information products
3. Grants
4. Workshops
5. Service contracts
6. STTA

Partners:

1. Municipalities
2. Ministry of Local Government
3. High Council for Local Administration
4. National NGOs and local CBOs
5. Universities, colleges, and institutes

Activity 3-M: Support to Women’s Elected Officials Network

Description: Taqarib devoted considerable effort to understanding the strategic interests and the organizational capacity of WEON during Years 1 & 2. What we found is an organization with considerable commitment among its founders and considerable equity in its name and reputation, but also one with considerable capacity deficits that obstructed substantive collaboration. Partly due to material assistance from other donors, WEON finds itself at the outset of Year 3 with much higher capacity for conducting business. WEON still needs considerable help in defining its core mission, building a strategy to support that mission, recruiting a critical mass of active members, and resourcing its activities. Taqarib will continue to fill some of these gaps by providing direct technical and material support. Taqarib will also partner with third-parties – organizations and individuals – who can join WEON in its mission.

Milestones:

%	Milestone/Output
25	Year 2 engagement strategy finalized with WEON
50	Technical assistance begun and in-kind materials delivered
75	WEON policy- drafted
100	WEON workplan finalized

Cross-Coordination:

With Objective II: Work together on the identification of potential partners for WEON, with a view toward building a geographically and ethnically diverse set of mutual collaborators. Work together on providing technical assistance to WEON, in support of its good functioning as a non-profit organization.

Tools:

1. Direct distribution of goods and services
2. Grants
3. Workshops
4. STTA

Partners:

1. Ministry of Local Government
2. High Council for Local Administration
3. Female GNA/HOR members
4. CSOs

Activity 3-N: Support to National Decentralization Partners and Forums

Description: Thematically similar to Activity 3-L, but different in mechanism and scale, Taqarib will provide assistance to existing forums and partners that require highly-targeted, plug-and-play support for analytical projects, round-tables, conferences and other official gateways along the road to decentralization. Under this activity Taqarib may provide assistance in the form of data collection and analysis, expert consultancies, document review, logistical support, and other supplementary activities. Taqarib anticipates coordinating this activity closely with USAID, as requests may come from other USAID partners.

Milestones:

%	Milestone/Output
25	Support request made to Taqarib
50	Support plan decided and solicitations issued, if applicable
75	Event/support concluded
100	Final report submitted, if applicable

Cross-Coordination:

With Objective I: Collaborate on the identification of technical resources and that can respond to requests from qualified partners.

Tools:

1. STTA/consultancies
2. Service contracts
3. Procurements

Partners:

1. National NGOs
2. High Committee for the Transfer of Competencies

3. Ministry of Local Government
4. Universities, colleges, and institutes
5. Other implementing partners

OBJECTIVE 4: INFORM PROGRAMMING THROUGH A ROBUST LEARNING AND ANALYSIS AGENDA

Under Objective 4, Taqarib undertakes a robust learning agenda that allows the project to adapt its programming to changing conditions, beneficiary feedback, and real-time impact data. Data collection, analysis, and visualization serve the dual functions of substantiating Taqarib's impact story, and giving insight to municipalities about the efficiency and effectiveness of their service-delivery efforts.

Sub-Objective Summary: Taqarib's quarterly perception survey (SO 4.1) is a foundational and dynamic source of information about the priority service-delivery needs of Libyan citizens. It also measures people's confidence in the ability of local institutions to meet those needs. Each year Objective IV also conducts a Journey to Self-Reliance study, using standard USAID indicators that mark whether activities are on a sustainable trajectory (SO 4.3). Using these two data-sets, and other data that municipalities provide directly, Objective IV will finalize its municipal dashboard in Year 2, and will release parts of it to municipalities for use as a management and transparency instrument (SO 4.4). In parallel with these data collection efforts, Objective IV will facilitate project strategy review sessions each quarter, allowing regular opportunities for the team to adapt this Workplan to rapidly changing conditions on the ground (SO 4.2).

Year-3 Adaptations Summary:

For SO 4.1 – Taqarib observed during Year 2 an inefficiency in collecting responses from an equal number of perception-survey respondents in each targeted city. This was mainly due to small populations in some of Taqarib's partner- and control-municipalities. Oversampling in these municipalities resulted in repeat sampling quarter to quarter, which had a significant impact on the quality of responses in general. For Year 3 Taqarib, and its partner Altai, will adjust respondent numbers in each municipality in a way that is proportionate to population.

For SO 4.2 – Should the COVID context begin to abate, and vaccines become widely distributed among staff, Taqarib will seek to re-start in-person events.

For SO 4.3 – Taqarib is removing the annual Journey to Self-Reliance study from its workplan, due USAID's movement away from the initiative.

For SO 4.4 – Taqarib will finalize and deploy the municipal dashboard and will release parts of it to municipalities for use as a management and transparency instrument.

SUB-OBJECTIVE 4.1: QUARTERLY PERCEPTION SURVEYS

Impact Statement: Quarterly perception surveys conducted across all partner-municipalities will ensure that municipalities' service-delivery planning, and Taqarib's VIS planning, will incorporate public priorities. Measuring similar data from a control group of municipalities not partnered with the project will also reveal important insights about the marginal impact of Taqarib activities.

Activity Summary: In Year 3 Taqarib will conduct four quarterly perceptions surveys, in collaboration with Altai Consulting (Act. 4-A). New for Year 2, Taqarib will sponsor an Annual Perception Survey Conference with the mid-term objective of validating the survey's methodology and findings, and of focusing discussion among counterparts about the best way to utilize survey data (Act. 4-B).

COVID-19 Response: The Component will continue to measure individual responses to questions related to COVID-19 mitigation and related emergency-management activities.

Female Empowerment: Taqarib will continue to target a 50% female response-rate in quarterly perception surveys, and will continue to use questions that place special focus on female service-delivery needs and priorities. Taqarib will also design additional survey items that measure the impact of activities directed primarily at improving female livelihoods and wellbeing.

Support to Ethnic Minorities: Taqarib will continue to target a rate of minority response in quarterly perception surveys, proportionate to a groups share of the overall population, and will continue to use questions that place special focus on minority service-delivery needs and priorities. Taqarib will also design additional survey items that measure the impact of activities directed primarily at improving minority livelihoods and wellbeing.

Support to Youth: Taqarib will incorporate targets for youth-response in quarterly perception surveys, proportionate a demographic’s share of the overall population, and will continue to use questions that place special focus on youth service-delivery needs and priorities. Taqarib will also design additional survey items that measure the impact of activities directed primarily at improving youth wellbeing.

Validating the Electoral Process: Taqarib will add questions to the quarterly perception survey that measure a community’s confidence in electoral processes overall, and that have the potential to reveal differences in perception and/or legitimacy between national and local elections, and their correlated institutions.

Sub-Objective Indicator Summary

Sub-Objective Indicators	Targets			
	Q1	Q2	Q3	Q4
[4-A] Quarterly perception surveys	1	1	1	1
[4-B] Perception survey conference			1	
[AMELP 20] % Change in Perceptions Toward Decentralization				TBD
[AMELP 21] # of Municipalities with Perception Data Tracked	30	30	30	30

Activity 4-A: Quarterly Perception Surveys

Description: Taqarib’s Quarterly Perception Surveys provide an overall score for each municipality to measure and compare citizens’ views of their local governments over time. Objective IV also uses the surveys to track data that inform each of the 19 indicators included in the project Activity Monitoring, Evaluation and Learning Plan.

Milestones:

%	Milestone/Output
25	Finalize questionnaire items
50	Initiate interviews
75	Finalize interviews with 8000 respondents
100	Finalize Quarterly Perceptions Report

Cross Coordination:

With Objective I: Collaborate on the design of questionnaire items specific to COVID-19.

With Objective II: Collaborate on the design of questionnaire items specific to female empowerment and support to minority communities.

Tools:

1. Altai sub-award
2. MPI legitimacy assessment questionnaire

Partners:

1. Altai Consulting
2. Partner municipalities

Activity 4-B: Annual Perceptions Survey Conference

Description: In Year 3 Taqarib will host its first Annual Perception Survey Conference (a previous conference planned for Year 2 was rendered moot by the COVID-19 pandemic). The conference will target partner municipalities in demonstrating how Taqarib’s assessment tools support decision-making and track specific service-delivery areas requiring urgent, remedial action. The conference will present results of Taqarib’s first four quarterly perception surveys as well as the baseline and Y2 MPI assessments for each partner municipality, in addition to offering a full explanation of the VIS methodology and its incorporation of citizen priorities.

The conference will provide opportunities for Taqarib and municipalities to collectively workshop themes for Taqarib’s grant portfolio. It will also provide a venue for municipalities to consider how they would conduct their own perception surveys in the future, an important part of their journey to self-reliance.

Milestones:

%	Milestone/Output
25	Preparatory kick-off meeting
50	Agenda finalized
75	Procurements finalized
100	Conference conclusion and report

Cross-Coordination:

With Objective 1: Agenda support focused on VIS activities and MPI results/methodology.

With Objective II: Agenda support focused on grant opportunities and female/minority programming.

With Objective III: Agenda support on status of decentralization laws and policies.

Tools:

1. Conference
2. Service contracts

Partners:

1. Altai Consulting

SUB-OBJECTIVE 4.2: QUARTERLY STRATEGY REVIEW SESSIONS (SINGLE ACTIVITY)

Impact Statement: Taqarib’s quarterly review of program strategy and supporting activities will allow the project to adapt to a rapidly evolving operational context, to continuously re-calibrate activity designs to maximize impact, and to operate as a cohesive, highly motivated team.

Sub-Objective Indicator Summary

Sub-Objective Indicators	Targets			
	Q1	Q2	Q3	Q4
[4-C] Strategy review sessions	1	1	1	1
[AMELP 22] # of Strategy Review Sessions	1	1	1	1

Activity 4-C: Strategy Review Sessions

Taqarib will host 4 strategy review sessions during Year 3, using online, hybrid, or fully in-person formats as the COVID-19 pandemic allows. Critical components of the strategy review sessions will include: progress reviews from each Objective team, a Tamis content-review, reviews of local-counterpart feedback during the quarter, an indicator-summary review, comparative discussions of activity ‘clusters’, and other relevant topics. Taqarib may choose to retain the services of a third-party to facilitate one or more strategy review during the year.

Milestones:

%	Milestone/Output
25	Service-contracts finalized
50	Agenda finalized
75	Presentations submitted
100	Conference conclusion workplan revisions submitted

Cross-Coordination

With all Objectives: Support for agenda-design and active participation during the event. Consolidated take-aways in the form of proposed workplan revisions.

Tools:

1. Conference
2. Service contracts

SUB-OBJECTIVE 4.3: J2SR STUDY

Removed from Y3 Implementation plan

SUB-OBJECTIVE 4.4: WEB-BASED KNOWLEDGE-MANAGEMENT AND LEARNING PLATFORM (SINGLE ACTIVITY)

Impact Statement: A web-based dashboard that tracks progress on service-delivery indicators against spending and public perceptions of effectiveness will serve as a foundational aide for Taqarib and partner municipalities to plan and execute service-delivery activities. The dashboard will also improve Taqarib’s project performance against its own indicators, tracking daily progress and reinforcing feedback loops between management and field-staff.

Sub-Objective Indicator Summary

Sub-Objective Indicators	Targets			
	Q1	Q2	Q3	Q4
[4-E] Platform finalized and deployed			1	
[AMELP 20] % Change in Perceptions Toward Decentralization				TBD
[AMELP 15] % Change in Social Accountability Scores				TBD

Activity 4-E: Finalize and Deploy Knowledge-Management Dashboard

Description: During Year 1 Taqarib completed a PowerBI wireframe design for a fully interactive knowledge-management dashboard. During Year 2 Objective IV made considerable progress in developing the wireframe into a fully functional dashboard. During Year 3 the Objective team will focus on signing-up municipal partners with piloting the dashboard, using systematic sets of service-delivery data. In rolling-out the platform, Taqarib will engage the services of DAI’s Center for Digital Acceleration and will look for opportunities to recruit local organizational partners and individual talent that can assist with design, data collection, and data analysis.

Milestones:

%	Milestone/Output
25	Digital database and user interface finalized
50	Project datasets linked
75	Contextual data provider(s) identified
100	Dashboard goes live

Cross-coordination:

With Objective I: Collaborate on the identification of priority service-delivery datasets for inclusion in the dashboard information. Collaborate on the recruitment of municipal partners who would be willing to supply systematic service-delivery and financial data for use on the dashboard.

With Objective II: Collaborate on the identification of priority civic-participation datasets for inclusion in the dashboard information. Collaborate on the recruitment of CSO partners who would be willing to supply systematic service-delivery and financial data for use on the dashboard.

Tools:

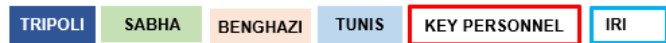
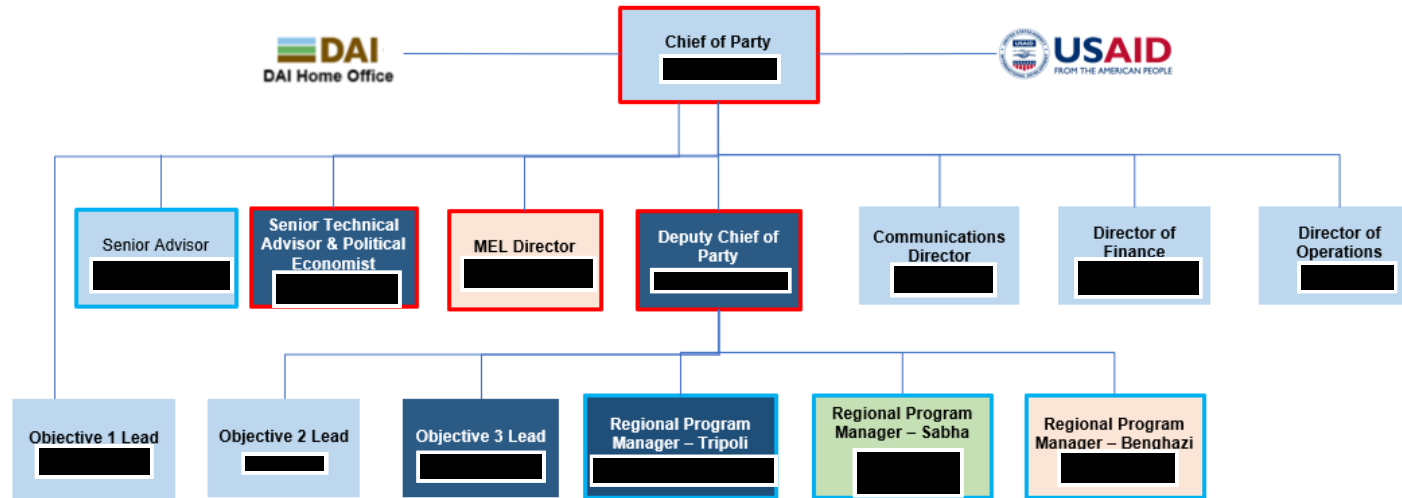
1. STTA
2. Service contracts
3. Software licenses

Partners:

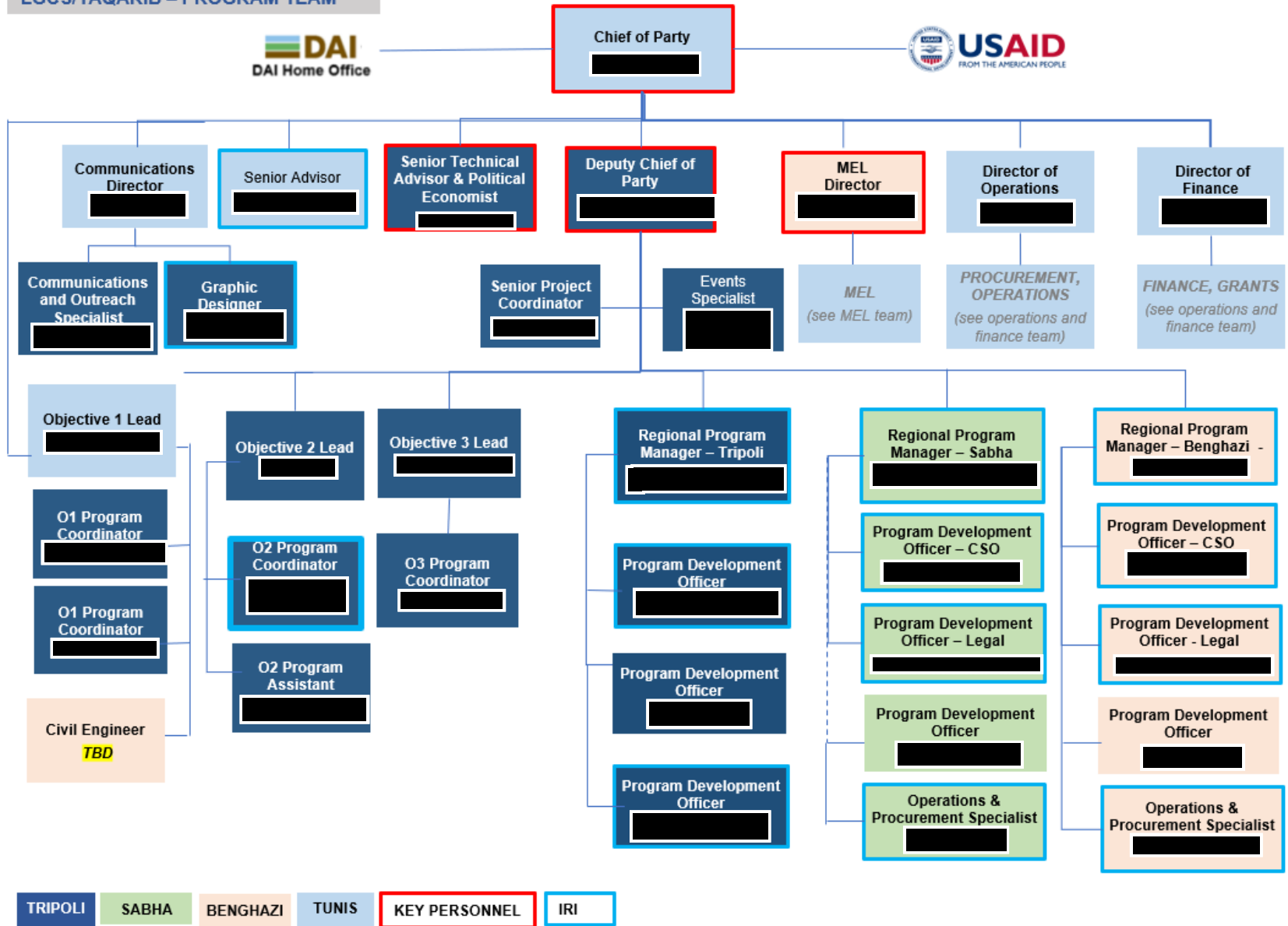
1. Municipalities
2. Ministry of Local Government
3. General Services Company
4. CSOs

ANNEX 1: ORGANIZATIONAL CHART

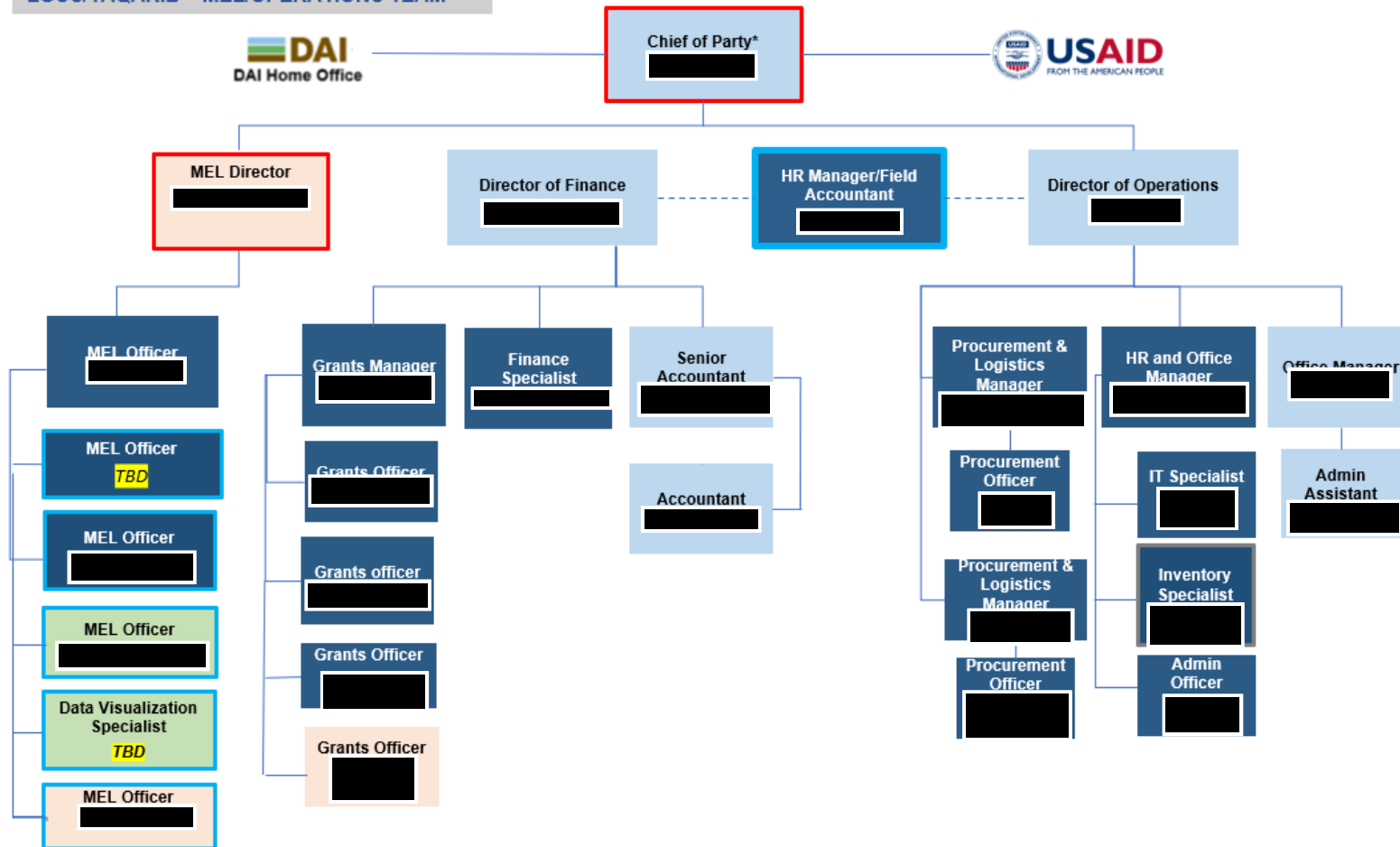
LGCS/TAQARIB – SENIOR MANAGEMENT TEAM



LGCS/TAQARIB – PROGRAM TEAM



LGCS/TAQARIB – MEL/OPERATIONS TEAM



- TRIPOLI
- SABHA
- BENGHAZI
- TUNIS
- KEY PERSONNEL
- IRI