

Benghazi, Libya Data Mapping Case Study

Period of Performance: January 29 - February 6, 2018



Practice Area: Corporate Social Responsibility and Preventing and Countering Violent Extremism (P/CVE)

Donor/Client: Libyan Cement Company Inc. (LCC)

Partner: Complexas

Location: Benghazi, Libya

Enumerators: 40

Surveys: 4,335

Qualitative Engagements: 40+

Project Objectives

IMPL. PROJECT partnered with UK-based corporate advisory firm, Complexas, for a data mapping project in Benghazi, Libya on behalf of commercial client Libyan Cement Company Inc. (LCC), one of the largest cement manufacturers in Libya with three factory locations in Benghazi, Hawari and Al-Fataiah covering more than one third of Libyan cement demand.

- **Project Objective 1:** To derive critical insights about at-risk populations, including the unemployed, youth, and internally displaced persons (IDPs), who have all been severely impacted by conflict.
- **Project Objective 2:** Develop a Communications and Interventions Plan (CIP) to support LCC's production restart in Benghazi in order to create stakeholder and shareholder value to restart LCC cement production and produce and dispatch at least 3 million tons of cement annually by 2020.

**Note: No previous comparable survey has been conducted in Benghazi since 2011, if ever.*

Since the Libyan uprising in Benghazi in early 2011, the chaotic and violent aftermath led to not only an unstable and ever changing political and security environment, but ensured that LCC and its management endured extraordinary challenges.

Key Findings

Key vulnerabilities to radicalization in this formerly middle-income country tie directly to substantial

livelihoods and liquidity challenges which are further undermined by structural and systemic barriers to economic growth and social cohesion. Furthermore, trust between all levels of government and citizens has deteriorated to the point that 49% of the Benghazi population report no credible institution upon which they trust for progress and recovery. Benghazi citizens are looking for leaders and organizations to rise in this leadership vacuum and work for the common good. Various actors, formal and informal, are jockeying to fill the leadership vacuum. Current entities only exist at the permission of Libyan National Army (LNA) or well-connected actors.

Based on IMPL. PROJECT data, there are three primary Sources of Instability (SOIs) in Benghazi, Libya:

- 1) **Lack of Money:** Severe liquidity crisis in eastern Libya, East versus West issue, allows for malign actors to leverage vast wealth.
- 2) **Lack of Security:** Police are assuming a larger role for security as the LNA shifts focus to Derna, Libya.
- 3) **Lack of Education:** Refers to both formal education and social cohesion work.
- 4) **Corruption:** Corruption is rife across sectors and an aggravating factor for instability manifesting itself mostly as nepotism and embezzlement.
- 5) **Lack of Livelihoods:** The lack of social cohesion is an enormous issue that blocks long-term livelihood and economic stability.

Methodology

IMPL. PROJECT conducted this Data Mapping project in six (6) phases:

- **Phase I:** Pre-Deployment Site Survey (PDSS) in Benghazi, Libya. Security Team visit to gain in-depth knowledge of the real-time ground atmospheric and environment and prepare for main deployment. This phase includes identifying local partner support and security providers, testing the narrative for the main deployment.
- **Phase II:** Data Map LCC work force in Benghazi to assess the community and conditions directly surrounding LCC to create a database of information about the drivers of behavior from the existing workforce. Profile all employees to understand the demographics of the target audience.
- **Phase III:** Data Map wider communities in Benghazi. This seeks to identify drivers of risk in Benghazi and identify the key stakeholders at individual and group level who can influence vulnerability, resilience, and the drivers of insecurity in Benghazi and any associated triggers and indicators.
- **Phase IV:** Vetting & Validation of Systemic Causes
- **Phase V:** Baseline Establishment & Indicator Recommendation
- **Phase VI:** Data Analysis & Final Report Generation

Between January 29 - February 6, 2018 (19 days), IMPL. PROJECT and partner Complexas, deployed a combined 7-member expat team to Benghazi, Libya. IMPL. PROJECT hired and trained more than 40 local staff in three (3) days. A total of 4,335 community perception surveys and more than 40 qualitative engagements (comprising Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and Site Assessments), were completed. All engagements and surveys were conducted in-person, are anonymized, and geo-tagged.

IMPL. PROJECT conducted this project according to our standard field methodology: large-scale, face-to-face structured surveys (quantitative, smart device-based), followed by deep dive cross-sectoral investigations (qualitative) conducted by the leadership team into the underlying dynamics emphasized within the survey data. These cross-sectoral investigations are based on the quantitative surveys and focus on mapping the interconnectedness of sectors, identifying systemic causes of problems as opposed to symptoms, and analyzing which programmatic interventions will have the most impact toward communities' desired outcomes. IMPL. PROJECT sourced its enumerators through a vetting process facilitated by local partners. Enumerators were required to have Arabic fluency and smart device literacy. The enumerators utilized a "person-on-the-street" approach instead of going house to house, allowing access to a diverse population as most families are working during the day.

The vast scale of the data provided LCC insight with a 99% confidence level and a 2% margin of error that the data captured is representative of the entire Benghazi community, of which the LCC employee population is a subset.

Programming Recommendations

Follow-on programming recommendations based on community priorities:

- 1) Cross-sectoral, anti-corruption work.
- 2) Cash and liquidity injections.
- 3) Community cohesion projects.
- 4) Disarmament and reintegration projects to address security issues.
- 5) IDP reconstruction and support projects and programming.

National and sub-national government volatility undermines local level implementation.

The security situation is far too volatile for all but the most experienced, conflict-focused organizations to engage. Despite numerous complex challenges, there are opportunities to make significant in-roads with relatively low-hanging fruit for the right implementing organization. Trust-building between community and implementing organizations is critical.