

Action fiche of the EU Trust Fund to be used for the decisions of the Operational Committee

1. IDENTIFICATION

Title/Number	Recovery, Stability and socio-economic development in Libya (T05-EUTF-NOA-LY-05)
Total cost	Estimated total cost: EUR 50,000,000.00 Total amount from Trust Fund: EUR 50,000,000.00
Aid method/Implementation methods	Indirect management with Member States agencies (Italian Cooperation- MAECI-DGCS ¹) and International Organisations (UNDP and UNICEF)
DAC code	110, 120, 130, 150, 160, 720

2. GROUNDS AND BACKGROUND

2.1. Summary of the action and its objectives

This Action consists of a new intervention for Libya to be adopted in 2018 under the *European Union Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa* (i.e. “Trust Fund”), building on the priorities set by the European Commission in the joint Communication "Migration on the Central Mediterranean Route: Managing flows, saving lives" released on 25 January 2017, confirmed and further developed by the European Council in the Malta Declaration issued on 3 February 2017, as well as multiple consultations with Libyan municipalities from West, East and South regions and Libyan central authorities.

The proposed action builds on the approach and the objectives set under the 'Local Governance and socio-economic development Pillar' of the programme "Managing mixed migration flows in Libya through expanding protection space and supporting local socio-economic development" (T05-EUTF-NOA-LY-03) and expands geographically and financially the EU support to this pillar. It responds to the effects of the ongoing instability and difficult socio-economic conditions of most vulnerable populations in Libya and aims to answer to pressing community needs and to strengthen resilience through local governance structures, with a focus on municipalities located along the migration routes. In these selected municipalities, the Action will improve living conditions for most vulnerable communities, including migrants, refugees, and their host communities in Libya in an inclusive and comprehensive manner.

The Action aligns with the Communication "Migration on the Central Mediterranean Route: Managing flows, saving lives" that stresses the importance of socio-economic development

¹ Ministero degli Affari Esteri e della Cooperazione Internazionale – Direzione Generale Cooperazione allo Sviluppo

and access to basic services (including for migrants), not only to improve opportunities for local integration of migrants and reduce push factors for further migration northwards but also for reinforcing the role and thereby the control of the public administration vis-à-vis local illicit economies and activities, notably smuggling and trafficking activities.

This Action builds on the approach adopted by the EU through the Communication *Lives in dignity: from aid-dependency to self-reliance*² as regards the support given to forcibly displaced persons and vulnerable host communities in terms of access to basic and social services. The project targets different locations with high concentrations of migrants, settled or in transit, as well as communities where basic and social infrastructures have been severely affected by the conflict.

Stabilization in Libya requires the transition from the period of cessation of hostilities towards a stable and secure environment with local structures that are sufficiently accountable. While municipalities' elected authorities are recognised as legitimate political representatives and interlocutors, the central government institutions remain key stakeholders in order to ensure recovery of the overall political, economic and social systems in Libya and will also be involved. Quick and tangible impacts (“peace dividends”) in the form of access to basic services are critical in strengthening the social contract between local authorities and communities on the one hand and easing the integration of migrants and refugees in host communities on the other hand.

The **Overall Objective** of this Action is to improve the living conditions and resilience of vulnerable populations (including migrants, refugees, Internally Displaced Persons, returnees and host communities) and support local governance, in particular in the Municipalities most affected by migratory flows, by enhancing access to basic and social services. The action will be carried out in close coordination with the Presidential Council / Government of National Accord and other relevant national authorities.

The Action addresses the Strategic Objective 4 ('To foster more inclusive social and economic environment and stability in the region') of the intervention logic of the North of Africa window of the EU Emergency Trust Fund and will contribute to the following Valetta Action Plan domain: *1. Development benefits of migration and addressing root causes of irregular migration and forced displacement*

2.2. Background

2.2.1. National background

Libya is witnessing a state of deep political conflict, societal divisions, insecurity and economic challenges seven years after the revolution of February 2011. The protracted conflict has severely damaged vital infrastructures, disrupted basic social services and critically affected the general income, hence weighing heavy on the most vulnerable segments of the population.

As stressed by the United Nations 2018 Humanitarian Response Plan (HRP), there is a great need of focusing on multi-sectoral assistance for the most vulnerable people and households, and on restoring basic functionality of essential services and livelihoods, while progressively ensuring longer-term solutions and establishing a sustainable process of recovery. Around 12% of the population is either displaced or returning to areas having suffered high levels of

2 Communication COM (2016) 234 final: Lives in Dignity: from Aid-dependence to Self-reliance.

destruction and presenting severe protection issues due to a complete lack of rule of law and unexploded ordnances. The most vulnerable people have little or no financial means or other coping mechanisms to protect and support themselves, and face high risks of being exploited³. The public administration, which is responsible for the provision of public services in Libya, suffers from the eroded governance and contested leadership at the central level and skyrocketing fiscal deficit. The Libyan economy continued to suffer from recession in 2017, and according to the latest available data of the World Bank, the Gross Domestic Product has lost half of its pre-revolution level. Budget revenues and exports proceeds reached the lowest amounts on record, notwithstanding an increase in oil production. Consequently, the twin deficits remained high and real incomes eroded, exacerbated by unparalleled high inflation. Consequently, public services and utilities are regularly disrupted, if not completely shut down in some localities and public infrastructure sometimes taken over by militias or displaced populations. In such context, local-level actors, and particularly municipalities, are trying to fill in gaps left by the public administration. Often, they seek to develop collaborative solutions with civil society, the private sector and community leaders, for responding to urgent needs of the local population. But their limited decision-making autonomy, weak technical capacities and low financial resources, greatly limit their responsiveness to fast-changing conditions.

In the most affected areas, the delivery of basic social services is disrupted and the capacity of state institutions to maintain a safety net diminished. The conflict impacts service delivery systems in various ways: direct damage to infrastructure, attrition of staff and other staff-related issues (e.g. late payment of salaries), increased financial costs involved with operations and maintenance, breakdown in the institutional oversight and coordination, and more. These direct and indirect impacts exacerbate pre-conflict deficiencies that affected all public services in Libya across the board, and especially in the South. Many education facilities have been destroyed, particularly in the East, and health services are the most badly impacted as they depended heavily on foreign personnel that has since left the country. Water supply, sanitation and electricity services are also affected – though in an uneven manner across the country (with the West usually hit harder) due to direct infrastructure damages caused by the hostilities and the breakdown in operations and maintenance capacities of these state-run services. Service delivery has been historically centralized in Libya but with the conflict spreading and intensifying, municipalities have been attempting to fill in the gaps of the centralized service delivery machinery, but face dire shortages of technical and financial means to do so. The decentralisation of basic services has been foreseen by law since 2014 but the accompanying measures and the decentralisation of the budget has as yet not been realised.

In this scenario, Libya has increasingly become the main country of transit and departure for migrants and refugees crossing the Mediterranean Sea towards Europe. IOM data for 2017, reveals that the total number of arrivals to Italy via the Central Mediterranean Route was 119 369, while 2 834 persons have died at sea. However, Libya still represents a major destination for Sub-Saharan Africans and Arabs seeking livelihood opportunities, with 621 706 migrants identified by the International Organization for Migration⁴ (IOM), in addition to over 46 730 refugees and asylum seekers registered by UNHCR as of 31 December 2017.

³ UNDP Core Government Functions Assessment, Critical Emerging Issues and Priorities for Local Governance, March 2017

⁴ Flow Monitoring, Libya's Migrant Report, Round 16, December 2017, https://drive.google.com/file/d/1qCRv5QJeJiYvCKRQ8AUASXGP0w_GzZe/view

Migrants and refugees constitute an important segment of the smuggling industry post-2011, characterized by the correlation between local conflict and smuggling. Specifically, in the main Municipalities along the migration routes, smugglers often benefit from instability to expand their operations, affiliating with armed groups, to the extent that the smuggling business can be the major source of wealth for the community. It is therefore paramount to work with these Municipalities to re-establish the rule of law, provide their citizens with basic and social services, and create concrete conditions allowing for long-term economic recovery and stability.

This Action aims to support Municipalities in providing access to basic and social services (health, education, water and sanitation, energy), and thereby better managing migratory flows by strengthening their technical capacities with the purpose of rebuilding a sense of community and trust, laying the foundations for community reconciliation and healing.

2.2.2. Sectoral background: policies and challenges

Socio-economic stabilization and local governance

The renewed conflict in Libya is testing hard the resilience of public service delivery and calls for a greater involvement of municipal governments. The impact of the conflict on sub-national governance system has been largely uniform in the sense that with an increasingly paralyzed centre for policy-making and public finance management, local institutions, and chief among them municipalities, are seen among the population as the main guarantors of their basic needs still being covered. Municipalities are making efforts to respond to these high expectations and try to strengthen local coping mechanisms against the debilitating effects of the conflict. In particular, local stakeholders, including municipalities, find themselves at the frontline of dealing with the displacement crisis in Libya, including for non-Libyan refugee and migrant populations. Mayors may face a hostile public opinion if they want to assist migrants as host community members expect from them that they respond first to their deteriorating living conditions, reason why support has to be brought in a comprehensive and inclusive manner, both at local and national levels

The country's increasing fragmentation, whether military, political or institutional creates a myriad of distinct situations on the ground and reinforces individual governance and resilience strategies among municipalities. The division between rival governments for organizing support to municipalities has grown larger, especially after the Eastern region has established its own public financial management system and replaced single-handedly elected mayors in major cities with military commanders. Vulnerable populations, such as IDPs, returnees and migrants, are also unevenly distributed over the country and thus, the severity of humanitarian needs greatly varies between locations⁵. All these conflict-related differentiation factors overlap with pre-conflict markers of local differentiation, such as rural or urban contexts, importance of tribal structures, ethnic make-up and economic resources, just to name a few. Finally, human and financial capacities are widely contrasted through the country's 105 municipalities and their access to central support is also highly depending on political economy rather needs-based considerations. The outcome of this system of factors is that each municipality is a unique story in its own right.

⁵ The Humanitarian Country Team has established a graduation of needs for the HNO 2017, using the following three indicators: level of functionality of basic services, level of functionality of markets providing basic household items and extent of humanitarian needs (in particular concentration of IDPs, returnees and migrants).

Therefore, when supporting municipalities in Libya, great attention has to be dedicated to the central level and to the relation between the central and the local level, in order not to foster additional centrifugal forces but on the contrary contribute to restoring peace and stability.

Health:

The health care system was fragile before 2011, key health indicators being maintained at good levels by the oil economy and foreign health specialist and service provision companies. Thus, the conflict had a huge impact. Among most critical challenges is the unavailability and ill-preparedness of various health care programs as a result of inadequate institutional management and low functionality of primary health care facilities and hospitals. This is due to the lack of specialized and skilled health staff as well as shortage in essential medicines, medical supplies and equipment.

Nation-wide, a total of almost one quarter (22.8%) of previously functional public health facilities (including hospitals, primary health care, other) became non-functional due to destruction, damages, staff shortages etc. caused by the protracted conflict. In some regions such as the East (40.9%) and Benghazi (35.7%), more than a third of the facilities become non-operational. All other regions are also still seriously affected (Central 27.1%, South 18.5%, West 17.8%, Tripoli 13.6%).⁶ Conflict-related health concerns were noted in a recent UN report, where 64% of informants in the South reported psychological trauma as among the most serious health concerns in their community.

The emergency health care system was also weak before the escalation of violence. Ambulance services and transportation to hospitals were adversely affected in Libya due to prevailing security situation and occasionally because of fuel shortages and poor communications.

Education:

Prior to the conflict, Libya had one of the highest school enrolment rates in the Middle East and North African region, country wide universal coverage with no significant gender disparity. The ongoing conflict and insecurity since 2011 have significantly impacted the quality and efficiency of education, with disparities among geographic regions in spite of the high financial investment devoted to education. Vital education infrastructure was severely damaged in key regions and municipalities. According to data collected in 2016 from the Ministry of Education⁷, by mid 2016, in the West and East regions 558 schools were affected by the war (10% of all schools) of which 30 completely damaged, 477 partially damaged and 51 schools accommodate IDPs. 279,000 children are thus directly impacted. In addition, non-Arabic speaking migrants and refugees' children are falling through the cracks and face significant disparities in access to quality educational opportunities⁸.

Water sector:

Libya is among the world's most water scarce countries with an average renewable water share of about 100 cubic meters per person per year, one tenth of the internationally adopted threshold of 1,000⁹.

⁶ Data source: MoH, 2016

⁷ Referred in the Education Sector Brief of the Joint Technical Working Group (UN, EU, ADB, WB), October 2017

⁸ Context Analysis in the Draft United Nations Strategic Framework for 2019-2020

⁹ Joint stock-taking assessments UN, African development bank, World Bank, EU, August 2017

Functionality and water services availability face serious damages caused by armed conflict and lack of security, aggravated by political, economic, and institutional instability, along with the continuous cuts in the power supply and fuel. Barely a quarter of national sewage treatment plants capacity was working in 2011 treating less than 10% of the waste water collected.

The key three water institutions in Libya that affect both the population use and the agricultural sector, namely the Great Man-Made River consisting of pumped fossil water from Southern Libya (60% of Libya's total volume of drinking water), desalination plants (10% of drinking water nation-wide) and the general water authority (boreholes/ground water; 30% of drinking water) require immediate support in terms of operational management and replacement of essential infrastructure, approaching critical collapse levels.

The GDCOL – general desalination company for Libya operates 8 desalination plants spread almost evenly along the coast at Tobruk, Bomba, Derna, Sousa, AbuTraba, Zilten, Zawia and Zwara, being out of the supply of the fossil water company, these cities suffer severe limitations in groundwater resources. If desalination plants will stop working, 700,000 people may be at risk of being deprived of drinking water.

The General waste water company on the other hand is in urgent needs of pumps for wells, pumping stations and treatment plants; as well as generators to provide power supply needed during 'frequent' power cuts. Lack of pumps will impact a large number of people, as they are used practically in all cities, where water distribution, wastewater collection and treatment works. Without the sewage pumps, waste-water floods low areas in the cities, which raises serious health (cholera outbreak), economic and social issues.

Energy sector:

Libya has a completely state-owned electricity sector, with generation, transmission and distribution under the auspices of General Electricity Company of Libya (GECOL), which also operates desalination plants. Before the civil war, in 2010, generation capacity was of 6,196 MW,¹⁰ enough for Libya to export electricity to Egypt.

Libya's electricity grid has been separated into several isolated grids due to damage, mostly inflicted during the 2014 fighting. While energy infrastructure was damaged, there is a lack of cash and foreign companies to undertake maintenance and complete suspended projects. As a result, GECOL is forced to implement blackouts to avoid a possible collapse of the grid. GECOL said in June 2017 that the grid's available production stands at 4,900 megawatts (MW), whereas demand reached 6,500 MW, with a deficit of 130 MW in the east and 1,470 MW in the west. Power cuts have thus huge impact on the provision of basic services: water, health, sewage among others.

2.3. Lessons learnt

The present Action incorporates a rights-based and development-oriented approach. It builds on experience gained by the EU and its implementing partners in Libya over the last years, in particular through the implementation of the 'Local Governance and socio-economic

¹⁰ <https://fanack.com/energy-libya/>

development Pillar' of the programme "Managing mixed migration flows in Libya through expanding protection space and supporting local socio-economic development".

- **A flexible and responsive approach to the needs of the target groups and key stakeholders is vital.** Fast and sometimes unpredictable changes within the political and security environment can result in changing migration routes, patterns and trends, shifting needs and priorities, and affect the feasibility of engaging in certain activities or regions.
- Given the difficult security situation in Libya, local community groups and stakeholders such as Local Crisis Committees are vital partners, as they are best placed to access, identify and respond to populations' needs. **Investing in capacity building and empowering local entities** leads to better evidence, monitoring and evaluation, alongside sustainability and resilience.
- It is needed to seek and **improve needs assessments and monitoring mechanisms** in order to ensure an adequate response to the needs and an accurate targeting, as well as an **improved accountability for both implementing partners and donors in a volatile context where remote management adds to the difficulty of delivering aid in an efficient manner.**
- **Community stabilisation requires more than service delivery**, being fully effective only in the context of the overall international community support for an inclusive political arrangement, basic security, and macro-economic stability.
- **Effective connection between local and national Government** is essential for stabilisation and development. It is important to provide an avenue for central government to reach out to all parts of Libya and deliver services to citizens locally – a connection between the regions of Libya that will be essential for stability in the future.
- An **in-depth knowledge and understanding of the operating environment** is needed, as this will determine what is possible and what is not possible at any given stage. Tasks and objectives should be **realistic so as to manage expectations.**
- **Balance depth of assessments with urgency of meeting expectations** - adequate conflict analysis and needs assessments in Libya is to increase sharply the likelihood of doing no harm. However, long delays in delivery are also potentially destabilising. Hence a trade-off is needed, involving the depth of necessary assessments and conflict analysis, the extent of consultation on priorities, the inclusion of all local actors in the consultation process and the communication of the messages around the plans. This balance will be specific to each time and place.
- The study on violence against children in Libya conducted by UNICEF, National Centre for Disease Control (NCDC) and Coram International in 2017 presented findings on violence against children in school and family settings in Libya, and confirmed the high level of violence against children in the different settings including schools. Building on these findings, there is a **great need to increase the scope and scale of child protection activities inside and outside schools** in the targeted municipalities.
- In 2017, with the National Centre for Disease Control (NCDN), the Ministry of Education and the General Authority of Water Resources, the UNICEF Country Office in Libya conducted water quality analyses in 140 schools across Libya. The assessment established a baseline to monitor Libya's progress towards providing

access to WASH facilities for children in learning environments. These results showed high concentration of chemicals in some of the schools which can affect the health of children. Building on this assessment, there is a **high need for checking water quality especially in schools and providing access to an improved water source and sanitation facilities to the children.**

2.4. Complementary actions

The Action capitalizes on the in-depth work already undertaken by the Italian Embassy in Tripoli, which is carrying out a regular and structured dialogue with local actors, keeping track of the local social and conflict-related dynamics, and with the central Libyan Authorities. This platform of dialogue has allowed identifying 20 Libyan Municipalities with critical requirements both in terms of urgent basic services delivery and medium/longer-term development projects, and formulating an initial Roadmap for addressing some of the most pressing requirements to reinforce the impacted communities' resilience. A set of possible projects was highlighted for each Municipality, mainly in the health, water and sanitation, education and social infrastructure sectors.

The Italian Government is currently responding to the most crucial and urgent needs highlighted by the afore-mentioned 20 Municipalities, mainly through the supply of medicines and medical equipment, and specific activities in the social and water and sanitation fields. The present Action will seek to complement and expand Italy's interventions in these municipalities.

Several EU funded interventions are addressing critical needs on health and education, water and sanitation, child protection and non-food items distribution. Regarding the health sector, complementarity will be addressed with the projects implemented by WHO and GIZ. In education and child protection, complementarity will be sought with the EU funded programme implemented by UNICEF, *Towards Resilience and Social Inclusion of Adolescents and Young People in Libya*, especially for the actions focusing on protection for children and adolescents (including informal schooling). Special complementarity will also be sought with the UNDP-implemented Stabilization Facility, where good practices can be used to develop actions notably as regards the improvement of access to basic services and the realisation of light infrastructures. In this framework, conflict analysis have already been carried out in most of the 24 municipalities covered by this Action and will be used to better target interventions. Complementarity will be also enhanced with the IOM-implemented programme Repatriation Assistance for Vulnerable Migrants Stranded inside Libya & Promoting Stability in Libya's Southern Regions, for the capacity building/community stabilisation actions implemented in Sabha and Qatrun.

In addition, complementarity will be also ensured with the 'Local Governance and socio-economic development Pillar' of the programme "Managing mixed migration flows in Libya through expanding protection space and supporting local socio-economic development" financed under the EU TF, with the actions implemented by UNDP, *Strengthening Local Capacities for Resilience and Recovery*, GiZ, *Local governance and socioeconomic development: "Municipal development in the context of mixed migration"*, IOM, *Supporting protection and humanitarian repatriation and reintegration of vulnerable migrants in Libya*, and UNICEF, *Resilience building programme for vulnerable children in Libya, including host communities, migrant and refugee children.*

Synergies and complementarities will also be sought with other EU funded programmes working in the field of Local Governance, in particular with the VNG-implemented Programme “Libya Local Governance and Stabilisation Project”, and especially with the actions aiming at improving local authorities' capacities but also with the EU Public Administration Facility II for the part related to the activities financed in the framework of the Nicosia Initiative, with the aim of implementing small interventions in infrastructures and basic services delivery.

Finally and as mentioned later in the document, the search for complementarity will in particular be based on the information provided by a web-platform developed by the EU Delegation which will provide updated data about planned and on-going activities in Libyan municipalities.

2.5. Donor coordination

Building on the above-mentioned consultation process set with Libyan local authorities and led by Italy and the Ministry of Local Governance, the Action will establish its own dialectic process with the Libyan local and central authorities and with the Presidential Council / Government of National Accord through the setting up of a **Steering Committee**. This Steering Committee, bringing together the Ministry of Planning and the Ministry of Local Government acting for the Libyan Central Authorities, the European Union as well as the Italian Cooperation (MAECI-DGCS), UNDP and UNICEF will be in charge of:

- Supervising and guiding the overall implementation of the Programme by acting as a discussion arena between all the stakeholders involved as well as ensuring harmonization with other coordination structures for international assistance;
- Ensuring accountable distribution of funding across Municipalities in line with local needs and national priorities, and taking into consideration the assessments and recommendations provided by the Technical Committee (TC);
- Endorsing the interventions proposed by the Technical Committee in assessing their individual merits;
- Expanding, as appropriate, the interventions to other Municipalities based on an inclusive geographical approach and in line with the request of the Libyan central Authorities, driven by the concern of not scattering the support and maximizing the impact of the actions.

Acting upon the decisions taken at the level of the Steering Committee, the **Technical Committee**, comprising the Ministry of Local Governance acting as a Focal Point for the Libyan local authorities, the European Union, the representatives of the Italian Cooperation, and UN Agencies involved in the programme implementation, will be responsible for:

- Complementing the Technical Fiches retained by the Technical Secretariat by carrying out needs assessments, feasibility studies and conflict analysis, de-conflicting in particular the interventions with already existing initiatives, and assessing the feasibility of the interventions based on criteria such as relevance, impact, complementarity, etc., by municipality and by sector;
- Allocating the identified suitable projects for implementation to either a UN Agency or an INGO, according to the sector of intervention, its nature and the respective mandates of the implementing partners;
- Providing advice to the Steering Committee based on the technical merits of each proposals and proposing the interventions to the latter for approval;

- Communicating the Steering Committee's decisions to the concerned stakeholders, ensuring and monitoring their implementation as well as keeping the Steering Committee updated with the developments in this respect;
- Information sharing, ensuring coordination, communication and visibility.

The INGOs, which will operate in the programme, may participate in the Technical Committee, if deemed appropriate, and considering the specific topic/project discussed.

The Technical Committee will be assisted by a **Technical Secretariat** constituted by the Libyan Ministry of Local Governance, the European Commission and the Italian Cooperation. The Technical Secretariat will be in charge of:

- Assessing the relevance and feasibility of the projects proposed for implementation municipality by municipality, in partnership with the Libyan local authorities and subsequently preparing a Technical Fiche to the attention of the members of the Technical Committee;
- Ensuring full complementarity with other ongoing and planned interventions in the selected municipalities;
- Ensuring internal coordination within the Technical Committee and between the latter and the Steering Committee;
- Ensuring that all secretarial, administrative and logistic support needed is provided to the Steering Committee and Technical Committee (such as recording their proceedings).

The Italian Cooperation will be instrumental in providing all the necessary support to Libyan local authorities in properly formulating their development plans proposals.

In addition, this Action will fit into the general coordination mechanism chaired by the Libyan government, the JTCC (Joint technical Coordination Committee) and more specifically into the Local Governance sub-Working Group (chaired by the Libyan Ministry of Planning and Ministry of Local authorities). This overarching structure will ensure the harmonization between the Libyan priorities and the actions put in place by the international stakeholders and at the same time will ensure proper coordination among all the donors.

Furthermore, an EU-led Local Governance Working Group will gather all the EU Member States to make sure that effective coordination is ensured between the latter. This WG will meet regularly and will be instrumental in avoiding possible duplication and in sharing best practices. To date, the EU and EU Member States are by far the main donors as regards local governance in Libya. In this sense, a Web Platform has been developed by the EU Delegation, gathering and mapping information (location, type of intervention, implementing partner) on EU-funded projects related to support to Libyan municipalities, in order to ensure constant follow-up and ensure complementarity. This tool will be extended to all EU Member States donors, and therefore represents an instrumental tool for ensuring complementarity between this Action and other interventions.

Regular information sessions will be held with the Member States and other donors so as to share the progress achieved in the implementation of the programme and will take place either in Brussels or Tunis.

3. DETAILED DESCRIPTION

3.1. Objectives

The **Overall Objective** of this Action is to improve the living conditions and resilience of vulnerable populations (including migrants, refugees, Internally Displaced Persons, returnees and host communities) and support local governance, in particular in the Municipalities most affected by migratory flows, by enhancing access to basic and social services. The Action will be carried out in close coordination with the Presidential Council / Government of National Accord.

The **specific objectives** of the Action are the following:

- To strengthen the capacities of local public authorities and administrations in providing basic and social services, in particular in municipalities most affected by migratory flows;
- To improve access to quality basic and social services, in particular to the most vulnerable people living in the selected locations (including migrants, refugees, IDPs, returnees and host communities).

Based on a selection process led by Italy (through the dialogue platform mentioned above) and the European Union in consultation with Libyan authorities, 24 municipalities have been identified, based on the following set of criteria:

- main areas of settlement or transit of migrants and refugees (Libyan Southern border, municipalities along the migratory routes and along the Coast where main departure points to Europe are located and presenting the higher potential for economic development and socio-economic inclusion of migrants);
- areas of displacement of Libyans and places to which displaced populations are returning (within Libya);
- significance of needs in relation to rehabilitation and basic service provision.

The initial list of 20 municipalities retained by the above-mentioned platform has been expanded with 4 additional municipalities in order to allow for a wide and balance coverage of the Libyan territory. The list of municipalities that will be targeted by the Action stands as follows: Janzur, Sabratha, Sorma, Zawya and Maya on the Western littoral; Khoms, Misrata and Garabulli on the Central littoral; Benghazi, Bayda, Ajdabija, Emsaed, Tobruk and Kufra in the East; Sebha, Brak al Shati, Murzuk, Quatrum, Ghat and Tahala in the South West; Bani Walid, Showerif and Zintan in the Central area.

The implementation in the envisaged locations remains subject to the evolution of the situation on the ground, in particular as regards security and safety in remote area such as the South.

3.2. Expected results and main activities

- **SO 1: To strengthen the capacities of local public authorities and administrations as well as other relevant local stakeholders in providing basic and social services in an inclusive manner, in particular in Municipalities most affected by migratory flows.**

Result Area 1.1: *local public authorities and administrations are able to provide an increased access to basic and social services for vulnerable people (including migrants, refugees, IDPs, returnees and host communities).*

Indicative list of possible activities:

- Support capacity of local authorities to identify priorities, perform a first screening of projects' feasibility and prepare plans for local development, notably through inclusive and participatory community planning and decision-making processes;
- Support capacity of local authorities in gathering data on migratory flows and coordinating the assistance and services provided to vulnerable groups (migrants, refugees, IDPs, returnees and host communities);
- Support capacity of local authorities in managing public expenditure, timely and fair delivery of basic and social services and migrants integration, ensuring coordination and accountable financial and information flows between local actors and line Ministries, and therefore between Municipalities and the Libyan central authorities.
- Support capacity of local authorities to enhance the quality, equity of coverage and access to basic social services.
- Strengthen gender-sensitive and age-sensitive municipal service delivery; including housing, solid waste management, water and sanitation, healthcare, education etc.

Result Area 1.2: *community social cohesion is improved, enabling in a mutually beneficial way integration of most vulnerable groups, in particular migrants, refugees, IDPs and returnees and resilience of municipalities to external and internal shocks is enhanced,*

Indicative list of possible activities:

- Conduct relevant assessments, such as needs assessments and conflict analysis;
 - Training and capacity-building programmes for local public authorities and administrations as well as other relevant local stakeholders, on migrants local inclusion, multicultural policy, political participation, citizenship, entrepreneurship, language and sociocultural adaptation to foster public debates between communities (including migrants, refugees, IDPs, returnees and host communities) and between the latter and local authorities;
 - Workshops, community outreach and information campaigns targeting local public authorities and administrations as well as other relevant local stakeholders on civic, community and social cohesion on the following indicative themes: reducing inequalities in health, education, employment and housing; access to appropriate information and responsive services; anti-corruption and transparency; promoting positive practices (e.g. hygiene and sanitation, against domestic violence); creating supportive social networks and establishing a sustainable community identity; recognizing diversity and building common feelings of membership and solidarity.
 - Awareness and advocacy media and community campaigns to address inter and intra-community tensions.
- **SO 2: To improve access to quality basic and social services, in particular to the most vulnerable people living in the selected locations (including migrants, refugees, IDPs, returnees and host communities)**

Result area 2.1.: *Delivery of basic and social services is strengthened and related basic infrastructures are improved in selected municipalities*

Indicative list of possible activities:

- Conduct relevant assessments, such as needs assessments and conflict analysis;
- Conduct relevant feasibility studies for infrastructure works and preparation of procurement related documents (e.g. quantities and technical specifications);
- Based on needs assessments, feasibility studies and in close coordination with central authorities, rehabilitation, maintenance, construction and reconstruction of basic infrastructure (e.g. health centres, educational institutions, water and sewage, other key municipal infrastructure);
- Provision of equipment for essential service delivery;
- Distribution of essential supplies in relation to basic and social service delivery (e.g. stationery and teaching material for the school children and teachers in the targeted municipalities);
- Direct provision of quality basic and social services promoting inclusiveness and social cohesion (e.g. remedial and catch-up classes with a strong psychosocial support care for Libyan and migrant children, provision of psycho-social support for most vulnerable groups)

Result area 2.2: *Relevant stakeholders, in particular local services providers, provide services of better quality accessible for most vulnerable populations*

Indicative list of possible activities:

- Training and capacity building programmes for service providers and relevant local stakeholders in management of social infrastructure and provision of basic and social services in order to improve the quality of the service delivered and ensure equal and fair access; ensure non-discriminatory and inclusive approach in the provision of all types of services;
- Provision of training for the good use of equipment delivered and its maintenance.

3.3. Risks and assumptions

Risks	Risk level	Assumptions	Mitigating measures
Risk of escalated political instability in the region and possible changes of governments.	Medium to High	Local authorities/ governments maintain authority, and environments are safe enough to implement planned activities.	The political situation is continuously monitored. The programme activities have been identified taking into account the current political situation and anticipated developments. Mitigation measures have been designed to apply if the security situation deteriorates. Democratic structures and principles are firmly supported in the framework of the EU's political dialogue with partner countries.
Changes in numbers and priorities of migrants and host communities, and relevant authorities	Medium	There will be new displacements (primary, secondary and tertiary) as well as a new, emerging caseload of those whose vulnerabilities have increased as a result of the conflict and its secondary	The action will be flexible and adaptable to any changed context or to better suit the unique needs of those affected, this includes ensuring flexibility in implementation activity for other priority areas. Past programming from implementing partners will be evaluated and best practices utilised where possible. Any changes will be discussed and agreed

		effects.	upon with EU locally before being implemented.
<p>Access issues related to security and infrastructure, including deteriorating security situation on roads, leading to some populations being cut-off; related inability to identify locations deemed ‘appropriate’ for intervention.</p> <p>Suspensions in implementing activities in the event that access is not possible.</p>	Medium to High	<p>Access to locations is not hindered by security, local authorities and leaders, migrant participation, government restrictions, military interventions, and security.</p> <p>The security and political environment allows for access and response to the needs of migrants and will not further deteriorate to a level preventing project implementation.</p>	<p>The action continues to coordinate with the United Nations Department of Safety and Security (UNDSS), partners and authorities regarding security and implementing partners presence to ensure a trustful relationship between stakeholders. Implementing partners utilise third-party contracting where possible and appropriate.</p> <p>Activities delayed until the security situation in the target area is sound and there is no potential for harm to beneficiaries or project staff; training sites may be moved pending security assessments.</p>
<p>Beneficiaries cannot engage due to fear, insecurity, inability or lack of access; unhappiness based on misconceptions about services or assistance not being equally provided.</p>	Low	<p>Target beneficiaries are willing to participate/cooperate</p> <p>Safety of the civilians in the detention centres sites or other organised facilities is adequately provided.</p>	<p>Messages to the project beneficiaries will be communicated through government authorities or local/community leaders to effectively reach the target beneficiaries.</p> <p>Consistent, open and honest partner communication and engagement continues to be based on mutual trust and respect for beneficiaries.</p>
<p>Loss of resources (funds, goods, assets) due to looting, vandalism and fraud.</p> <p>Impact of the declining economic environment on the cost of operations and related capacity of local partners.</p> <p>The threat of economic collapse will negatively impact financial liquidity</p>	<p>High</p> <p>Medium</p> <p>Medium</p>	<p>The operating environment will remain similarly restrictive this year due to the stalled political process, with minimum operating space for implementation and monitoring.</p> <p>Local implementing partners are willing and able to participate/cooperate</p> <p>Implementing partners will have access for banking institutions in Tunisia</p>	<p>Putting in place security measures and effective internal control to mitigate potential loss of resources, reinforcing third party monitoring.</p> <p>Continuing to build the capacity of local partners with ability to operate in Libya. Implementing partners will closely liaise with relevant actors to ensure expectations are clear and response is based on need; Activities will all be implemented within the parameters of civil military guidelines.</p> <p>Continuing regular coordination meetings in Tunisia, allowing implementing partners to keep close contact with implementing partners and verify information, triangulated through feedback received from other partners active inside Libya.</p> <p>Regular monitoring and evaluation exercises in order to assess the implementation of the Action and allow for the suspension of activities, should the conditions on the ground not allow for their proper implementation.</p> <p>Redeployment of International organisation in Libya and the lifting of evacuation status for the UN as of 2 February should allow for closer monitoring of the implementation and tighter relations with all stakeholders. This will improve accountability.</p> <p>Continuously monitor how the changing security situation affects Libya’s economic outlook, financial liquidity, and availability of cash. Encourage implementing partners to establish bank accounts in</p>

			Tunis to facilitate transfer of funds to support interventions.
Change of interlocutors at the local level after the local elections in Libya (expected this year)	Medium	There will be continuity in dialogue with key partners from local municipalities	Continuous monitoring of the development and political evolution. Prioritization to be conducted in consultations with wider and representative groups from the community – to ensure that the infrastructure to be supported is identified inclusively and supported by the communities.
Human rights violations in the areas related to the action's field of intervention increase	Medium	The Libyan political situation does not further deteriorate	The Action is driven by a rights' based approach and the conflict sensitivity is mainstreamed in all the activities.

3.4. Crosscutting issues

The action will continuously mainstream a conflict-sensitive approach (including the Do No Harm principles) during its implementation. It will prioritize activities and investments at local level that can reduce conflict-induced vulnerabilities, for host communities - including Internally Displaced Populations (IDPs) and returnees - as well as migrants and refugees across Libya.

Other key principles for programming include ownership, transparency, continuity, flexibility, responsiveness and a win-win approach. Projects will have the buy-in of key actors from the earliest stages (ownership and transparency). They will build on the momentum and entry points created in previous phases of programming so as to ensure continuity.

Ownership and Sustainability: The action will strengthen national capacities to take-over newly created services, building in a gradual exit strategy from the onset of the interventions. In addition to sustainable capacity at institutional level, investment will be made in human capacity. Participation of local experts, specialists of local branches of relevant governmental agencies into regular consultations, meetings and implementation of concrete activities, in addition to the monitoring, will allow ensuring proper accountability for results to be achieved. Significant focus will be made on capacity building for local partners, who will further ensure an ownership for results and a further continuation of activities and interventions piloted and tested.

Populations with specific vulnerabilities (physical and mental disabilities, individuals made vulnerable due to living conditions, vulnerable groups such as young boys or women) will be served using methodologies that ensure access and prevent harassment. Sensitivity to vulnerability and confidentiality is important, to promote the wellbeing of beneficiaries. Relevant data will be sex-disaggregated to ensure aims and objectives are appropriately reaching populations.

Gender mainstreaming will be embedded in the consultation processes, with specific provisions for including the views of women. During prioritisation consultations involving the Municipal Council, the female Council members will be included to the extent possible in the final prioritisation phase. It is expected that priority interventions reflecting needs of women are supported by the action.

To coordinate collective efforts and common objectives and to increase the impact of its interventions, intersectoral linkages between education, WASH, health and child protection programmes will be ensured. They will increase convergence and sustain the impact.

3.5. Stakeholders

The Ministry of Local Government is the key national counterpart responsible for the local authorities and in line with Law 59 is tasked with “setting plans and programmes to implement the State’s policy in local governance, including local public services and urban planning and development”. While loosely defined in law, this oversight function has translated since the adoption of Law 59 into the direct control by Ministry of Local Government on the allocation of municipal budgets and staffing in municipal administrations. Thus, the action will be closely coordinated with this Ministry. Policy-makers and managerial staff in central institutions directly supporting local governance processes will benefit from policy advice, capacity development and increased interaction with local actors.

For the purpose of a comprehensive and systemic approach, the action will require close collaboration between line ministries, including the Ministry of Health, Education and Labour amongst others. Representatives of the deconcentrated Executive Offices (EOs) of line ministries and state agencies, in particular those from: Health, Education, Water, Electricity, Sewage & Sanitation, Youth & Sports Affairs, will be closely involved in project implementation.

Selected Municipalities will both take part to the programme implementation and benefit from it. The close consultation and involvement of municipal services and relevant local stakeholders are a precondition to ensure ownership and sustainability of the Action. Municipal councillors and municipality staff (especially at managerial and technical level), staff of executive bodies, staff and volunteers of local CSOs in the target municipalities, will benefit from capacity development, policy advice and increased partnerships and resources to achieve their missions and objectives.

It is of utmost importance to underline the role of Libyan civil society and local organizations in responding to the immediate needs of the population since the beginning of the revolution. These organizations and associations constitute a very important network for both the Libyan authorities and the international community, and their role and capacities will be supported and reinforced through this action. The tremendous efforts exerted by the Libyan civil society indicate the willingness of many Libyan citizens to have a more open and democratic society, to actively participate in the public life and share the management of resources and services for an equal access. Libyan civil society and local organizations will be supported, not only because they represent a major partner able to operate directly on the ground in Libya, but also because they should play a prominent role in a Libyan-led stabilization and peace processes.

The action will benefit all Libyans from the selected municipalities, who will have increased access to services and better quality of life. Needs of vulnerable groups, including IDPs, migrants and refugees will be specifically addressed.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement, where applicable

It is not foreseen to conclude a Financing Agreement with the partner country.

4.2. Indicative period of operational implementation

The indicative operational implementation period of this Action, during which the activities described in section 3.2 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the approval of this Action Document by the Operational Committee. Extensions of the implementation period may be agreed by the Trust Fund Manager by amending the relevant contracts/agreements and informing ex-post the Operational Committee. The implementation period will not go beyond 31 December 2022.

4.3. Implementation components and modules

The Action will be implemented through indirect management with International Organisations and Member States Agencies.

Selection of the implementing partners for this Action is based on the following criteria: presence on the ground, operational capacity, and degree of expertise and/or exclusive mandate.

Italy is to date the only European Member State to have an open and fully operational Embassy in Libya. Through its Embassy in Tripoli, it has initiated a regular and structured dialogue with local representatives and the central Libyan Authorities, which is at the origin of the proposed Action. Therefore, Italy represents a major partner for the steering of this Action and its implementation. The Italian cooperation has structured its engagement in Libya along two lines: humanitarian initiatives on one hand, and stabilization, early recovery and rehabilitation on the other hand, recognizing development as an essential component to improve stability, socio-economic living conditions and resilience. The total amount allocated by Italy in 2016-2017 in response to the Libyan crisis is over EUR 20 million.

The **Italian Cooperation** (MAECI-DGCS) has developed an in-depth knowledge of international stakeholders involved in the response to current challenges in Libya and a strong partnership with a good number of them. For this reason, the Italian Cooperation will be responsible for the selection of INGOs and/or INGO Consortia, possibly partnering with local CSOs, through the launching of Call for Proposals specifying the activities they will implement in the Municipalities. The expanding presence and experience of INGOs inside Libya is progressively contributing to broaden their spectrum of interventions towards linking relief, rehabilitation and development (LRRD) activities, including economic and social recovery, as well as capacity and institutional building, training activities and community participation projects. The Italian Cooperation will be responsible for providing technical assistance to the Libyan authorities and will also provide specific training courses to technicians and decision-makers of the Municipalities

The Action further builds upon the experience and expertise developed across the years by **INGOs in partnership with local NGOs/CSOs** in the sectors identified. The INGOs are key players in provision of access to basic and social services to vulnerable groups in Libya (including migrants, refugees, asylum-seekers, IDPs, returnees and host communities) with significant presence on the ground and relations with large number of Libyan stakeholders. INGOs operating in Libya are permanent members of the Humanitarian Country Team (HCT) mechanism, led by the United Nations Support Mission to Libya (UNSMIL), which is comprised of UN Agencies, INGOs and the International Committee of the Red Cross (ICRC). INGOs are in the lead of sectorial Working Groups relevant to this Action such as health, water, sanitation and Hygiene (WASH), education and early recovery while being paramount implementing and monitoring partners of UN Agencies operating in the country

such as UNDP, IOM, UNHCR and UNICEF. In addition, they should play a prominent role in a Libyan-led stabilization and peace processes.

Local organizations have developed their operational and management capacities. Hence, the Action aims at strengthening and enhancing the role of these associations, with the ultimate purpose of reinforcing the role they can play in achieving the objective pursued by the programme, i.e. helping municipalities to facilitate access to quality basic and social services for the most vulnerable people.

INGOs and their Libyan partners have demonstrated their ability in carrying out activities relevant to this Action. They include rehabilitation and provision of small basic and social services, in-service training, mentoring and capacity-building for public institutions and local organizations capitalizing on their capillary presence and trust-based relationships with local authorities. Consequently, under this Action and on the basis of proven experience, track record in the field of intervention, as well as absorption capacity, INGOs and their local partners may undertake rehabilitation and maintenance of small infrastructures in the education and health sectors, training of relevant personnel (medical and paramedical staff, teachers), delivery of goods (medical items, sanitary-medical equipment and medicines as well as school material). With the purpose of granting a fair and equal access to all vulnerable groups in Libya, INGOs and local organizations will also provide training and capacity-building programmes for Municipalities on civic, community and social cohesion.

As regards international organisations and UN agencies, they have been evacuated following the crisis in 2014, and operate from their Libya country office based in Tunis. Their operational presence and capacity within Libya is nevertheless ensured through national staff on the ground, sub-offices, network of implementing partners and remote monitoring systems. These are key factors for an effective impact on the ground. These UN organisations have been selected on the basis of their capacity to surge swift operational deployment building forward on existing operations, partners' networks, presence on the ground and respective mandates. They demonstrate key competencies in ensuring coverage in specific sectors and in areas with limited access and hence limited choice of assistance delivering methods. Finally it is worth noting that the evacuation status of the United Nations agencies has been lifted recently (February 2018), allowing for the presence of more international staff on the ground in Libya. However the current situation still limits movement and full access of international staff to the Libyan territory.

UNDP Libya has gained a lot of experience on local governance owing to the implementation of local development programmes since 2012 and has developed particular competence in the support of municipalities through the rehabilitation of critical infrastructure, support to the transition to sustainable development and resilience, access to improved basic services including health and education. UNDP has an international expertise on local sustainable, inclusive socio-economic development and is the main UN agency working in this field in Libya. UNDP also implements the Stabilization Facility for Libya, a major programme rehabilitating critical infrastructure; boosting the capacity of local authorities and enhancing local mediation and conflict resolution capacities. Given its international expertise and its solid experience in Libya, UNDP would notably support maintenance and rehabilitation of basic infrastructures as well as provision of equipment with the aim of improving access to and quality of basic and social services under this Action. UNDP will in particular be responsible for interventions requiring more substantial construction works and specific engineering competences. Despite the evacuation of international staff in Tunis, where a significant back office is currently present (28 people), UNDP has a strong presence in Libya.

This includes a functional and operational country office in Tripoli, with twenty Libyan staff, 44 engineers and local coordinators across the entire country, 18 vetted local construction companies and over 60 long term agreements with international companies, a big 475 Sqm warehouse in Tripoli where equipment is stored and would be available for immediate delivery. Gradual relocation of the international staff is currently foreseen, with the lifting of the evacuation status.

UNICEF has maintained a very active presence inside Libya. Despite the challenging context, UNICEF is delivering multi-sectoral emergency response programmes and continues to work towards sustainable solutions to provide the basic services to children and protect their rights. UNICEF delivers its programmes in Libya in partnership with line ministries, municipalities, national, local and international NGOs. Given its international expertise and its solid experience in Libya, UNICEF is proposed to address needs identified in the following sectors: education and child protection, water and sanitation as well as maternal and infantile health. It is worth mentioning that UNICEF has signed a seven-year agreement with the Ministry of Local Governance which enables the agency to work with all the municipalities from all around Libya. In addition, UNICEF signed 28 Memorandum of Cooperation (MoC) with different municipalities¹¹. The focus of the MoCs included prevention of children dropouts, integration of psychosocial support into schools, and promotion of child rights. The UNICEF Country Office has increased its ability to partner effectively and efficiently to enhance results for children, based on its comparative advantage. In 2017, UNICEF established 17 partnerships with civil society organizations and non-governmental organizations which were crucial in the delivery of humanitarian and developmental assistance to the children and their families in Libya.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012, if full funding is essential for the action to be carried out, the maximum possible rate of financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible for the delegated agreement, in respect of the principles of equal treatment and sound financial management.

4.4. Indicative budget

Component	Amount in EUR
Indirect management with Italian Cooperation	22,000,000
Indirect management with UNDP	18,000,000
Indirect management with UNICEF	10,000,000
Total	50,000,000

¹¹ **AlBayda, Sabratha, Sebha, Mashashiya, Sidi Assayeh, Espeaa, Tripoli, Zwara, Benghazi, Janzour, Shoura, Souk Khamis, Azzintan, Tawarghaa, Qasr Bin Ghasheer, Abusliem, Gharb Azzawya, Hai Alandalus, Swani Adam, Ghat, Ghiryan, Al Ghawalish, Mazdah, Shahhat, Ashshawayrif, Taraghin, Aujala, Bani Waleed.**

4.5. Evaluation and audit

Partners implementing this Action will comply with the ad hoc Monitoring and Evaluation Framework developed for the Trust Fund's North of Africa Window as well as with the reporting requirements and tools being developed by the EU Trust Fund.

In addition to the remote monitoring conducted by the EU Delegation to Libya based in Tunis for all Actions funded by the EU in Libya and to the third party monitoring already being used by some implementing partners, this Action will ensure the mobilisation of regular review and analysis of results under the Commission's Results Oriented Monitoring system. A mid-term review could be launched in the form of a Results Oriented Monitoring mission contracted by the Commission, with the aim of assessing progress made. According to the recommendations of this ROM mission¹², the Commission may decide on a reallocation of funds, on the basis of results achieved. In the ROM methodology to be applied, the concepts of efficiency¹³ and effectiveness¹⁴ will in particular be taken into account:

- are the chosen implementation mechanisms conducive for achieving the expected results?
- if there are delays, what are the reasons for these delays and to what extent have appropriate corrective measures been implemented?
- have the outputs been produced/ delivered in a cost-efficient manner and is the quality of outputs satisfactory?
- are the outputs still likely to lead to the expected outcomes?

A final evaluation will be carried out for this action or its components via independent consultants contracted by the European Commission. Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, ad hoc audits or expenditure verification assignments could be contracted by the European Commission. Evaluation and audit assignments will be implemented through service contracts; making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

The monitoring and evaluation exercises mentioned above will represent milestones in the implementation of the activities. These regular assessments will constitute a basis for a possible decision of suspension of activities, should the conditions on the ground not allow for their proper implementation.

4.6. Communication and visibility

All implementing partners funded by the EU Trust Fund for Africa North of Africa window shall take all appropriate steps to publicise the fact that an action has received funding from the EU under the Trust Fund. These measures shall be based on a specific *Communication and Visibility Plan of the Action*, to be elaborated by each implementing partner at the start of implementation on the basis of the Communication and Visibility Manual for EU External

¹² See the EU ROM Handbook, https://ec.europa.eu/europeaid/sites/devco/files/rom-handbook-2017_en.pdf

¹³ **Efficiency** is the measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into outputs.

¹⁴ **Effectiveness** is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance

Action¹⁵. Appropriate contractual obligations shall be included in, respectively, the grant contracts, and/or delegation agreements.

¹⁵ https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en