

## **Conflict management and Social cohesion in Fezzan (Southern Libya)**

### **Obari, Sabha, Ghat & Kufra**

#### **Terms of Reference For UNDP-INGO engagement under SFL project**

#### **Project description**

The Stabilization Facility for Libya (SFL) aims to bridge the critical period of transition from initial period of humanitarian relief towards mid- and long-term structural and sector-specific support. It includes interventions at the municipal level that seek to strengthen national unity and reinforce state authorities for all Libyans through support for local stability. The SFL is Libyan led, with the Chair of the Presidency Council or his representative chairing the Board jointly with the UNDP Resident Representative for Libya, and the activities being implemented in cooperation with Libyan local authorities. The SFL is limited to specific localities depending on available funding but must be scalable to encompass the entire state territory.

The SFL supports three activity sets, each with a dedicated output:

- Output 1: Light Infrastructure Rehabilitation;
- Output 2: Capacity Surge; and
- Output 3: Local Peace Structures and Conflict Management Capacity.

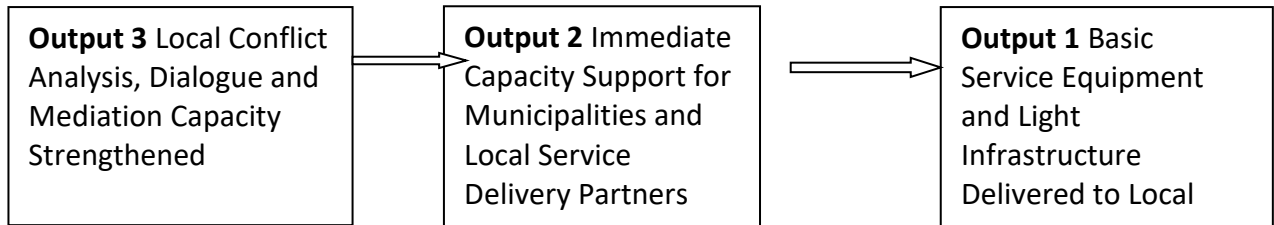
At the municipal level, these outputs support the overarching SFL strategy by working toward agreed local stabilisation goals, whose achievement will be supported in large part through the provision of infrastructure repairs and heavy equipment for communities. These efforts are complimented by building the capacity of local authorities to address the needs of their population and enhancing local mediation and conflict resolution capacities. All of this is led by a local peace structure, which forms the forum in which the local stabilisation goal is agreed and provides validation of an action plan to attain it. To sustain this local peace structure, the SFL needs a capable local NGO partner which can provide and update the conflict analysis, conflict mapping, conflict monitoring, conflict management and conflict reduction expertise to support the local peace structure.

The SFL, therefore, needs to develop capacity to guide local stabilisation processes, link them with similar processes elsewhere in Libya and with national processes, and keep an eye on longer-term trends which may have a bearing on stability nationally or locally. The SFL also needs to understand how these local processes affect national (and regional) dynamics. At the national level, the SFL's political goal of strengthening national unity for all Libyans requires high-quality technical analysis of developments, and structural forces at local and national levels.

The **Outcome for which the SFL will manage is a reduction in local conflicts and increase in local stability.** This will require that local stabilisation goals have been agreed, sufficiently inclusive of all communities, and are on course for achievement. This will be assessed by local communities, reported through local peace structures that are fully inclusive with women and youth empowered to participate meaningfully, and verified by the SFL's independent third-party monitoring contractor. Other indicators to track this include reduced numbers of IDPs

from these locations, reduced levels of combat casualties (both reported by UN), and greater capability of state authorities to manage conflict peacefully (measured through an organisational capacity assessment tool).

At Output Level, the SFL will normally deliver the three outputs in the following sequence:



The delivery of civil works and equipment is measured by SFL's internal tracking of actual delivery, together with reports from the social accountability mechanisms of local peace structures (validated by third-party monitoring) and is defined in terms of how the investments support the local stabilization goal. Capacity support will be measured by the organisational capacity assessment tool and focused on the relevant agencies and municipal departments.

## Overall objectives

The key objectives of this engagement is predominately to help to deliver Output 3 activities to drive the SFL's engagement in Obari, Sabha, Kufra and Ghat. The overarching objectives are:

- a. Understand the conflict drivers and key community players.
- b. Develop local stabilisation goals, through inclusive local consultations where applicable;
- c. Identify the capital investments and community activities that would sustain the identified goals, and from those select a priority list suitable for SFL investment under Output 1;
- d. Identify the capacity surge required to make that investment effective in stabilisation, under SFL Output 2;
- e. Sustain a programme of conflict monitoring and community trust-building to strengthen and broaden local peace;
- f. Identify and select a local NGO partners to potentially help with the implementation of the above objectives;
- g. Provide support and guidance for selected local NGO partner develop and implement social cohesion actions to reinforce interests sustaining peace.

## Expected Activities

- i. Conduct a preliminary conflict analysis to identify the interests sustaining peace and those that threaten it or are threatened by it;

The SFL wishes to conduct assessment in Obari, Sabha, Kufra and Ghat. Proposals may only be submitted for all three locations together. The assessment will examine the conflict

dynamics in and around the cities in question, identifying key actors and their relationship. It will assess the stressors and connectors, the forces exacerbating tension and those reducing it. It will consider what forms of local agreement sustain peace locally, and what factors, external and local, threaten those agreements.

The assessment should also identify services of particular priority to citizens, and those whose return to full service would enhance inclusion and reduce conflict. The assessment should also include recommendations for conflict reduction strategies to be implemented under the SFL's Conflict Management and Peacebuilding component.

The SFL will use this analysis to benchmark the analysis produced by the local NGOs through the capacity building and mentoring received by UNITAR and may require the international partner to join a conversation about the commonalities and differences between the two.

- ii. Advise the SFL and provide quality assurance inputs and recommendations on SFL activities towards the following tasks:
  - a) Identify the participants needed to construct a shared local stabilisation goal;
  - b) Design a plan on how to convene key stakeholders in a forum where honest conversation is possible and so participants can develop a plan towards that goal;
  - c) Ensure both that women's voices are heard in the analysis, in setting the goal and in developing the plan, and that the plan and its delivery draw on women's agency to build and sustain peace;
  - d) Update the conflict analysis regularly and develop local response plans to prevent escalation and to forestall sources of conflict;
  - e) Continually review the inclusive nature of the conflict analysis, the priorities of the plan, and the mechanisms of delivery to ensure that potentially marginalised groups (e.g. young people, women, residents from minority tribes) are included effectively in prioritisation, design and delivery of actions.
  - f) Ensure the sustainability of SFL investments
- iii. Provide a supportive challenge function to UNITAR in its capacity building assistance to, and mentoring of, local NGOs and local peace structures.
- iv. On request, support the SFL in directing the delivery of social cohesion activities that build bridges between communities and enhance trust, and in ensuring their endorsement by the local peace structures;

## **Expected Outputs**

**The following results are expected from the selected partner:**

- i. Analysis of the current conflict dynamics in Obari, Sabha, Kufra and Ghat.
- ii. Quality assurance advice to SFL on
  - Selection of potential local partner NGOs for the delivery of conflict reduction strategies;
  - Local mechanisms of early warning signs of conflict;

- Recommendation for local conflict-resolution initiatives;
  - Updated conflict analysis and conflict management plans;
  - Inclusion of women and youth in Output 3 activities;
  - Support for continuing local monitoring and self-evaluation
- iii. Challenge function for UNITAR
- iv. (if asked) advice to SFL on delivery of Output 3 social cohesion activities.

## Expected deliverables

Deliverables	Delivery target date	Review and Approval Required
<b>For Each City (Obari, Sabha, Kufra and Ghat)</b>		
Inception and methodology report, including review of the indicators in the revised SFL LogFrame with recommendations on improvements. This report should also describe the methodology to be used to monitor each local Theory of Change, linked to the proposed LogFrame indicators. The conclusions must be agreed with UNDP, to be used in all future instruments.	Two weeks from contract signature	To be approved by the Project Manager
Field-based Conflict Assessment Report examining conflict dynamics in and around the city, identifying key actors and their relationships. The report will focus on the stressors and connectors the forces exacerbating tension and those reducing it. It will consider what factors and actors sustain peace locally, and what, external and local, threaten those agreements; and how the interests of relevant actors are reflected or threatened in the peace deal	Three months from start of the project	To be approved by the Project Manager
Provide a light-touch update of the conflict analysis, including stakeholder mapping and assessment of actors' interests	Six months from the start of the project	To be approved by the Project Manager
On request, provide the SFL with operational and technical support to convene an inclusive consultation process with community stakeholders	To be determined	To be approved by the Project Manager
Monthly progress report including updates on progress of the workplan and updates on conflict dynamics and emerging issues in target locations	Monthly	To be approved by the Project Manager
Quarterly progress report including updates on progress of the workplan and updates on conflict dynamics and emerging issues in target locations	Quarterly	To be approved by the Project Manager
Contribute to the SFL's Output 3 Partners workshop	Quarterly	To be approved by the Project Manager
Draft final self-evaluation workshop and report for UNDP feedback	11 months from the start of the project	To be approved by the Project Manager
<b>For the Region as a Whole</b>		

Conflict analysis overview highlighting the connections between Municipal, regional and national-level conflict drivers and the opportunities to respond to developments	Quarterly	To be approved by the Project Manager
Regional scenario stock-take paper (not more than 8 pages, covering developments to date, signals from identified indicators, and commentary on scenario evolution) to inform the UNDP Libya quarterly scenario review process	Quarterly	To be approved by the Project Manager
Participation in the UNDP quarterly scenario review workshop	Quarterly (on request from UNDP only)	To be approved by the Project Manager

## Project Requirements

The partnering organization should prepare a methodology following the requirements below, relating them to the SFL project document wherever possible:

- **Context:** Describe the situation briefly, highlighting needs and challenges in Kufra, and provide brief description of emerging opportunities and key objectives;
- **Justification:** Describe briefly analysis of why it is important to address the challenges in this way;
- **Project Design:** Stipulate strategies, methodologies and approaches that your organization proposes to adopt or utilize in pursuit of the project’s objectives under the framework of the SFL;
- **Target beneficiaries:** Describe the process by which communities will be identified and key participants persuaded to play a positive role, including the way in which you will engage women and young people;
- **Expected Project Outcomes, Outputs and Planned Activities:** State the expected outputs and outcomes the project aims to achieve and describe activities corresponding to each output;
- **Result-based Work Plan:** Describe expected results and corresponding activities and work plan to conduct the activities with timeframe and responsible parties.

## Implementation Arrangements

- The consultancy will operate in Libya, conducting the exercise in the locations identified as Obari, Sabha, Kufra and Ghat.
- The project proposal should state the partner’s commitment to transparency in all of its activities and to making information about its program and operations under this partnership available to the SFL team, therefore seeks to maximize access to any documents and information that it produces and to information in its possession.
- The partners will report to the UNDP SFL Project Manager for all reports and other outputs.
- UNDP will be responsible for reviewing and addressing consultancy firm requests for information on a timely basis. Designated UNDP Project staff will be available to provide guidance to the consultancy firm during the course of the assignment. UNDP SFL Project Manager and/or his/her designated official shall be responsible for monitoring of consultancy firm’s performance.
- In addition to the reports specified, the consultancy will alert the UNDP SFL Project Manager to any emerging issues, or to any risks of delays or quality impairment, in a timely manner.

- The entity selected as partner will be subject to the third-party monitoring arrangements that all UNDP Stabilization Facility project activities will be subject to.
- The entity selected will be subject to Audit.
- Reports will be submitted to UNDP Libya electronically for review and inputs and original reports will be submitted in hardcopy.

## **Proposal**

The offeror is expected to develop a proposal focusing on deliverable approach. The budget details should also be deliverable-based to allow UNDP to pay for accomplished deliverables as reported and verified throughout the implementations rather than reporting individual budget item-based expenses incurred. The NGO should maintain all the relevant financial supporting documents related to the implementation for audit and spot check exercises to be carried out as per UNDP rules and regulations.

## **Budget**

Indicate budget items with unit cost and quantities per Outputs detailing the following points:

- Result-based budgeting that shows how much is required to achieve each output;
- The administrative overhead cost should not exceed 18% of the total budget;

The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

The project duration is 12 months starting from the signature date. The contracted NGO should submit Monthly delivery updates and quarterly reports (narrative and financial) focusing on the deliverable achieved in addition to the final narrative and financial report is due to UNDP at the end of the project.

## **Deadlines**

- **Final submission deadline 31<sup>st</sup> March 2020**
- **Any queries form bidders to be submitted no later than 23<sup>rd</sup> March**

## **Key Notes**

- **Proposal to be submitted electronically to [procurement.ly@undp.org](mailto:procurement.ly@undp.org)**
- **All queries submitted to UNDP will be answered within 48 hours**