

## TAMSALL

Towards **A** new **M**ultilevel **S**hared **A**pproach for **L**ibya **L**ocal governance

### “Brief report on pilot project’s activities”

#### Background

TAMSALL aims at contributing developing local service delivery in Libya by using the Multilevel Governance (MLG) approach. The project was designed as an outcome from different projects of the Nicosia Initiative that was launched in 2016 under the umbrella of the European Committee of Regions (CoR) as a work platform between the local European authorities and Libyan municipalities to support decentralisation process in Libya.

TAMSALL was launched in 2021 by the European union fund, the regional development agency of Emilia-Romania region (ART-ER) coordination, and through collaborating with the agency of Friuli Venezia-G region (INFORMEST) and the European Association of the Regional Development Agencies (EURADA).

TAMSALL intends enriching the Libyan experience in “Decentralization”, aligning with the Libyan context and regulations. Twenty are the partner municipalities of the project: Tripoli Center, Zintan, Ghariyan, Tubruq, Benghazi, Sebha, Sirt, Zliten, which were already partner of the Nicosia Initiative, in addition to Al-marj, Ejdabiya, Dernah, Shihat, Al-kofra, Ojla, Nalut, Jadu, Batin Al-jabal, Ghat, Wadi Etbah, Bint Beh.

The project has been implemented by a multi-specialized team of international and Libyan experts that have vast knowledge in Local Administration, Decentralization, Public Services, Local Development, Human Resources, and Communication.

#### The project can be summarized in the followings:

1. Sharing Italian regions successful experiences in the Multilevel Governance Approach, “the European Decentralization Model.”
2. Collaborating with the Ministry of Local Government to confirm that objectives of the projects and the implementation steps meets the national objectives related to “decentralization” in Libya.
3. Proposing models and applicable practical plans for Libyan municipalities in specific fields by using the multilevel governance approach in line with Libyan regulations and the Libyan political, economic, and social context.
4. Contributing to local experts' skills building to increase their capability in facing the potential challenges of decentralization and collaborating with them in overcoming obstacles they might face.
5. Evaluating the activities of TAMSALL and its results to benefit from the experience and build upon it in the future.

To achieve that, TAMSALL has been articulated in three stages:

#### The first component (first stage): the multi-level governance approach tools.



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This phase has included evaluating and measuring the targeted municipalities in delivering services for the citizens in four targeted sectors: health and social affairs, youth, the environment, and communication, adding to that the standardized comparison among the targeted municipalities regarding the application of the Multilevel Governance approach. A questionnaire was drafted to review the nature and quality of the delivered services, and the compliance to the implementation plans and approaches that have been used lately in the multilevel governance approach.

### **The second component (second stage): the capacities building activity in Libya and Italy**

1. Planned the study visits and the capacity building procedures.
  - Introductory workshops in Libya.
  - Identification of the hosting institutions in Europe.
  - Selection of 4 experts to facilitate the capacity building plan.
  - Selection of the participants.
2. Implemented study visits:
  - 3 visits for 72 participants: administrative and technical municipal staff, ministerial offices in the municipalities, and experts  
24 people per each visit to establish a sound working group of Libyan experts.
  - Two-week field study visits that shed light on the multilevel governance approach in service delivery at the regional and local administrations level and the implementing bodies in Europe in four specific fields: environment, youth, health and social affairs, communication.
3. Implemented capacity building procedures/steps:
  - Follow-up in Libya of the officers who have participated in the field visits in Italy.
  - Contributed to establishing capacity building groups in each targeted municipality after returning to Libya to work on designing a work plan with the participation of a number of key actors of the territory.
  - Each municipality has developed a work plan and aligned it according to the suitable service delivered to the citizens, based on to each one's territorial specificity.

### **The third component (third stage): the multilevel governance approach translated in services delivery (pilot projects)**

In this stage, pilot projects have been selected from the municipalities that participated in the study visits in Italy, based on their work plans developed during participatory consultations at local level held once back in Libya.

The actions chosen and implemented are the following:

#### **1. System for training needs identification at municipal level.**

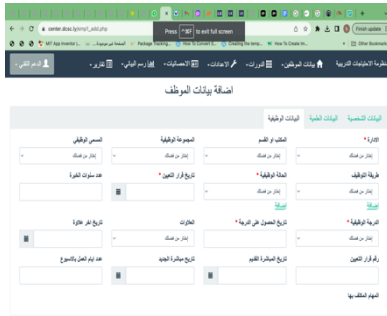


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2. Training of new elected representatives of the municipalities.
3. Turning waste into value project.
4. Community radio project.
5. Urban Observatory project.
6. Emergency Rooms project.

### 1. Designing a training needs identification system project:



Identifying the training needs is considered one of the first steps that comes before implementing training courses. Identification of needs provides a lot of advantages from ensuring the targeting of suitable candidates, to select the suitable training topics in the suitable time. The project was initiated on January 23<sup>rd</sup>, 2023, with a first meeting

conducted in the Municipalities Development and Decentralization Support Centre. The technical team of TAMSALL developed an electronic system for the needs identification process and shared it with the experts of the Municipalities Development and Decentralization Support Centre for initial feedback. The technical team used the support of the experts from Municipalities Development and Decentralization Support Centre also to find a job description for every job title according to the organizational structure established by decree no (1500) of 2012, as well as limiting the titles and degrees found in the staffing structure of the municipalities.

The developed system has been installed at the human resources departments. The system consists on filling the officials' information, including their specialization and qualifications then choosing the suitable course under the supervision of the head of the HR department and the official's direct manager. The offer of training courses is structured as follows:

1. Technical courses: related to the competencies of the departments, offices, and units.
2. Skills courses: related to personal skills such as, communication, IT knowledge, etc.
3. Committees' courses: targeting the permanent technical committees and their specific skills requirements such as bids, procurement, etc.

A work team has been formed by the heads of HR departments in the partner municipalities of: Central Tripoli, Zintan, Gheryan, Tubruq, Benghazi, Sebha, Sirt, Zliten. And the added municipalities of: Al-marj, Ejdabiya, Dernah, Shihat, Al-Kofra, Ojla, Nalut, Jadu, Batin Al-jabal, Ghat, Wadi Etbah, Bint Beh. The technical team has trained the heads of departments on how to use the system and fill the information. Work continued for 6 months to collect the data until the general number of entries reached 17235 officials.



## 2. Training the new elected representatives of the municipalities:



Based on the Minister of Local Government request regarding the support to the newly elected members of municipal councils, a training plan for new elected representatives has been developed and delivered. The main aim of the program was helping better preparing the new elected prior officially assuming office, for their tasks and mission as

per Law 59 and related regulations as well as enhancing the notion of local governance and local administration that has been adopted in Libya in 2012. Refining and building the capacities of the members of municipal councils comes at the top of local administration development, being them the ones to organize and develop municipal services as representatives of society and the citizens.

A 9-day intense unified training program has been crafted which combined theory and practice, along with showing the best practices by the participation of previous or recent council members to transfer knowledge and experience in the topics dealt with during the training.

The program was divided into four main units:

### 1. Governance and local development (TALD approach):

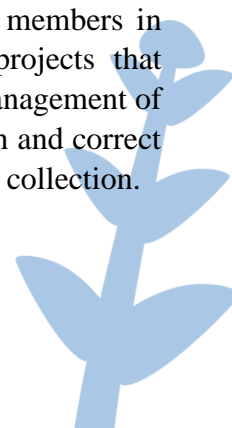
The first unit aims at providing the newly elected municipal council members with the basics of local administration as one of the forms of enhancing decentralization, as well as explaining the concept of local development and good governance.

### 2. The legal aspect of local administration:

Explaining the legal frame that regulates local administration in Libya, and the role and tasks of the Ministry of Local Government and the High Council of Local Administration in supervising, managing, and enhancing the concept of local administration and enabling municipalities from practicing their work.

### 3. Strategic planning (TALD approach):

It's about improving the performance of the municipal council and the municipality, by helping the newly elected municipal council members in setting and developing development plans, programs, and projects that respond to the main issues in the municipality, through better management of resources in the municipality, and based on accurate information and correct analysis of the situation by using systematic approaches for data collection.



4. The administrative and financial aspects of the municipality:  
Administrative supervision, proposing the budgets, and planning are the core tasks of the municipal council. Therefore, this unit is about tackling the administrative and financial skills of the members, as well as strategic planning and setting priorities, writing performance reports, and the functional behavior of the council members.

Two types of training have been implemented until recently for the municipalities of: Ghariyan, Alerban, Alkhomos, Almardom, Bani-walid.

### 3. Turnning waste into value project:



By the end of August, a 5-day workshop has been implemented in the frame of turning waste into value in Tripoli, and which assembled 9 municipalities: Tripoli, Benghazi, Wadi- etbah, Nalut, Jadu, Batin Aljabal, Alzintan. The workshop has gathered 27 participants including representatives from the Environmental Sanitation Department at MoLG, as well as from the civil society and the private sector. The workshop has discussed on the first day, a sorting-plastic-from-the-source policy based on a proposal of the municipality of Tripoli Center. A policy that regulates the plastic sorting process from restaurants and private entities by giving incentives to the virtuous ones. The second day was dedicated to discussing a unified awareness strategy, that aims at a unified systemic approach to be adopted by schools instead of running random campaigns. To this exercise has also contributed with information and experiences the Italian partner Isontina Ambiente, a service company which gathers 23 municipalities in Friuli Venezia Giulia for waste management. The material made available by Isontina Ambiente creates a Bank of Ideas, which could serve as inspiration for future awareness campaigns. A community meeting sponsored by Tripoli Center municipality was also run. The meeting assembled the 9 municipalities representatives, MoLG Environmental Sanitation Department, representatives from the civil society and the private sector, and activist in the environmental field. The workshop was concluded by a TOT training for the municipalities' representatives on how to design awareness campaigns by using the unified strategy in coordination with education inspectorates.



After implementing the workshop, TAMSALL has provided a number of equipment to support the implementation of the awareness campaigns agreed upon on. The tools included an awareness and cultural manual, plastic bottles compactors to be placed in a number of selected schools, big and small trash bins to collect the plastic, and a number of stationaries, coloring books, and clothing bags as a substitute for plastic bags.

#### 4. “ Mawjat project: establishing community radio stations”:

The community radio project targets the municipalities of Tripoli Center, Tubruq, Almarj and Bint Beh to provide them with a powerful citizens outreach’s tool. The project has purchased the necessary technical equipment to establish a local radio station, as well as specialized training to the dedicated staff selected.



An intense training course was conducted between August 25<sup>th</sup> and September 10<sup>th</sup> for 20 participants in the basics of journal editorial, sound engineering, writing radio news and reports, planning and preparing radio programs, designing programs, etc. After that, a full evaluation of the different locations selected by the municipalities where to host the radios, has been achieved to start the necessary maintenance and equipment adaptation works needed. The first radio completed is “Sout Alwadi” (sound of the valley) the radio station of the municipality of Bint-beh, which has launched its



first test broadcast on the radio frequency 97.7 and on the social media platforms Facebook and YouTube. This station is considered the first of its kind in the city, and it aims at focusing on youth programs, awareness, cultural and heritage matters and socio-development aspects to become the voice connecting citizens to the municipality.

Nearly to be completed works in Tripoli radio station that has required additional maintenance interventions on the Astronomical Dome hosting it. Works on the radio stations of Almarj and Tubruq municipalities have been delayed due to the environmental disaster caused by the Hurakaine Daniel last September, which affected the delivery of equipment and the arrival of the engineers to the eastern cities. Nonetheless, works are advancing fast and should be completed before the end of February.



5. **“The Urban Observatory project”:**

The Urban Observatory project aims at assisting the Municipalities of Ajdabiya, Al Kufra, Zliten and Ghariyan in structuring GIS units, which are established by decree 1500 under the Urban Planning Department. The project has been inspired and made use of the experience and the expertise of the municipality of Benghazi, which has developed the GIS unit into an urban observatory that collects and analyses data, statistics and information in various areas of urban development. This in order to operate and process data to improve the living



conditions of the city's inhabitants by transforming information into a set of indicators that will assist decision makers responsible for urban development in formulating policies and plans that achieve the city's development goals. TAMSALL has provided municipalities with a range of equipment such as computer, GPS, mobile phones, as well as ArcGIS

software needed to operate the GIS unit. In addition, TAMSALL provided specialized technical training to the Benghazi Urban Observatory team in Bologna to upgrade their level of knowledge and capacities through the experience developed at Bologna municipality and through the data management model of APE Trieste. The Benghazi team has then started providing training back in Libya on how to operate and utilize GIS to provide better services to citizens. The Benghazi Urban Observatory team has held training for 3 weeks for different groups from the targeted municipalities in identifying and collecting information, data, field inventory and models used, knowledge of GIS software at different levels, management training and networking between different sectors, analysis of data and identification of sustainable development indicators and identification of indicators for the region. The Benghazi Urban Observatory team has provided the necessary technical support by visiting the GIS units in each of the targeted municipalities to ensure the full functioning and proper use of the equipment by the trained team. The support will continue until project's end in February.

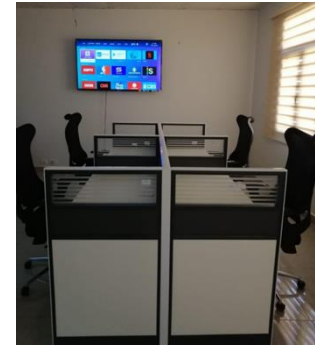


6. **“The Emergency Rooms project”:**

This project supports the establishment of emergency rooms in the municipalities of Zintan, Ghat, Wadi Etbah, Almarj and Kufra



by providing a range of furniture and equipment including, computers, cameras, screens and necessary communication devices. The action has been



developed in coordination with the Center for Citizen Services 1415, which has established a list of support

equipment for municipal emergency rooms and has shared it with international organizations and projects. TAMSALL has also coordinated action with other international partners such as GIZ, Intersos, etc. in order to avoid duplications and increase the impact of each one’s activity for the benefit of the targeted municipalities and beyond.

In addition to the equipment provided, TAMSALL supervised the design of training for the operation of emergency rooms, in cooperation with the Citizen Service Center 1415, where the training was carried out in Tripoli in early August 2023. A series of video guides were also provided in support of the training by the Italian Civil Protection of the Friuli Venezia Giulia Region that our Libyan partners have visited and appreciated during the study visit held in Trieste in December 2022 under the component 2 of TAMSALL.

