QUARTERLY REPORT

APRIL – JUNE 2019
YEAR 1 – QUARTER 3
USAID/LEBANON COMMUNITY SUPPORT PROGRAM

July 30, 2019

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

CSP IDIQ QUARTERLY REPORT

JULY 30, 2019

IDIQ Contract No. 72026818D00005
Task Order No. 1 72026818F00002
Task Order No. 2 72026818F00003
USAID/Lebanon Community Support Program (CSP)
Chemonics International Inc.

███████████████████████████████████

███████████████

Front cover photo: El Qaa Municipality worker learning how to use water pumps recently donated by CSP. These suction pumps will help the Qaa Municipality address and respond to flooding that is common in this part of the Beqaa.

Back cover photo: Students enjoying improved learning conditions at the ████████████████ School. The school was recently equipped by CSP with basic education equipment. This equipment will serve more than 338 students and 39 instructors. ███████ is located in the ██████ region, one of the most remote and underdeveloped areas of northern Lebanon.

CONTENTS

ACRONYMS

AAP	activity approval package
BTD	Bureau Technique pour le Développement
CSP	Community Support Program
ELARD	Earth Link & Advanced Resources Development
ERAC	environmental review and assessment checklist
GESI	gender and social inclusion
IDIQ	indefinite delivery, indefinite quantity
IQS	indefinite quantity subcontract
LSA	local system approach
MEL	monitoring, evaluation, and learning
MSS	mechanism for social stability
NGO	nongovernmental organization
QCP	quality control plan
RAD	Rapid Analysis Design
RFA	Request for Application
STTA	short-term technical assistance
TO	task order
UNDP	United Nations Development Program
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Community Support Program (CSP) in Lebanon is an $80 million, five-to-seven-year single-holder indefinite delivery, indefinite quantity (IDIQ) designed to provide a range of support to underserved and vulnerable communities. CSP seeks to improve the delivery of essential services and enhance economic opportunities to improve lives and reduce tensions that contribute to conflict and violence, primarily in Lebanon's North, South, and Beqaa regions.

To achieve this objective, USAID issues task orders according to the following components: 1) **community stabilization**; 2) **community development**; and 3) **technical assistance/capacity building.** CSP uses a fast, flexible, and participatory approach to address a broad range of needs in Lebanon's most underserved and vulnerable communities in response to evolving political, security, and economic conditions. Activities include small-scale community stabilization interventions intended to address acute tensions in areas that are prone to conflict and violence. CSP also implements medium-scale community development interventions that are intended to address the underlying causes of tension. CSP is not sector specific. Rather, the program implements visible repairs and rehabilitation of community infrastructure; procures and delivers essential equipment such as water tanks, generators, and electrical transformers; and supports livelihoods in partnership with local governments, civil society organizations, and the private sector. Where appropriate, CSP complements infrastructure improvements and provides equipment assistance with targeted and specialized technical assistance and capacity building to enhance the sustainability of interventions among beneficiary communities.

The following quarterly report, a required deliverable under Task Order No. 1 (TO 1) of the subject IDIQ, provides details on the third quarter of Year 1, covering the period from April to June 2019. The report includes a description and analysis of all activities conducted under the current task orders during the reporting period (see text box).

During this period, CSP continued to focus on the implementation of all activities and tasks designated in the Year 1 work plan. Under TO 1, CSP made significant progress on the recruitment of staff for vacant positions and finalized all subcontracts with its institutional partners. CSP advanced its

> **CURRENT CSP TASK ORDERS**
>
> TO 1: Management
> - ▮▮▮▮▮ – 5 years
> - Management, operations, and cross-cutting technical support to technical task orders
>
> TO 2: Community Support
> - ▮▮▮▮▮ – 30 months
> - Identification, implementation, and management of community assistance interventions to achieve CSP objectives under Components 1 and 2.

communications and outreach through its social media presence and trainings. A key monitoring, evaluation, and learning (MEL) achievement was the approval of the program's MEL plan. Additionally, CSP held a midyear review to celebrate the program's accomplishments, discuss challenges and lessons learned, and recommend improvements to facilitate the achievement of the program's ambitious expected results.

Under TO 2, CSP expanded its reach through its community profiling exercise to identify the most underserved and vulnerable communities. The team continued to design technically sound assistance interventions through continuous coordination and collaboration with multiple stakeholders in the field and made incremental progress toward expected results (see text box). Internally, the team reflected on challenges and worked closely with the TO 1 team to fine-tune internal systems to enhance operations and reduce any bottlenecks.

> **KEY TO 2 ACHIEVEMENTS**
>
> - 112 community profiles completed
> - 65 concept notes submitted
> - 29 activity approval packages (AAP) submitted
> - 23 activities approved
> - 9 activities completed
> - ▮▮▮▮▮▮▮ in assistance being provided to 22 communities

This report is organized by task order and divided into five primary sections: Introduction and Background; Task Order 1: Management; Task Order 2: Community Support Program; Lessons Learned; and a series of Annexes to expand upon and help visualize the narrative, including organizational charts, financial reports, and a series of maps of selected communities and interventions.

I. INTRODUCTION AND BACKGROUND

A. BACKGROUND AND COUNTRY CONTEXT

During the April – June 2019 reporting period, Lebanon faced a number of issues related to its political stability, security, and economy. Some of the main challenges facing the government were the consequences of the adoption of the national budget, ongoing issues related to the sustained presence of Syrian refugees, and several security-related incidents. On another note, the government of Lebanon has taken positive measures to improve the provision of electricity in the country.

Budget Adoption amid Popular Unrest. Since the creation of Prime Minister Saad Hariri's new government in January 2019, the government of Lebanon has faced several political disputes hindering the adoption of a new budget. Hariri and the international community have been calling for reforms and cuts in spending in this year's budget, crucial to receiving CEDRE funds and loans.[1] On May 27, the Cabinet endorsed the final draft budget to be submitted to Parliament for ratification. The budget — one of the "most austere in the history of Lebanon" according to Prime Minister Hariri — features several measures to raise revenues and decrease spending. According to projections of the new budget, Lebanon's deficit should be reduced from 11.5 to 7.5 percent. Many controversies exist surrounding the budget cuts made to reduce the deficit, especially those related to retirement salaries for army personnel and pension cuts for other municipal and state employees. As a result, there have been a series of demonstrations and road blockades over the past three months in protest of the austerity measures. While the budget was not ratified during the reporting period, it is seen as an important test of Lebanon's will to enact reforms that could stabilize its debt trajectory in a state plagued by financial crisis. President Michel Aoun has signed a decree to open an extraordinary legislative session in Parliament from early June to late October to enable the legislature to pass the draft state budget.

As the country is on the verge of bankruptcy and financial collapse, the austere national budget could have a negative impact on a large number of citizens, pushing more and more Lebanese into poverty. This would likely create further tensions in Lebanon's most underserved and marginalized communities, requiring further intervention from CSP to mitigate the sources of the tensions.

Rising Tensions with Refugees. In the past three months, anti-Syrian refugee sentiment has been on the rise in Lebanon. The country hosts the highest number of refugees per capita in the world, and many are starting to blame the presence of the refugees for Lebanon's economic crisis. For example, Lebanese authorities have lately made more assertive calls for the repatriation of Syrian refugees and are taking actions to promote their return. While anti-

---

[1] On April 6, 2018, France hosted an international conference in support of Lebanon's development and reforms, known by its French acronym CEDRE. The objective of CEDRE was to support the development and the strengthening of the Lebanese economy as part of a comprehensive plan for reform and infrastructure investments.

refugee sentiment in Lebanon is not new, it was previously limited to public anger over Syria's nearly 30-year occupation of Lebanon. More recently, the anger has shifted toward the refugees' impact on Lebanon's delicate sectarian balance and its struggling economy. Sympathy for the refugees and their sustained presence in Lebanon has been steadily decreasing.

Examples of concrete actions taken against refugees by Lebanese authorities include increased efforts to dismantle permanent structures and close unregistered foreign-owned (primarily Syrian)businesses. Amid the broader crackdown on mostly Syrian businesses, the Lebanese Army ordered the dismantling of the nontented housing in the village of Aarsal. This decision came after the Lebanese authorities began to dismantle camps along the Litani River with quasi-permanent sewage systems deemed a 'public health threat.' In addition, the Lebanese labor minister has given employers deadlines to legalize the situation of their foreign employees or face harsh penalties. If they do not meet the deadline, the penalty increases and the company may be closed.

During the reporting period, the Lebanese Army has increased its efforts to demilitarize the Mieh w Mieh Palestinian refugee camp, located near Saida, South Lebanon. This is an important step in limiting the violence around the area and hopefully allow residents to better access desperately needed services.
Given CSP's flexible approach and rapid-response capabilities, it is well equipped to deal with tensions resulting from these issues by responding to community needs throughout the country. The program's dual focus on stabilization and development, in partnership with local partners (including municipalities and civil society), can contribute to mitigating tensions.

Electricity Plan. In response to recommendations from international donors, the Cabinet and Parliament have passed a new plan to reform the electricity sector. Dysfunctional since the civil war, the electricity sector has been a major contributor to the rise of public debt. Lebanese residents currently do not receive 24-hour electricity from public utilities and must supplement their supply with privately owned generators. The new plan comprises both short-term and long-term solutions like raising production to 24 hours per day, building new plants, shutting down current inefficient plants, introducing renewable energy such as wind and solar, and increasing prices as production goes up.

B. PROGRAM OBJECTIVES

Against this backdrop of Lebanon's underlying and emerging political, security, and economic challenges, CSP aims to support municipalities and underserved and vulnerable communities in providing better services and enhanced economic opportunities to improve lives and reduce tensions that contribute to conflict and violence, primarily in Lebanon's North, South, and Beqaa regions. To accomplish the program's goals, task orders under the IDIQ are geared toward reinforcing Lebanon's resiliency and stability across three components:

> 1) **Community Stabilization** support assists local communities in meeting immediate-term stabilization needs to fill urgent gaps in resource accessibility in order to mitigate tensions, with activity implementation expected to last up to nine months

2) **Community Development** support provides medium- to long-term assistance, with implementation expected to last up to 18 months to meet priority local development needs; and

3) **Technical Assistance** support for key essential services is directed toward municipalities and other local partners receiving assistance under Components 1 and 2.

Under TO 2, target communities are selected on a rolling basis according to urgency of needs, the presence of refugees, prevalence of tensions over limited resources, and other priorities specified by the community. CSP selects interventions based on an inclusive and participatory approach that involves a wide variety of community members to help CSP better understand challenges and opportunities, followed by a collaborative design of sustainable solutions. Community stabilization interventions can include the repair and rehabilitation of light infrastructure and the procurement of equipment such as water tanks, generators, and electrical transformers. Community development interventions are geared toward more sustainable improvements to quality of life through investments in solid waste management, solar energy solutions, agricultural equipment, or job support.

By implementing mostly community-led stabilization and service delivery improvement projects — reinforced by capacity building efforts — CSP is contributing to USAID's existing efforts to promote a stable and independent Lebanon.

C. COLLABORATIVE DESIGN OF NEW CSP TASK ORDERS

Concurrent with the implementation of TO 1 and TO 2, substantial progress was made on the design of new CSP task orders during the April – June 2019 reporting period.

TO 3 Capacity Building. To complement CSP's investments under TO 2, CSP will be providing technical assistance and capacity building to local partners under TO 3 to sustain and enhance community support assistance interventions. ████████████████████████████████ ███ ███ ███ ██████████████████████████

TO 4 Workforce Development. ███ ███ ████████████████████████████ The purpose of TO 4 is to improve labor skills and employment opportunities through partnerships with Technical and Vocational Education and Training (TVET) organizations, municipal governments, and the private sector. ██████████ ███ ██████████████████████████████████ As a private-sector, market-led activity, TO 4 will be managed out of USAID/Lebanon's Economic Growth Office.

TO 5 Wastewater Management. ██ ███ █████████████████████ The purpose of the wastewater management task order is to: 1) identify context-appropriate wastewater management interventions; 2) implement wastewater

management interventions that mitigate pollution in selected areas; and 3) build capacity for wastewater management to enhance the sustainability of the provided interventions. The iterative proposal process for TO 5, including intentionally designating time for collaborative design and incorporation of feedback, was an innovation that helped to facilitate the proposal process.

II. TASK ORDER 1: MANAGEMENT

A. MANAGEMENT AND OPERATIONS

During the first two quarters of FY2019, CSP completed its mobilization and established a functional TO 1 team that is well postitioned to provide operational, management, and cross-cutting technical support to TO 2 and other technical task orders as they are initiated. During this third quarter, as activities ramped up, operational systems and processes were fine-tuned and adjusted to improve the overall efficiency, quality, and delivery time of technical activities.

A1. HUMAN RESOURCES

During this quarter and in line with the program's staffing plan and organizational chart in Annex A, CSP completed recruitment and onboarding for all vacant positions in the staffing plan, with the exception of the TO 1 operations and finance assistant and the TO 2 MEL field officer for the Beqaa. Candidates have since been identified for both, and the positions are expected to be filled early next quarter.

Other notable human resource updates include the introduction of a new position and the approval of two key personnel under TO 2. Following the rapid increase in the pace and volume of activities under TO 2, CSP recommended a new program implementation manager position — reporting to the TO 2 director — to increase efficiencies in the activity design and implementation process and to streamline interactions with the TO 1 Activity Fund team. CSP also secured the approval of USAID's contracting officer for two key personnel, Mr. ██████ ██████ as TO 2 director and Mr. ████████████ as Component 2 (Community Development) technical adviser. With the approval of these positions, all key personnel positions have been filled across both current task orders.

A2. ACCOUNTING AND FINANCE

Task Order 1. During Quarter 3, CSP expended a total of ████████ under TO 1, with an average burn rate of ██████████████. In terms of available funds, CSP has ██████████, or ██ percent, remaining in its contract ceiling. To date (September 2018 – June 2019), CSP has spent ██████████ under TO 1, which represents ██ percent of our current obligation ██████████████ and ██ percent of the project's total budget for life of project (██████████████ Of note in Q3, CSP began invoicing costs incurred under the subcontracts with our three institutional partners: BTD, ELARD and Quantum. In addition, CSP saw a leveling off of other direct costs following the start-up and mobilization period. That said, CSP expects to see an increase in subcontract spending in Quarter 4 as associated activities under TO 2 ramp up, particularly those that require technical support in construction design, supervision, and environmental compliance from our partners.

Task Order 2. During Quarter 3, CSP expended a total of ████████ under TO 2, with an average burn rate of ████████/month. To date (September 2018 – June 2019), CSP has spent ██████████ under TO 2, which represents ██ percent of our current obligation ██████████████ and ██ percent of our total contract ceiling ██████████. In terms of available funds, CSP has ██████████████, or ██ percent, remaining. As anticipated, CSP experienced a significant ramping

up in technical activities and associated spending in Q3 as it continued to emerge from start-up and hone in on the implementation of technical activities. CSP expects Activity Fund expenditure to increase in Q4 as programming throughout the North, South and Beqaa ramps up, particularly on higher-value community development activities.

See Exhibit 1 below and Annex B for additional details about CSP's quarterly and life-of-project finances.
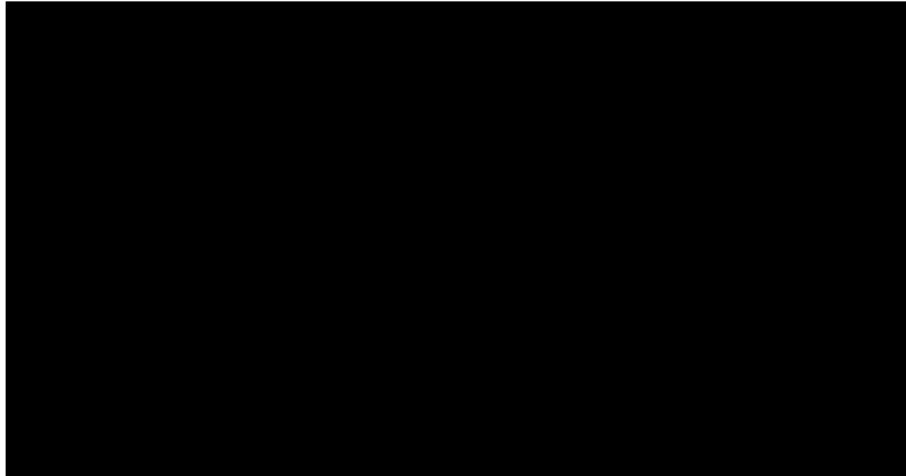
A3. GRANTS, SUBCONTRACTS, AND PROCUREMENT

Subcontracts with Institutional Partners. During this quarter, CSP received consent to subcontract with Quantum Communications from USAID's contracting officer for the provision of services to augment in-house strategic communications and outreach capabilities. The subcontract was fully executed in May, enabling CSP to start using Quantum's services to improve CSP's visibility and outreach. Examples of such services include commissioning strategic guidance on effective uses of digital/social media and producing a video about a completed activity in the Beqaa.

Following the execution of the IQS-type subcontract with BTD for engineering design and supervision last quarter, CSP faced some delays in the issuance of the first few subtask orders for construction design. In response, senior leadership from both CSP and BTD swiftly intervened to address the issues — which included differences of opinion about pricing and technical scope — and has since issued six subtask orders.

Vetting. CSP adhered to USAID's Vetting Mission Order 15/03 related to the National Security Screening of Awards and has established a system to gather information from partners and beneficiaries at the field level in order to expedite the vetting process for key individuals. All Partner Information Forms submissions during this quarter were tracked using the vetting tracker as shown in Annex C.

B. CROSS-CUTTING TECHNICAL SUPPORT

In addition to back-office support in management and operations, the TO 1 team also provides cross-cutting technical support in the following areas: engineering and environmental

compliance; monitoring, evaluation, and learning; communications and outreach; gender and social inclusion.

B1. ENGINEERING AND ENVIRONMENTAL COMPLIANCE

Quality Control Plan. During the Q3 period, CSP drafted and submitted to USAID a construction quality control plan (QCP) that outlines and details the quality control processes related to the infrastructure, rehabilitation, and construction projects implemented under CSP's technical task orders. Approved on July 9, the QCP includes a new requirement to include an activity risk assessment report in the activity approval packages (AAPs) that are submitted to USAID for approval. The purpose of this report is to specify the level of risk associated with the anticipated activity to determine the quality control process that will be followed during implementation.

Improved Team Linkages. Based on the recommendations from the program's midyear review to improve efficiencies and balance workloads, the field officers with an engineering background on TO 2 are supporting environmental assessments and mitigation plans for activities in their respective areas. To build their capacity to support such matters, the field officer engineers were trained by ELARD, CSP's environmental compliance subcontractor. This has helped to shorten the activity design preparation time and has led to deeper engagement with and understanding of environmental matters on the projects they oversee.

Environemental Management. On May 22, ELARD conducted a training on the purpose and usage of the environmental review and assessment checklist (ERAC) for CSP's TO 1 and TO 2 staff. The training highlighted how the checklist is the first step to manage and mitigate potentially adverse impacts on the environment. Overall, the training pushed the team to design environmentally sound program interventions from the start, keeping in mind that ELARD will remain the primary resource on all environmental management matters under CSP.

An environmental compliance summary report consisting of a consolidated list of all the ERACs submitted to USAID throughout this quarter can be found in Annex D.

B2. MONITORING, EVALUATION, AND LEARNING

CSP Performance Monitoring, Evaluation and Learning (PMEL) Plan. During Q3, the CSP MEL team submitted a number of revisions of the PMEL following a series of recommendations from USAID and its support services contractor, Social Impact. The final version, inclusive of an indicators tracking table (See Annex E), was approved by USAID on July 2. Having a finalized MEL plan, slate of indicators, definitions, and targets will greatly facilitate the work of the MEL team to shape and orient technical activities that contribute to CSP's expected results.

Performance Monitoring: Progress Made Toward Targets Set. During Q3, CSP was able to report the results of two newly completed activities:

- NTH001 Improving Sorted Solid Waste Collection Capacity of Union of Al Fayha' Municipalities

- BQA008 Provision of Fuel Vouchers in Response to Local Grievances II

The results collected and reported remain less than the targets set for the current quarter, with the following notable reported results:

- 24,610 out of 70,750 people benefited from US government assistance.
- 61 percent proportion of female participants in US government-assisted programs (against a target of 30 percent).
- 11 out of 200 community members have participated in the CSP activity cycle.
- 9,150 out of 70,750 people reporting have access to adequate essential services.

While these results fall short of the targets for the quarter, it is worth mentioning that the deviation is mainly a result of 18 activities still under implementation, which involve engineering elements. These water, electricity, and infrastructure repairs offer enormous opportunities to enhance the delivery of essential services, but they must first be completed before reporting results.

Exhibit 2 displays CSP's quarterly reported indicators results achieved against the targets set. It is also supported by Annex F, which provides justification of any deviation from targets.

Exhibit 2: Progress Made Toward Provisional Targets – Q3 FY2019
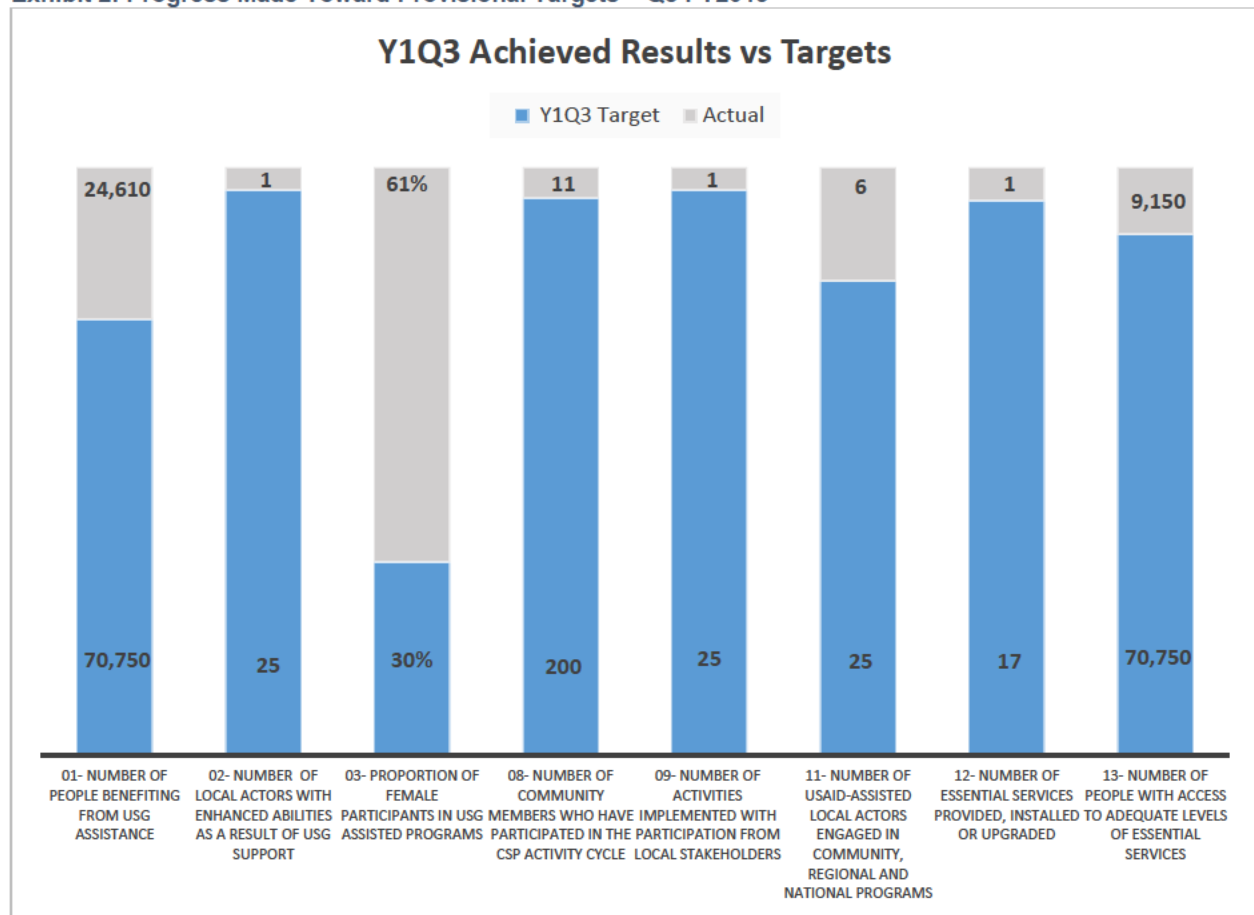
B3. COMMUNICATIONS AND OUTREACH

This section discusses the progress achieved during the quarter on the program's communications and outreach efforts. It also includes details about the submission of weekly reports and highlights to USAID, as well as the photography training that our partner Quantum provided for CSP field staff.

Promoting CSP Activities. CSP continued to focus on promoting its activities and program impact through social media, particularly Facebook and Instagram. The CSP pages promote various field events such as equipment delivery, important meetings, and activity-related updates. Social media is being used not only to raise awareness about CSP's impact and achievements among target audiences, but also to raise the profile of CSP's local partners.

Exhibit 3: CSP Facebook Page Highlighting Ongoing Activities

Exhibit 4: Example of CSP's Instagram Page Used to Update Followers of the Program

Submission of Weekly Reports and Highlights to USAID. CSP has consistently submitted weekly reports to USAID since September 2018. The weekly reports summarize TO 1 and TO 2 tasks, activities, and achievements from the previous week. The reports also include weekly highlights and photos to demonstrate how CSP is positively affecting beneficiaries and how the assistance interventions are having an impact on vulnerable communities. While compiling the report, CSP also seeks to include photos, quotes, and testimonials from beneficiaries. Additionally, starting in the month of June and following a request from USAID, CSP summarizes tensions and security threats mentioned in the local media, as well as conducting atmospheric reporting from field-based staff about tensions in communities in CSP's areas of operation.

Photography Training Provided for CSP Field Staff. On May 30, CSP provided a one-day photography training to its field-based staff and regional program managers. The training was provided by Quantum as part of its subcontract to augment CSP's capacity in communications. The training focused on storytelling, taking photos, disseminating information, and producing short videos. The trainer informed the team about useful applications to enhance the quality of videos and photos. The director of communications and outreach stressed the importance of taking quality photos before, during, and immediately after activity implementation. In addition to trainings and capacity building, CSP uses Quantum's services for photos and videos of high-profile activities that merit higher visibility.

B4. GENDER AND SOCIAL INCLUSION (GESI)

Women-focused programming. CSP initiated several new community assistance interventions under TO 2 this quarter. While designing new activities, CSP took into consideration women's vulnerable status in Lebanon, and designed activities that respond specifically to women's needs. Of note this quarter, CSP exceeded its target for the proportion of female participants. For example, most of the reported beneficiaries are women heads of household supported by the emergency response in the Beqaa area or female students in schools, associations, and/or universities who benefited from the activity that improved the Union of Al Fayha' Municipalities' capacity to collect sorted solid waste. Additionally, for all activities, CSP is taking into consideration constraints and opportunities for women to participate in and benefit from the assistance. CSP will continue to identify and mainstream GESI considerations in the design of future activities.

USAID Gender Training. On June 26 and 27, CSP's community stabilization technical adviser attended the USAID Gender Integration Workshop. The workshop discussed key concepts and policy recommendations in gender integration and women's economic empowerment. The attendees learned how to identify opportunities and approaches to better integrate gender in the programming cycle. Throughout the sessions, the participants had the opportunity to reflect on and discuss their own programs' integration of gender considerations.

As a result of the workshop and in association with the ramping up of CSP technical activities, the program will be conducting a GESI training for its field staff and another training for prospective grantees undertaking community engagement work. During the GESI training for CSP staff, the program will also select a "gender champion" for each region of CSP implementation. Finally, the team will review the program's methodology to ensure gender considerations are built into every step.

III. TASK ORDER 2: COMMUNITY SUPPORT PROGRAM

During the third quarter of FY2019, the TO 2 team expanded the reach of CSP through its community profiling exercise and the continuous coordination and collaboration with multiple stakeholders in the field, including municipalities, munipality unions, governors, water establishments, local and international NGOs, donors, USAID implementing partners, and other governmental entities. Internally, the team reflected on challenges and worked closely with the TO 1 team to fine-tune internal systems to enhance operations and reduce any bottlenecks.

A. COMMUNITY IDENTIFICATION AND SELECTION

Situation Monitoring: Preselection. During this quarter, the CSP team continued to utilize the preselection data that was initially used to score 851 villages in the North, Beqaa, and South. Accordingly, the new cohort of communities preselected for community profiling consisted mostly of new villages and localities that are considered to be among the 15 percent highest-scoring communities in their respective districts, along with other referrals (see Annex G for details). The pre-existing sources of data that inform preselection will be updated during the fourth quarter to update the scoring for the second year of programming. In the meantime, the team continues to use the same formula for scoring, as shown below:
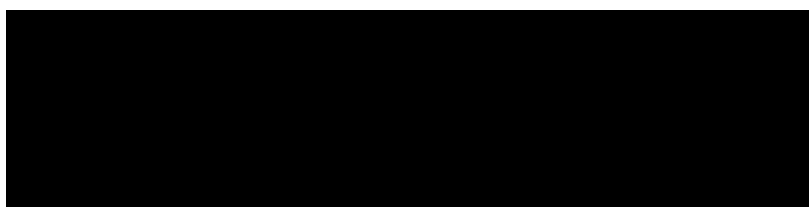
Community Profiles: Final Selection. During Quarter 3, CSP field teams in the North, Beqaa, and South profiled 32 communities, bringing the total number of communities profiled to 125 (44 in the North, 35 in the Beqaa, and 46 in the South). ██████████████████████████████ ███ ██ In future reporting periods, the pace of community profiling is expected to be approximately 10 per month, or 30 per quarter.

A community profile is conducted for all villages that are pre-selected. CSP's field teams will fill out the community profile questionnaire in meetings with one elected official (mayor, municipal council member, or moukhtar) and one other key stakeholder, preferably one who is known to have a different perspective or view from the elected official. On average, each meeting takes about 60 minutes. Once these are completed, each RPM will discuss the results with the TO2 director, SPM, and technical advisers, and the team will decide whether to continue with a rapid analysis and design (RAD) or a local systems approach (LSA) for identification and selection of the appropriate activity. If the community profile revealed an urgent need causing CSP-focus tensions in the town, then the team will decide to adopt a

separate, faster, program-led approach. Subsequently, the team will engage with relevant community members and stakeholders to better understand the details of the problem, identify a solution, assess its technical and financial feasibility, and present a concept note accordingly.

The digitization of the tool toward the end of Q3 meant that the community profiling exercise became faster and more efficient as data is directly captured on CSP's database. The process of digitizing also helped the team revise and tighten the tool for optimal response time. During the work planning for Year 2, the TO2 team will again review and further shorten the tool to reflect the experience of the past year. For example, the team now has a good understanding of which type of infrastructure projects are not an area of interest for CSP — such as road maintenance — and thus can remove any questions related to that issue. Overall, however, the community profiling meetings are proving to be a good first step in not only understanding the town's needs but in building rapport and a relationship with key decision makers such as the mayors. CSP has received only positive feedback about the tool from local stakeholders and has not discerned any fatigue from participation in these interviews.

Annexes H and I provide the list and map of all the communities selected for assistance interventions by CSP during quarters 1, 2, and 3 of FY 2019. This list includes communities where the TO 2 team submitted at least one concept note or activity approval request, even if it was red-lit or later retracted by the team.

B. ACTIVITY DESIGN

Community engagement. The TO 2 team capitalized on the fact that all field teams were fully staffed during this quarter by increasing engagement with the various targeted communities through meetings, key stakeholders' interviews, and site visits. The intensive field engagement, especially during the community profiling phase, enabled the team to identify various entry points to design interventions with the goal of enhancing lives and reducing tensions in targeted communities.

Although the design of all activities did not follow the RAD or LSA methodology, all program-led interventions were still designed in consultation with local stakeholders and cleared with concerned residents or beneficiaries. Examples of these activities include BQA012 and NTH008 for constructing retaining walls in Ghazze and Markebta, respectively. These walls will enhance public safety and reduce the pressure on the respective municipalities and support them in managing resources and other more critical priorities. In other cases, such as NTH012 that aims to support livelihoods, through improving sales for a rural cooperative in Fnaideq, CSP responded to a request from the local authorities to support a women-led cooperative. CSP hopes that other municipalities will take similar initiatives, as these program-led community stabilization interventions can help communities address acute tensions.

Some CSP activities were designed following community engagement efforts by other donors such as the UNDP Mechanisms for Social Stability (MSS). In these cases, the CSP team validated the findings and built on the existing networks to decide on its interventions. Eleven of the 125 villages profiled were MSS towns. Of those, three AAPs were approved in the South, none in the North, and two in the Beqaa. For instance, BQA011, which aims to enhance the efficiency of water provision to reduce tensions in Deir El Ahmar, was coordinated with the municipality

and validated through meetings with the MSS committee and other key stakeholders such as the Beqaa Water Establishment. In the south, STH006 will provide better water services in Bqasta through the construction of an elevated water tank, another activity that builds on the MSS process.

RFA for community engagement. CSP issued a request for Applications (RFA) at the end of May to solicit applications from experienced Lebanese organizations to augment CSP's capabilities to execute the community engagement methodology (RAD and LSA). Twenty applications were received by the submission deadline of June 20, and the CSP evaluation committee started reviewing these applications according to the established evaluation criteria. In July, the results will be shared with the short-listed partners and more robust community engagement will be launched following USAID's approval of the grants.

Summary of Design of Community Stabilization and Development Concepts. During this quarter, the TO 2 team submitted a total of 24 concept notes during Yellow Light meetings, that were regionally distributed as follows:

- 11 in the North.
- 10 in the Beqaa.
- 3 in the South.

Of the 24 submitted concepts, 18 were yellow-lit ████████████████████████ ██████ for further design and development, while six were red-lit. Reasons why activities are red-lit include the proposed activity not being a priority for CSP; not being technically feasible; having an environmental risk that cannot be mitigated; or because the team could not fulfill a critical requirement such as legal documentation.

Progress was made toward converting a number of yellow-lit concepts into AAPs during Quarter 3 as follows:

- 13 yellow-lit concepts were developed into AAPs and submitted to USAID.
- 6 were approved, and one was red-lit by USAID.
- 7 are pending either partner vetting eligibility or additional documentation, such as permits from local authorities and ministries.
- 16 yellow-lit concept notes are in the queue but need more development before being submitted as AAPs for USAID approval.

C. APPROVED INTERVENTIONS AND IMPLEMENTATION STATUS

By the end Quarter 3, CSP had initiated implementation of 23 approved community support activities: 20 Component 1 and three Component 2. Of those 23, nine were technically completed, including five that were completed during Quarter 3. During this quarter, the team followed up with USAID and Social Impact regarding the closeout of three activities that were completed in Quarter 2. CSP will be launching the closeout process for the remaining six completed activities in Quarter 4. Exhibit 7 below provides a summary of CSP's TO 2 activities under implementation during Quarter 3 while Annex J's Activity Concept and Implementation Tracker provides additional details about each activity.

Exhibit 5: Summary of TO 2 Activities Completed and Under Implementation

	Code	Location	Governorate	Activity Description	Budget	Status	Component
1	BQA001	Britel	Baalbek-Hermel	Providing essential equipment to the Britel Public School		Completed	C1
2	BQA002	Ali en Nahri	Beqaa	Providing essential equipment to Ali Nahri Public High School		Completed	C1
3	BQA003	Aarsal	Baalbek-Hermel	Provision of fuel vouchers in response to local grievances		Completed	C1
4	BQA004	Tannoura	Beqaa	Providing the municipality with 250 KVA generator and replacing storm affected accessories		Under Implementation	C1
5	BQA005	Joub Jannine	Beqaa	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages		Completed	C1
6	BQA007	Fissane	Baalbek-Hermel	Expanding Fissane Cooperative		Under Implementation	C1
7	BQA008	Aarsal	Baalbek-Hermel	Provision of fuel vouchers in response to local grievances II		Completed	C2
8	BQA009	El Qaa	Baalbek-Hermel	Equipping El Qaa municipality for storm response		Completed	C1
9	BQA011	Deir El Ahmar	Baalbek-Hermel	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar		Under Implementation	C2
10	BQA012	Ghazze	Beqaa	Improving Public Safety in Ghazze through Retaining Wall		Under Implementation	C1
11	NTH001	Tripoli	North	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities		Completed	C1
12	NTH002	Qabaait	Akkar	Supporting Qabaait Public Middle School		Completed	C1
13	NTH003	Jabal Akroum	Akkar	Enhance strained water services in Jabal Akroum		Under Implementation	C1
14	NTH004	Akroum	Akkar	Supporting olive tree farmers in Akroum through a decanter and generator		Under Implementation	C1
15	NTH008	Markabta	North	Building a supporting wall in Markabta		Under Implementation	C1
16	NTH009	Jdaidet el Qaitaa	Akkar	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products		Under Implementation	C1
17	NTH012	Fnaideq	Akkar	Supporting Livelihoods through Improving Sales for a Rural Cooperative in Fnaideq		Under Implementation	C1
18	NTH015	En Noura	Akkar	Providing support for farmers in Noura affected by the Syrian conflict		Completed	C1
19	STH001	Saida	South	Installing solar Led lights in Old Saida alleys to enhance sense of security		Under Implementation	C1

	Code	Location	Governorate	Activity Description	Budget	Status	Component
20	STH002	El Miye w Miye	South	Enhance solid waste collection and sorting from source efforts in "Miyeh w Miyeh"	▮	Under Implementation	C1
21	STH003	El Qariye	South	Equipping the municipality with a generator to reduce cost and enhance sense of safety	▮	Under Implementation	C1
22	STH005	Hasbaiya	Nabatieh	Providing water filtration for Hasbaiya water tank	▮	Under Implementation	C1
23	STH006	Bqasta	South	Providing better water services in Bqasta	▮	Under Implementation	C2
Total Budget Committed to Approved Activities by end of Q3					▮		
Remainder from ▮ **Activity Fund**					▮		

Geographic and sector distribution. Exhibits 8 and 9 as well as the maps in Annexes K and L show the geographic and sectoral distribution of CSP's community assistance interventions under TO 2 during the first three quarters. ████████████████████████████ ██ ██ ██ ███████████████████████████████

Exhibit 8: Geographic Distribution of Approved Activities

BEQAA	NORTH	SOUTH
10	8	5
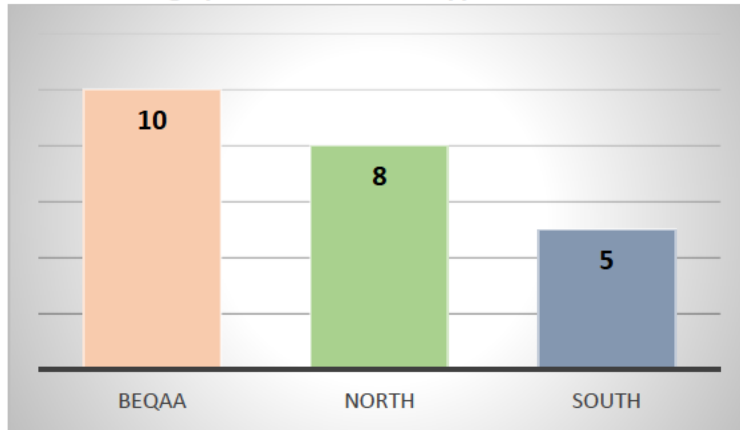
Exhibit 9: Sector Distribution of Approved Activities

Electricity	Emergency…	Infrastructure	Livelihoods	Public Education	Solid Waste…	Water
3	4	3	4	3	2	4
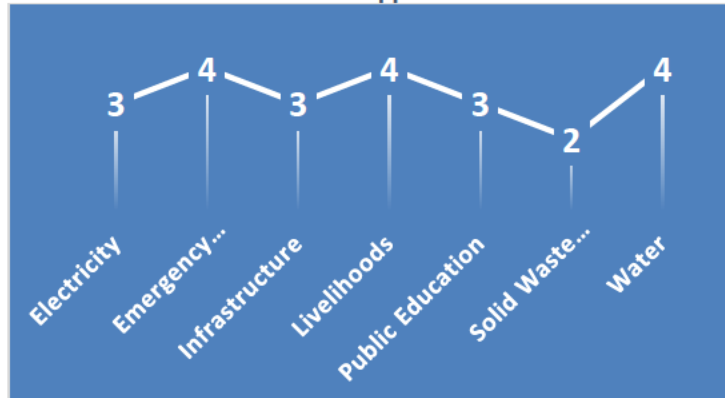
D. ACTIVITY HIGHLIGHTS

El Qaa Water Pumps Enhance the Municipality's Readiness to Mitigate Turbulent Weather

During this quarter, the CSP team successfully delivered three pumps to the Al Qaa municipality to help them mitigate the impact of flooding in their community. This part of Lebanon has experienced harsh weather during the past few winters. CSP's assistance is helping the municipality to respond more expeditiously and more effectively, thereby decreasing the feelings of frustration and abandonment among its residents. Through this assistance, CSP expects around 900 Lebanese and 1,250 Syrian refugees to benefit from improved flood response services. Local

Photo 1. El Qaa municipal workers and SRT attending an operation and maintenance training for CSP-provided pumps

municipal workers along with El Qaa's Support and Rescue Team (SRT), attended the training provided by the vendor on how to use and maintain the equipment provided.

El Qaa has suffered from insecurity and political tensions during the past few years following the 2016 suicide bombings by ISIS operatives in the village square. This happened only one month after the 2016 municipal elections; hence, elected officials have been focusing on restoring security rather than addressing the community's development priorities for some time. While international donors have firmly supported the village in a number of areas, none have dealt with the issue of flood preparedness until CSP provided the pumps.

Sada NGO Center Puts CSP-Provided Equipment in Action to Serve the Most Vulnerable

CSP supported Sada al Beqaa NGO in Joub Jannine at the end of last quarter to replace equipment that was damaged during a flood. The equipment assistance included a sound system with speakers, an LCD projector, two laptops, a large refrigerator, a photocopy machine, and a large diesel stove heater. During this reporting period, Sada was able to put this equipment into action to benefit more than 360 individuals through a range of services. For example, the NGO was able to continue its programs that work on women's empowerment and psychosocial support for young participants.

Picture 2. SADA NGO kitchen in use during Ramadan 2019 with CSP-provided equipment

Sada NGO, located in West Beqaa, is a hub that provides services and training to both Lebanese and Syrian refugees residing in the region. Through its work, Sada provides a safe space for beneficiaries to meet, interact, and make positive contributions to the community.

CSP's assistance contributed to friction reduction in West Beqaa by providing equitable distribution of assistance between Syrians and their Lebanese hosts.

CSP Mobilizes Resources and Civil Society to Improve Solid Waste Management in Tripoli
During the last quarter, CSP finalized its support to the Al Fayha' Sorts initiative, led by the Union of Al Fayha' Municipalities. The activity aimed to improve solid waste management in the northern city of Tripoli and the contiguous areas of El Mina, Qalamoun, and Beddawi. CSP provided the Union with 30 sorting cages, distributed across 15 locations, including schools, university campuses, and strategic public spaces in the city. Thirty large bins were also distributed to 15 locales across the city and its surroundings, as well as 30 smaller garbage bins, which were placed in public gardens and on public staircases and pedestrian areas. The activity has already reached 9,150 beneficiaries and is expected to reach almost 15,000 beneficiaries once the academic year resumes. This significantly enhances local authorities' capacity to serve citizens in underserved areas and respond to priority needs in Lebanon's second-largest city and its suburbs.

In addition to providing assistance for the bins themselves, CSP was able to successfully galvanize local stakeholders for collective action. For example, CSP's North team facilitated joint planning sessions between the union, the Municipality of Tripoli, and various local civil society organizations to leverage CSP's support to amplify the impact of the assistance intervention. The meeting resulted in an agreement on the sorting points across the three cities and a tangible timeline for the delivery of the large containers and bins to those points. Participants also agreed to develop a marketing strategy and action plan to publicize the effort of the sorting initiative. This includes the production of a video showcasing how this community-based recycling initiative came to life. The video is expected to reach 50,000 residents.

In a city that has suffered from sectarian violence for years, such collaborative efforts are significant. Since 2008, clashes between Sunnis and Alawites in some neighborhoods have impaired local actors' ability to deliver quality services, and severely hindered the community's economic and social development. Though security has returned, the city has struggled to address its other problems. The absence of municipal planning and good governance practices led to a solid waste crisis, with the landfill in Tripoli reaching three times its maximum capacity. The smell of garbage has overwhelmed the city and tensions were on the rise once again. This activity provided necessary support for a joint municipal and community initiative that was struggling to achieve its targets. It also enabled people to work effectively together to address the serious common challenge of solid waste management.

Picture 3. Tripoli resident disposing of plastic recyclables in a CSP-provided bin in the garden of an elderly home as part of the Al Fayha' sorting from source campaign

E. IMPLEMENTATION CHALLENGES, SOLUTIONS, AND NEXT STEPS

Streamlining the activity approval process. Quarter 3 was characterized by a slowdown of activity design and implementation as the TO 2 team worked to revisit some of the systems and programming approaches in coordination with USAID. This involved putting more time and effort into developing more detailed and complete concept notes and AAPs to reduce the back-and-forth on each submission. To facilitate this process, CSP is now requiring earlier input from subcontractors ELARD and BTD for environmental compliance and design inputs. The effort to design more robust activities has also led to the increased utilization of several short-term technical assistance (STTA) to help with the technical designs in Rmeich, Chebaa, and Fissane.

Coordination with external stakeholders. External factors beyond CSP's control continued to cause implementation delays during this quarter, especially those related to activities requiring approvals or consent from regional water establishments, the Ministry of Energy and Water, or the Council for Reconstruction and Development. Examples of such delayed activities include BQA006 to enhance the water supply through constructing a water tank in El Fourzol, NTH007 to support the wastewater management system in El Mahmra, and STH007 to enhance water provision in El Ghazieh region through construction of a water tank. These activities are all pending permits and revisions by regional and national authorities before CSP can start implementation. The field teams and senior management continue to follow up on a weekly basis with the various stakeholders to seek the needed approvals and documentation.

IV. LESSONS LEARNED

CSP is actively implementing USAID's approach of collaboration, learning, and adaptation (CLA). The program strives to promote a culture of openness related to sharing information, opinions, ideas, and perspectives and one that prioritizes continuous learning, inclusiveness, communication, and transparency. As part of the CLA process, CSP held a midyear review on May 14 to celebrate the program's achievements so far and to discuss the challenges that are inhibiting the achievement of the program's ambitious expected results, particularly under TO 2. Taking time for this type of self-reflection and introspection is key element of CSP's MEL plan, which calls for iterative learning and adaptive management during implementation.

The full-day event yielded several opportunities, challenges, and recommendations for improved performance. In all, the team put forward more than 20 recommendations based on its experience designing and implementing more than 20 community support assistance interventions across Lebanon's North, South, and Beqaa regions. The main findings from the midyear review were as follows:

- Pressure to meet targets is driving CSP to emphasize program-led activities.
- Complex and bureaucratic requirements (vetting, environmental compliance, and construction quality control and assurance) are deterring CSP from implementing rapid-response activities that address acute tensions or flare-ups.
- Different perspectives about the definition of "community stabilization" are leading to confusion about CSP priorities, emphasis, and appropriateness of interventions.

From streamlining the activity approval process to reallocating workloads, CSP is making several management adaptations to accelerate programming and improve performance. CSP is also making a concerted effort to have a more balanced portfolio of small-scale community stabilization activities and larger-scale community development activities. By integrating learning into the program lifecycle and making adaptive management changes, CSP is well positioned to maximize impact and results.

U.S. Agency for International Development
1300 Pennsylvania Avenue NW
Washington, D.C. 20523
Tel: (202) 712-0000
Fax: (202) 216-3524
www.usaid.gov

V. ANNEXES

ANNEX A. ORGANIZATIONAL CHART
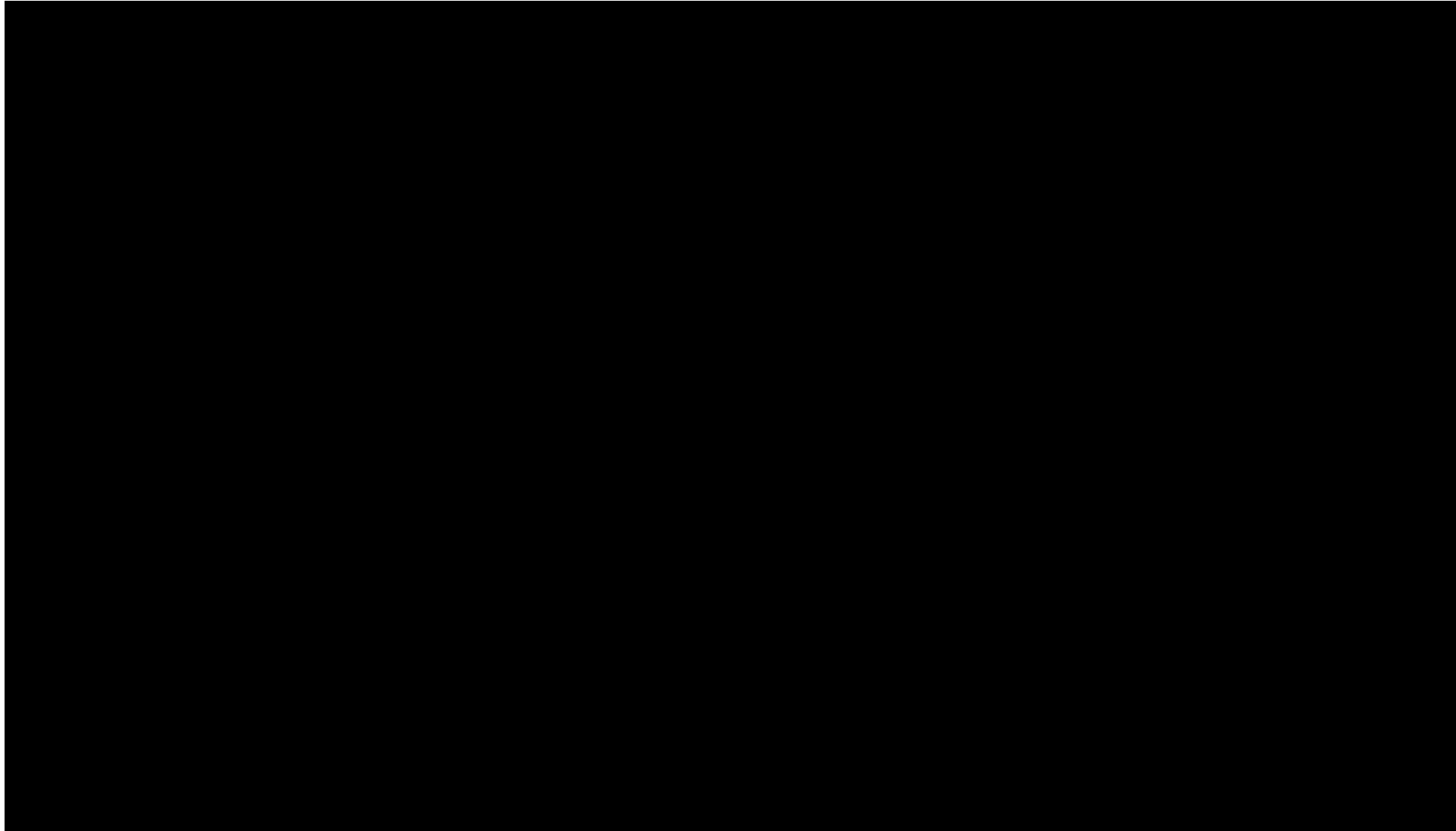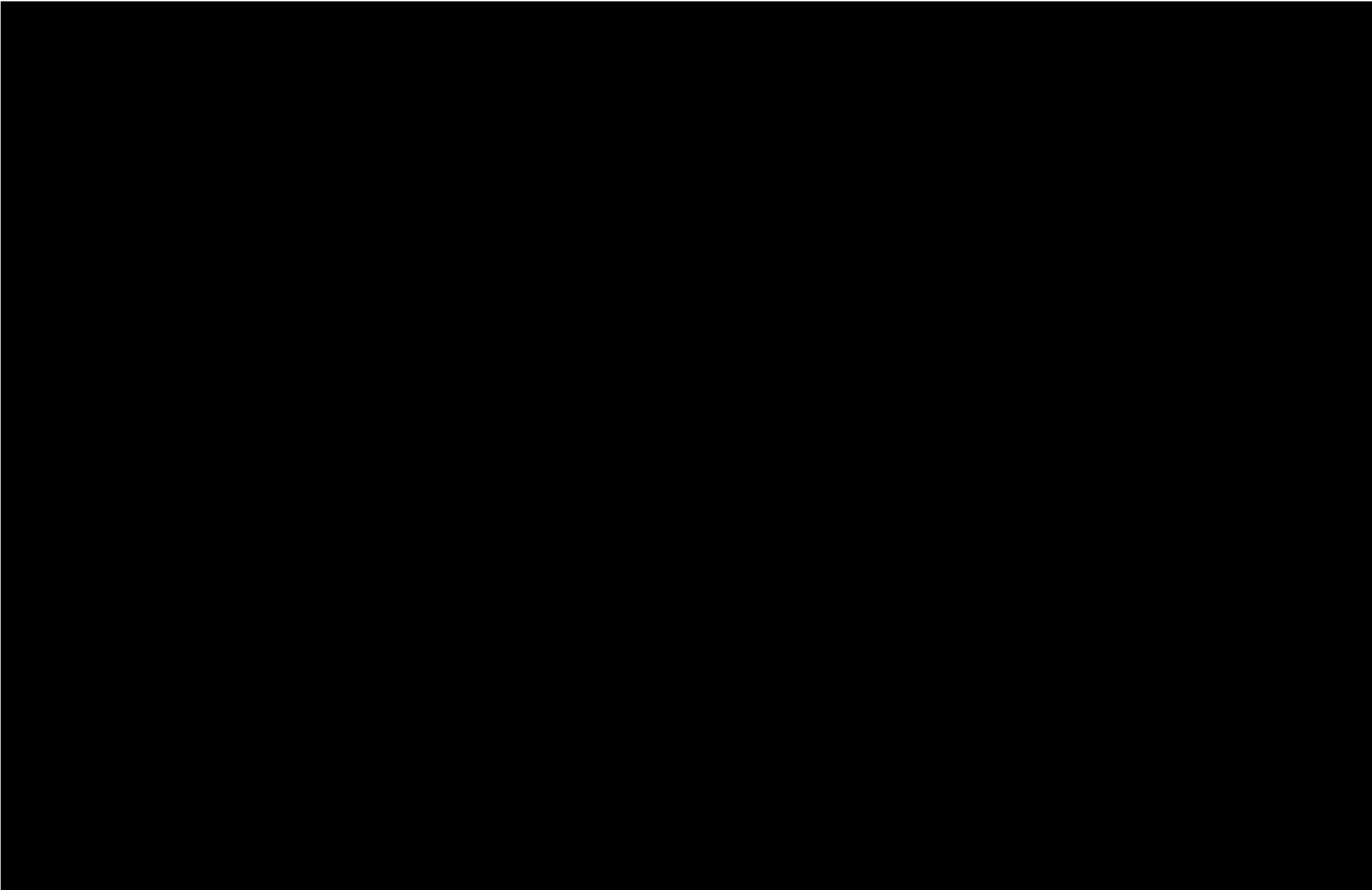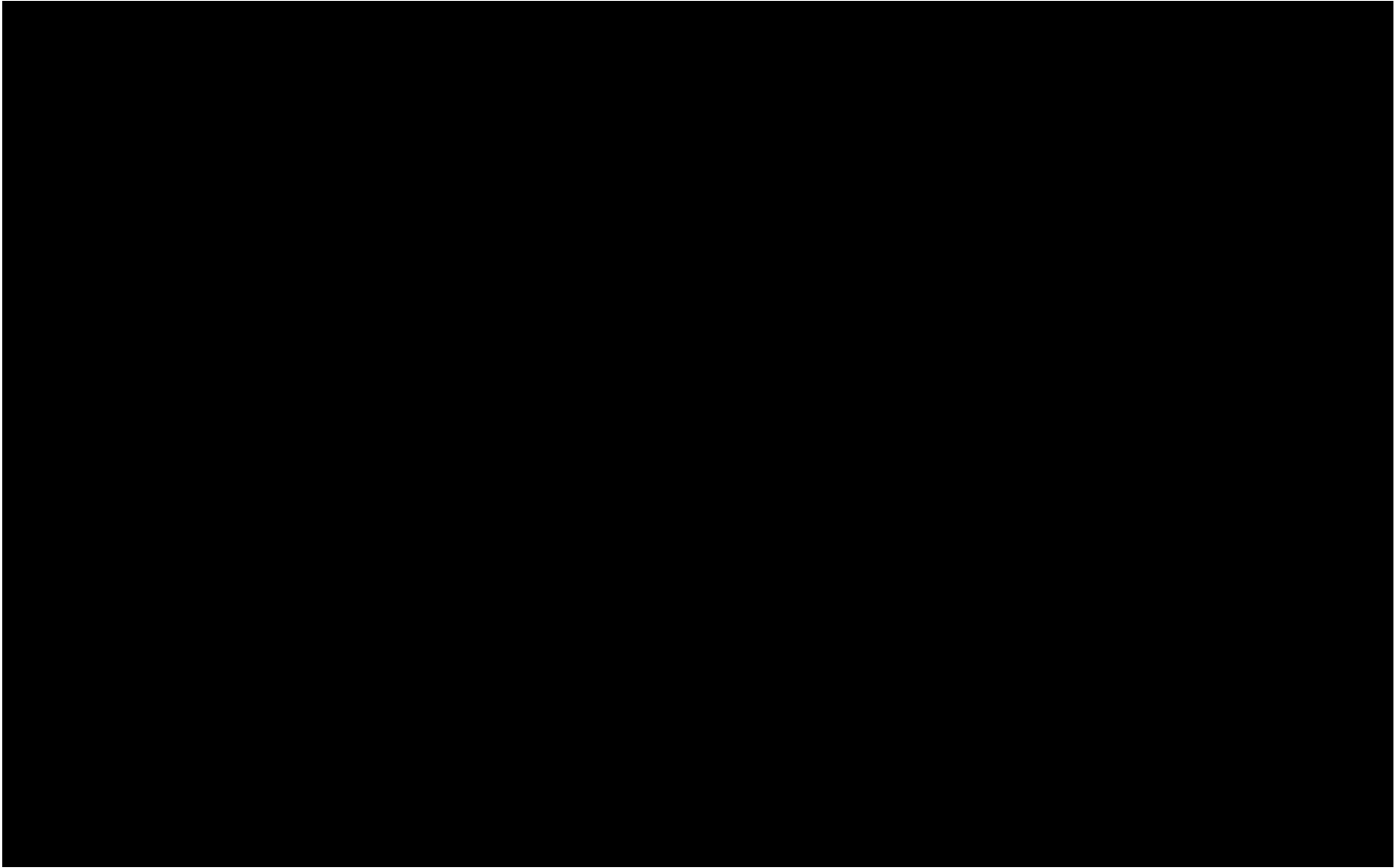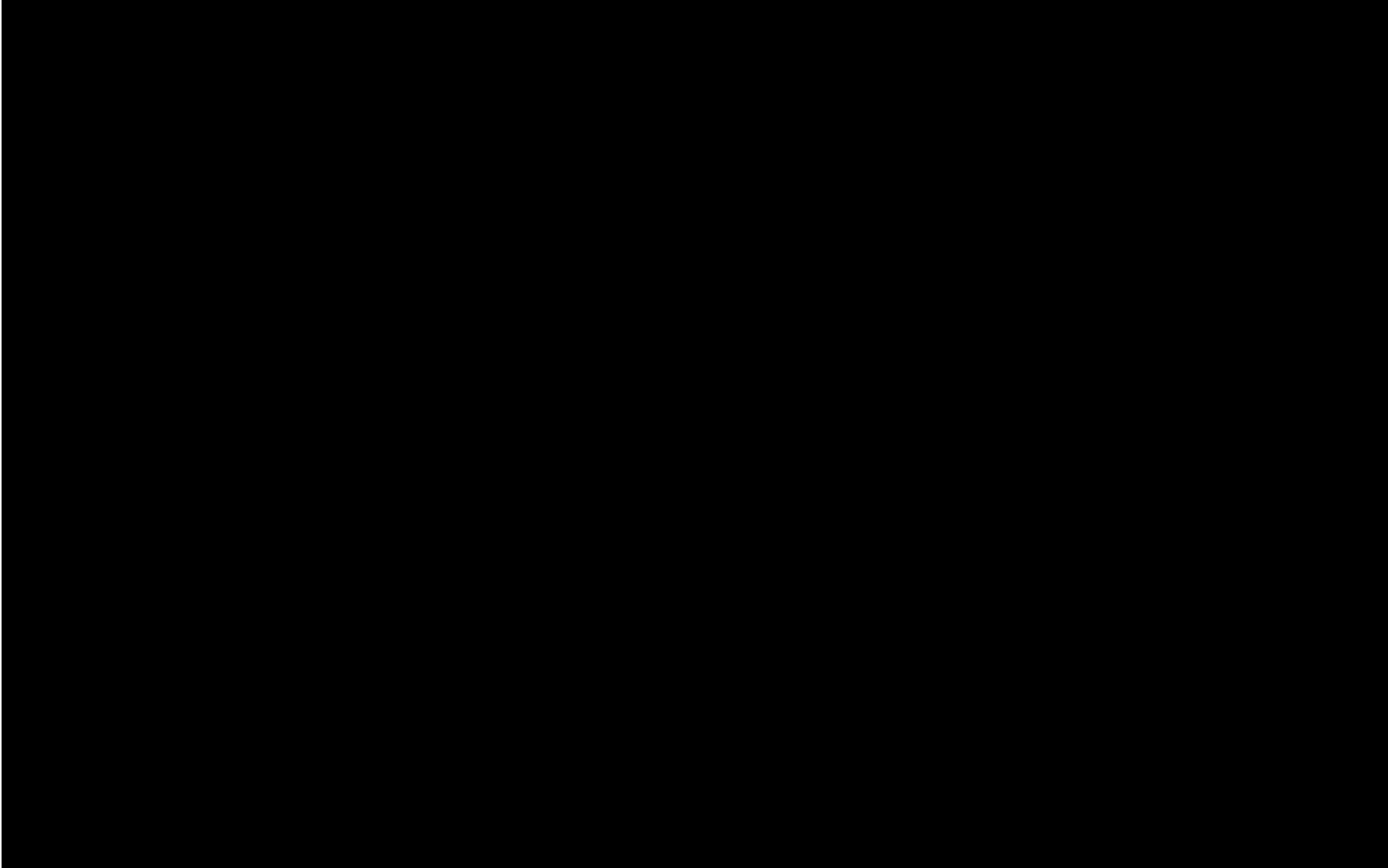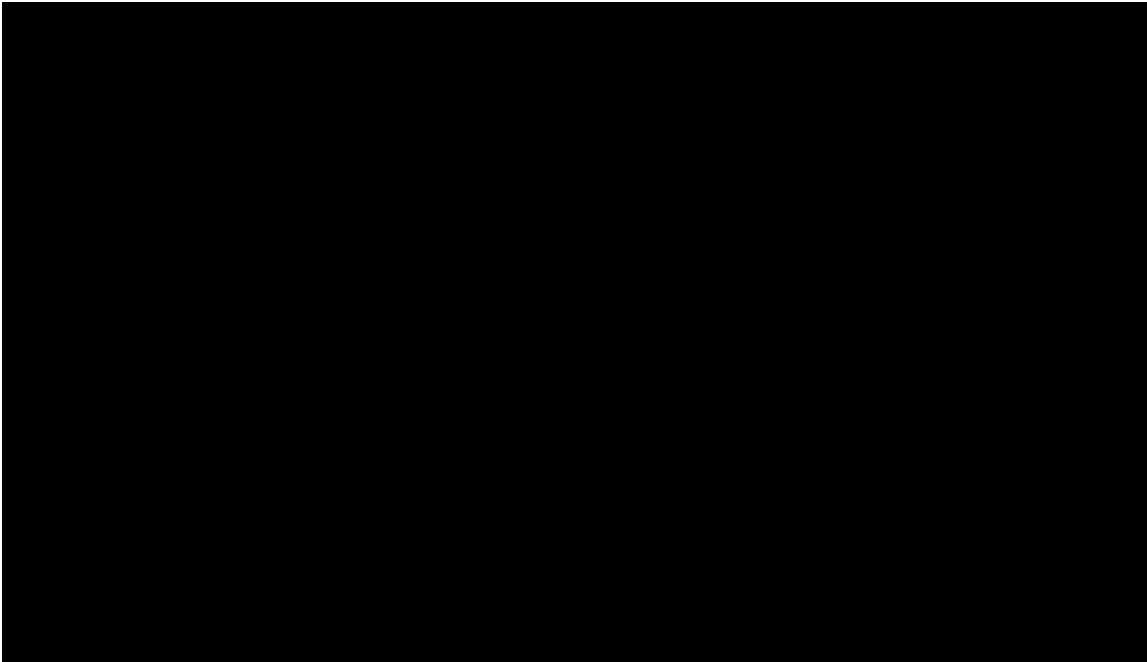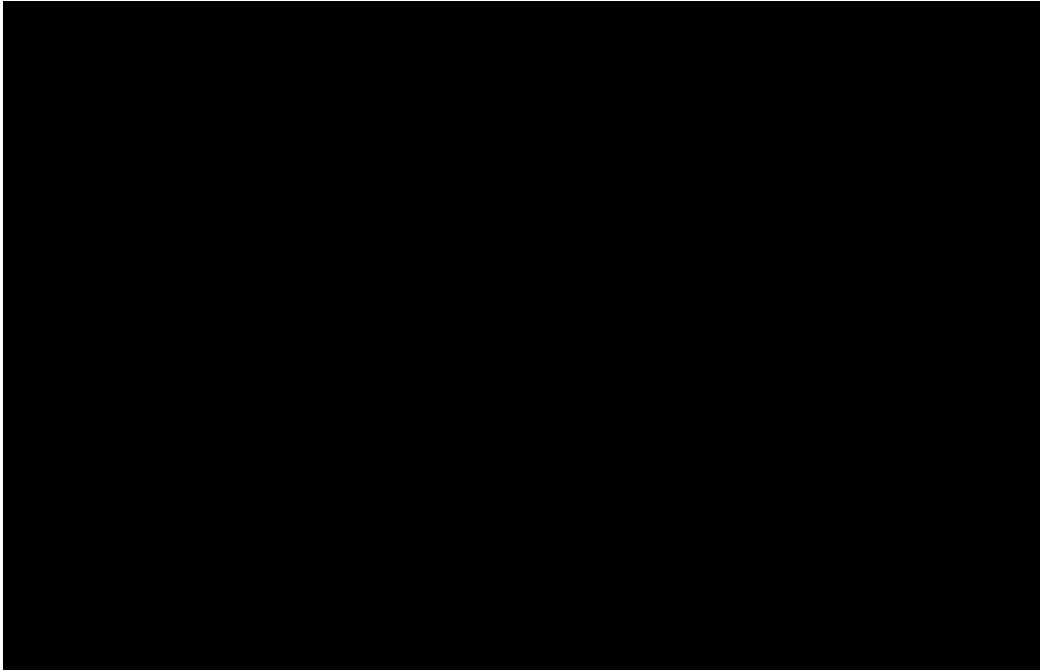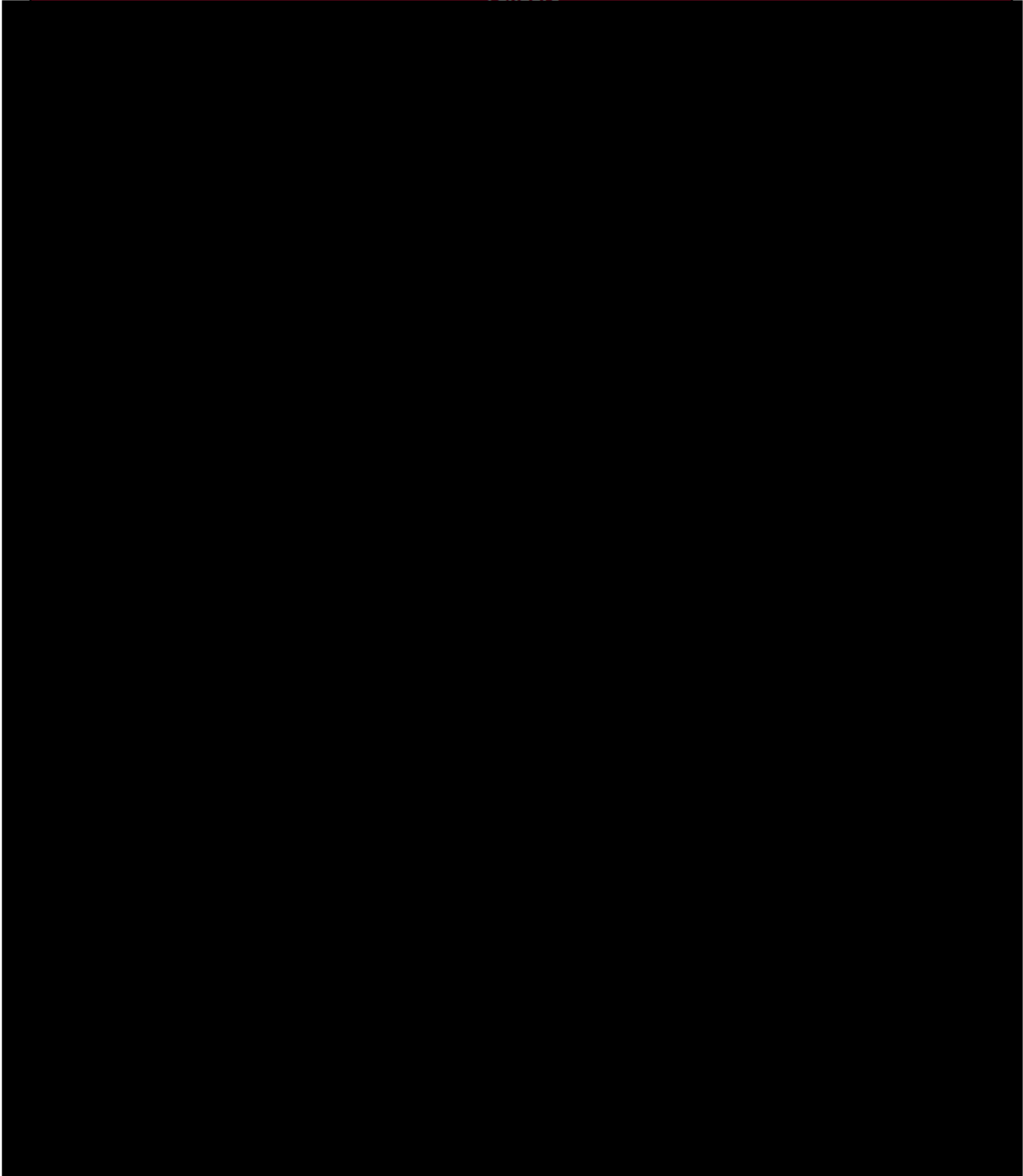
Vendors

ANNEX D. ENVIRONMENTAL COMPLIANT SUMMARY REPORT

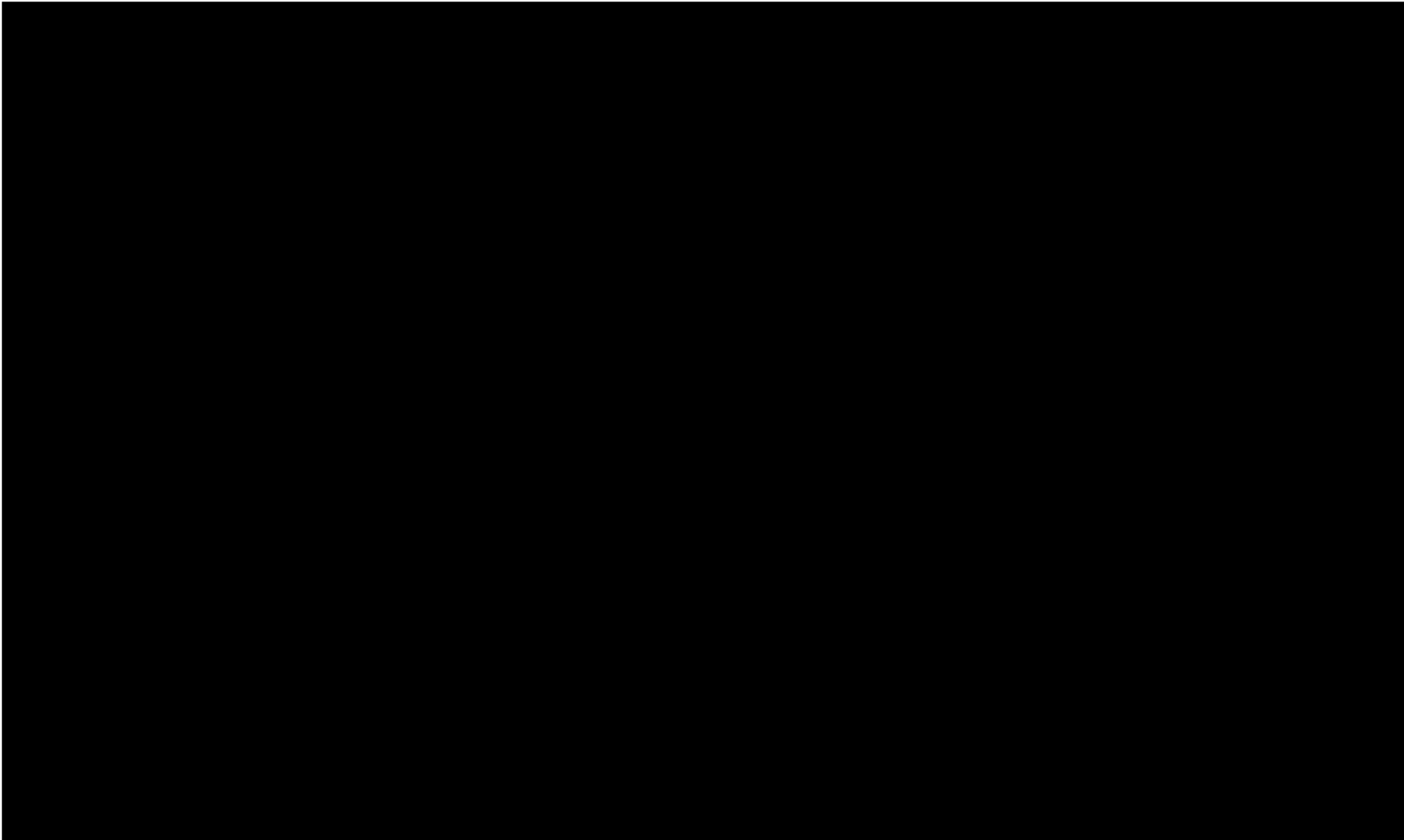| Area		Activity Number	Activity Title	ERAC status
Beqaa	Britel	**BQA001**	Providing Essential Equipment to the Britel Public School	Approved by USAID
Beqaa	Tannoura	**BQA004**	Providing the municipality with 250 KVA generator and replacing storm affected accessories	Approved by USAID
Beqaa	Joub Jannine	**BQA005**	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages	Approved by USAID
Beqaa	El Fourzol	**BQA006**	Enhancing water supply through constructing a water tank	Under Review by CSP
Beqaa	Fissane	**BQA007**	Expanding Fissane Cooperative	Under Review by CSP
Beqaa	El Qaa	**BQA009**	Equipping El Qaa Municipality for Storm Response	Approved from USAID
Beqaa	Deir El Ahmar	**BQA011**	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar	Under Review by CSP
Beqaa	Ghazze	**BQA012**	Improving Public Safety in Ghazze through Retaining Wall	Pending USAID feedback
Beqaa	Souaih and Chehairy	**BQA013**	Enhancing Economic Opportunities for Farmers in Hermel Outskirts	Pending USAID feedback
Beqaa	Hawch er Rafqa	**BQA014**	Reducing Tensions through Equipping the Intermediate Public School of Hawch El Arab	Pending USAID feedback
Beqaa	El Khiara	**BQA015**	Enhancing Safety and Security through Solar Lighting in El Khiara	Pending USAID feedback
North	Tripoli	**NTH001**	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities	Approved by USAID
North	Qabaait	**NTH002**	Supporting Qabaait Public Middle School	Approved by USAID
North	Jabal Akroum	**NTH003**	Enhance Strained Water Services in Jabal Akroum	Approved by USAID
North	Akroum	**NTH004**	Supporting Olive Tree Farmers in Akroum through a decanter and generator	Pending USAID feedback

Area		Activity Number	Activity Title	ERAC status
North	Markebta	NTH008	Building a supporting wall in Markabta	Approved by USAID
North	Jdaidet el Qaitaa	NTH009	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products	Under Review by CSP
North	Kfar Hilda	NTH010	Ensuring a proper water flow in the channels of Kfar Hilda	Pending USAID feedback
North	Fnaideq	NTH012	Supporting Livelihoods through Improving Sales for a Rural Cooperative in Fnaideq	Under Review by CSP
North	Mouanse	NTH013	Rehabilitation of the pumping system for the borehole feeding Mouanse village	Pending USAID feedback
North	En Noura	NTH015	Providing support for farmers in Noura affected by the Syrian conflict	Approved by USAID
North	Bebnine	NTH016	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	Pending USAID feedback
North	Bebnine	NTH017	Supporting Salam Public Mixed School in Bebnine	Pending USAID feedback
South	Saida	STH001	Installing solar Led lights in Old Saida alleys to enhance sense of security	Under Review by CSP
South	El Miye w Miye	STH002	Enhance solid waste collection and sorting from source efforts in "Miyeh w Miyeh"	Approved by USAID
South	El Qariye	STH003	Equipping the municipality with a generator to reduce cost and enhance sense of safety	Under Review by CSP
South	Hasbaiya	STH005	Providing Water Filtration for Hasbaiya Water Tank	Pending USAID feedback
South	Bqasta	STH006	Providing better water services in Bqasta	Under Review by CSP
South	El Ghazieh	STH007	Enhancing Water Provision in El Ghazieh Region through Construction of a Water Tank	Under Review by CSP

ANNEX E. INDICATORS PERFORMANCE TRACKING TABLE

Please refer to the email attachment labeled "Annex E. Indicators Performance Tracking Table."

ANNEX F. PROGRESS MADE TOWARD TARGETS

	Indicator Title	Freq. of Reporting	Quarter 2 Target	Quarter 2 Actual	Quarter 3 Target	Quarter 3 Actual	10% ± Deviation	Y1 TO2 Targets	Y1 TO2 Results	Justification of deviation from target
	Project Goal: Municipalities and underserved and vulnerable communities enjoy better services and enhanced economic opportunities that improve lives and reduce tensions									
01	Number of people benefiting from of USG assistance [PMP]	Quarterly	70,750	8,951	70,750	24,610	(65,21%)	212,250	33,561	CSP reached 34.78% from the quarter target. The achieved results are the outputs of the two activities that were, or are about to be, completed during this reporting period. The provision of fuel vouchers in response to local grievances BQA008, and NTH001; improving sorted solid waste collection capacity of Union of Al Fayhaa' Municipalities. The deviation from the target is because many ongoing activities including construction work need to be completed prior to reporting results. During Q3, CSP is reporting the results of 2 completed activities out of 18 ongoing activities. CSP will continue reporting the results of the ongoing and upcoming activities.
02	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	25	5	25	1	(96%)	75	6	CSP reached 4% from this quarter's target. CSP is currently implementing 18 activities that aim to enhance abilities of local actors. However, CSP reports only on local actors who successfully completed activities supported by USG.

No	Indicator	Frequency								Comments
03	Proportion of female participants in USG assisted programs	Quarterly	30%	**37%**	30%	**61%**	104.3%	30%	**57%**	CSP exceeded the target set for this quarter. Most of the reported beneficiaries are women head of households, supported by the emergency response in the Beqaa area or are female students in schools, associations and/or universities who benefited from improving sorted solid waste collection capacity of Union of Al Fayhaa' Municipalities activity.
	Purpose Level: Priority Needs in Underserved and Vulnerable Communities Met									
	Result 1 Level: Ability of local actors to mobilize development resources demonstrated									
06	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	Quarterly	▆	▎ ▎	▆	▆	▆	▎	▆	$ -	No resources or assets were mobilized by local actors to respond to communities' priority needs, as one of the reported activities was an emergency response and does not involve resource mobilization. The second activity was to improve a preexistent and functioning process of sorted solid waste management.
	IR 1.1 Level: Development resources accessed by communities									
07	Number of community resources and or assets involved in USG assisted activities	Quarterly	15	-	15	0	(100%)	45	-	Same as indicator #6.
08	Number of community members who have	Quarterly	200	**24**	200	**11**	(94.5%)	600	**35**	CSP reached 5.5% of the quarter's target, as the 2 completed, or about to be completed, and reported

#	Indicator								Narrative
	participated in the CSP activity cycle								activities in Quarter 3 are community stabilization interventions and don't involve many community members participating and engaged in CSP activity cycle, as opposed to the type of activities to be implemented under component 2, community development.

IR 1.2 Level: Capacity of local actors to mobilize resources developed

#	Indicator								Narrative
09	Number of activities implemented with participation from local stakeholders	Quarterly	25	6	25	1	(96%)	75	7	CSP reached 4% from this quarter's target in this indicator. Notably, the total number of activities that are being implemented with participation from local stakeholders is 18. Most of the activities under implementation will be reported during Quarter 4.

Result 2 Level: Community members benefit from local development collaboration

#	Indicator								Narrative
11	Number of USAID-assisted local actors (including CSOs, Private sector organizations) engaged in community, regional and national programs	Quarterly	25	0	25	6	(76%)	75	6	CSP reached 24% from this quarter's target in this indicator. This indicator used to be annual and was altered to quarterly during the review of the MEL plan. All results achieved are reported under this quarter.

IR 2.1 Level: Essential Services delivered or improved

#	Indicator								Narrative
12	Number of essential services provided, installed or upgraded	Quarterly	15	6	17	1	(94.11%)	50	7	CSP reached 5.88% from this quarter's target. Nevertheless, the number of essential services provided are 18. CSP only reports successfully completed activities supported by USG.

#	Indicator	Frequency								Comments
13	Number of people with access to adequate levels of essential services	Quarterly	47,167	2,061	70,750	9,150	(87.07%)	141,500	11,211	CSP reached 12.93% from this quarter's target, as only 1 out of 18 activities being implemented to provide people with access to adequate levels of essential services was completed during the current reporting period.
	IR 2.2 Level: Economic opportunities increased									
15	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Quarterly	225	0	225	0	(100%)	675	0	No results achieved during this quarter related to people directly benefiting from increased economic opportunities. CSP expects to report results on this indicator during Quarter 4.
16	Number of MSMEs supported by USG assistance	Quarterly	1	0	4	0	(100%)	8	0	No results achieved during this quarter under this indicator, as the reported partnership was with union of municipalities.

ANNEX G. LIST OF PRESELECTED COMMUNITIES

Village	District	Governorate	Score	Referral entity if present
North				
███	███	███	█	
███████	███	███	█	████
█████	████	████████	█	
██████	███	███	▮	████
████	███	███	█	
█████	█████	████████	█	
██████	█████	████████	█	
██████	███	███	█	
██████████████	███	███		
████████	███	███	█	
████	███	███	█	
█████	█████	████████	█	
██████	███	███	█	████
███	███	███	█	████
██████	█████	████████	█	
██████	█████	████████	▮	
█████	█████	████████	▮	
████				
████	█████	█████████	█	███████
███████	█████	████████	█	███
██████	███████	█████	█	███
█████	███	███	█	███
███	████	███	█	
███████	████	███	█	
██████	█████	███	█	
████				
█████	███	████████	█	
█████	█████	████	█	
████	███	████████	█	
█████	█████	████████	█	
███████	███	█████████	▮	
█████	█████	████	█	

██████		████████	███████		██	
████████████████		███████	███████		██	████████████

ANNEX H. LIST OF SELECTED COMMUNITIES

Village	District	Governorate
████	████	████
███████	████	████
██████	██████	████████████
██████	███████	████████
███████████	█████	█████
██████	████	█████
█████████	██████	██████
███	██████	█████
███████	█████	█████
██████████	██████	█████
███████████	████████████	█████
█████	███	█████
███	███████	█████████
███████	██████	██████
█████████	█████████████	█████
██████████	██████	████████████
████	██████	████████████
███████	█████	█████
████████	████	█████
███████	█████████	█████
███████	██████	████████████
████████	████	██████
████████	█████████	█████
███████████	█████	█████
█████	██████	█████████████
███████	█████	█████
███████	█████	█████
█████	█████	██████
██████████	████	█████
███████	█████	████████████
██████	████	██████
██████	█████████	█████
███████	██████	███████
████████████	██████	████████████
███████████	████	█████
██████	██████	█████
██████████	████████	█████

|		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

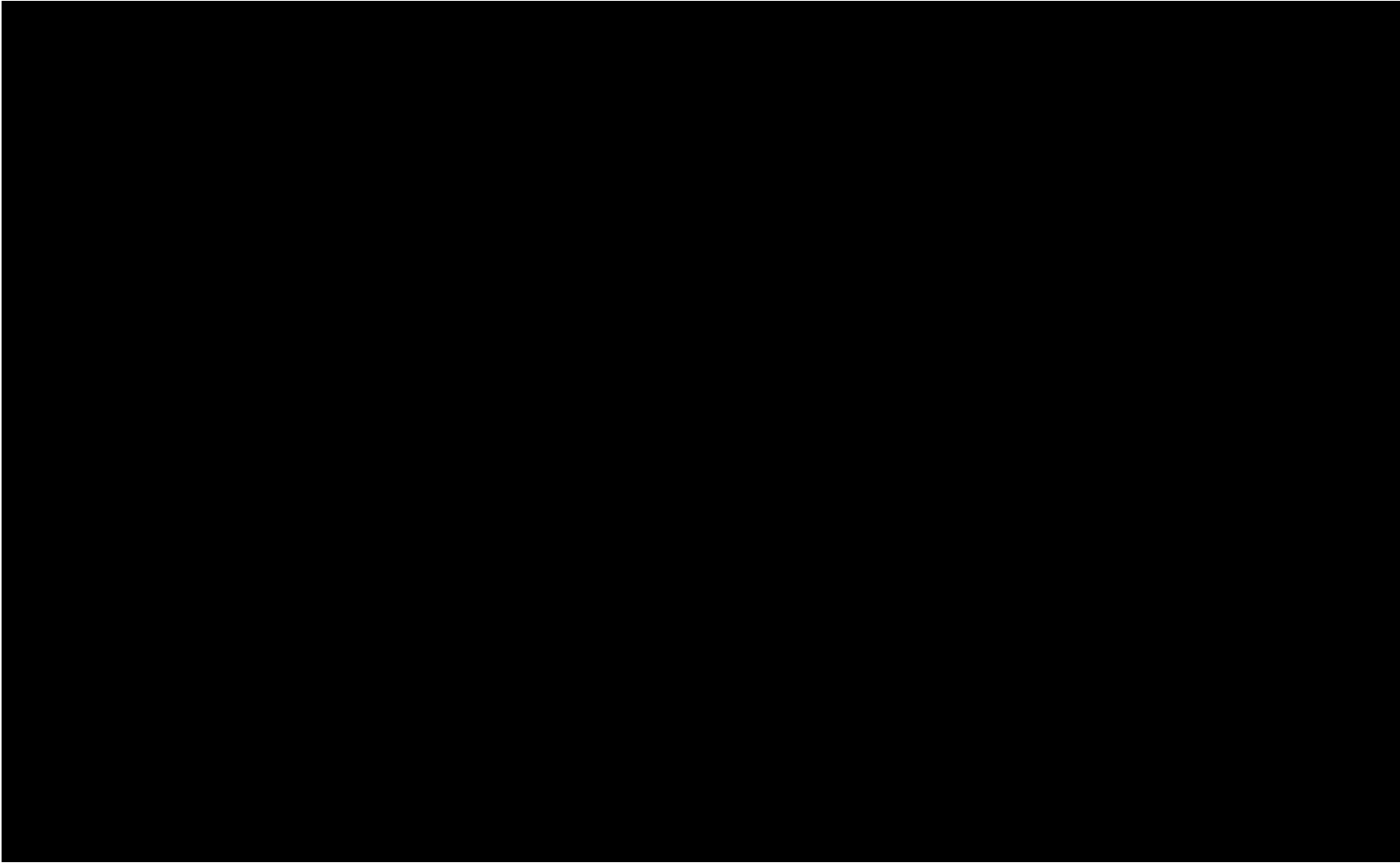## ANNEX I. MAP OF SELECTED COMMUNITIES

Please refer to the email attachment labeled "Annex I. Map of Selected Communities"
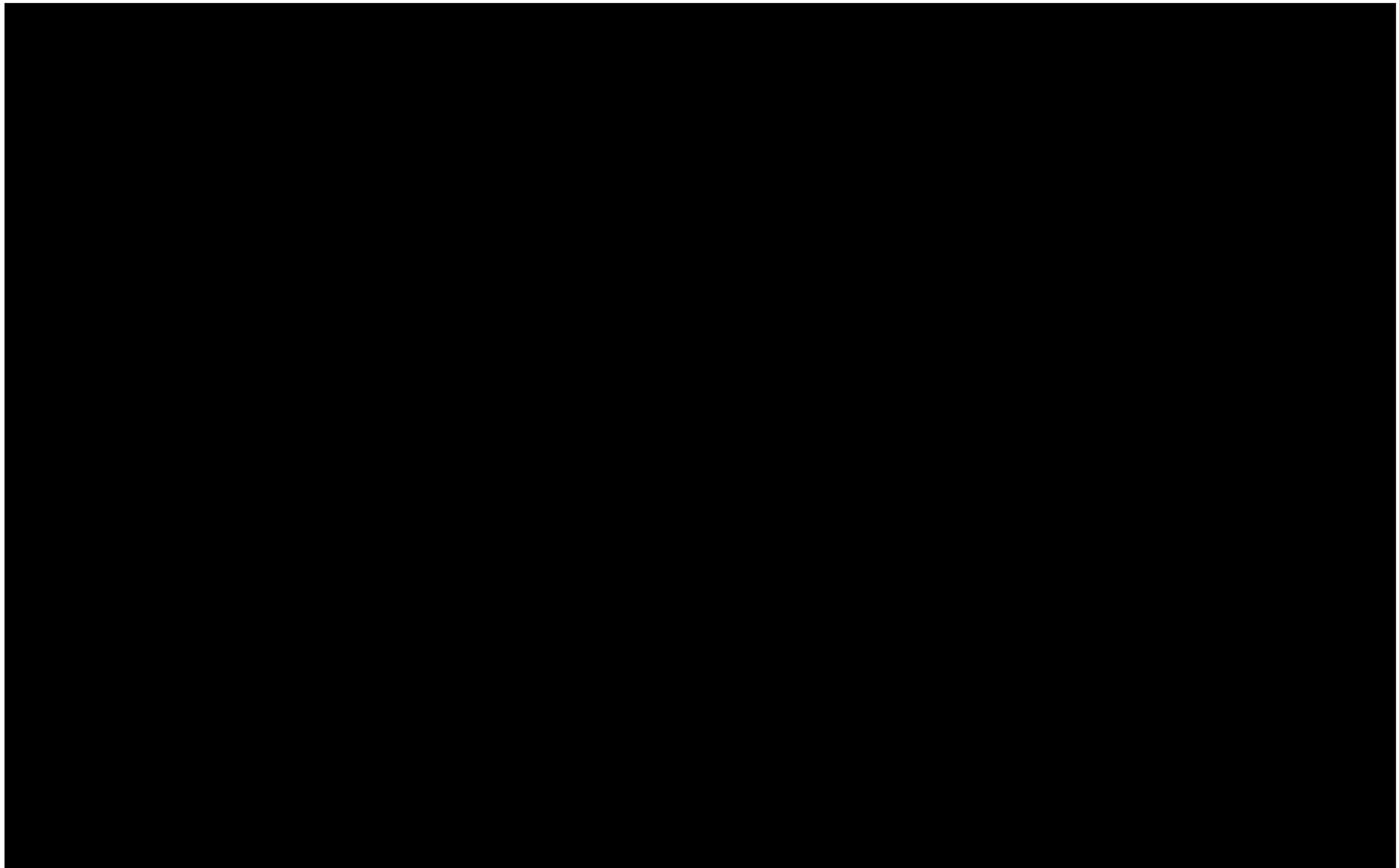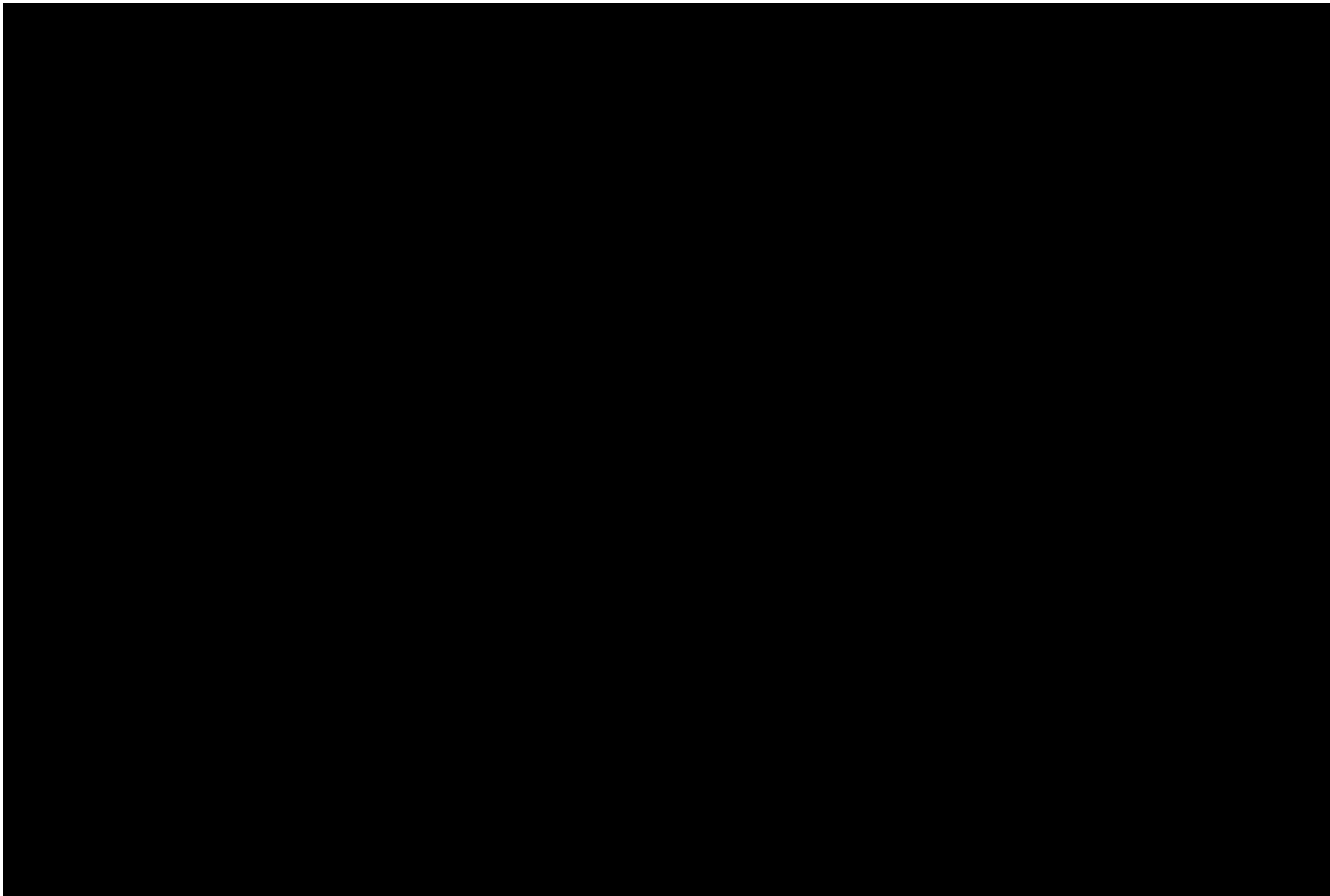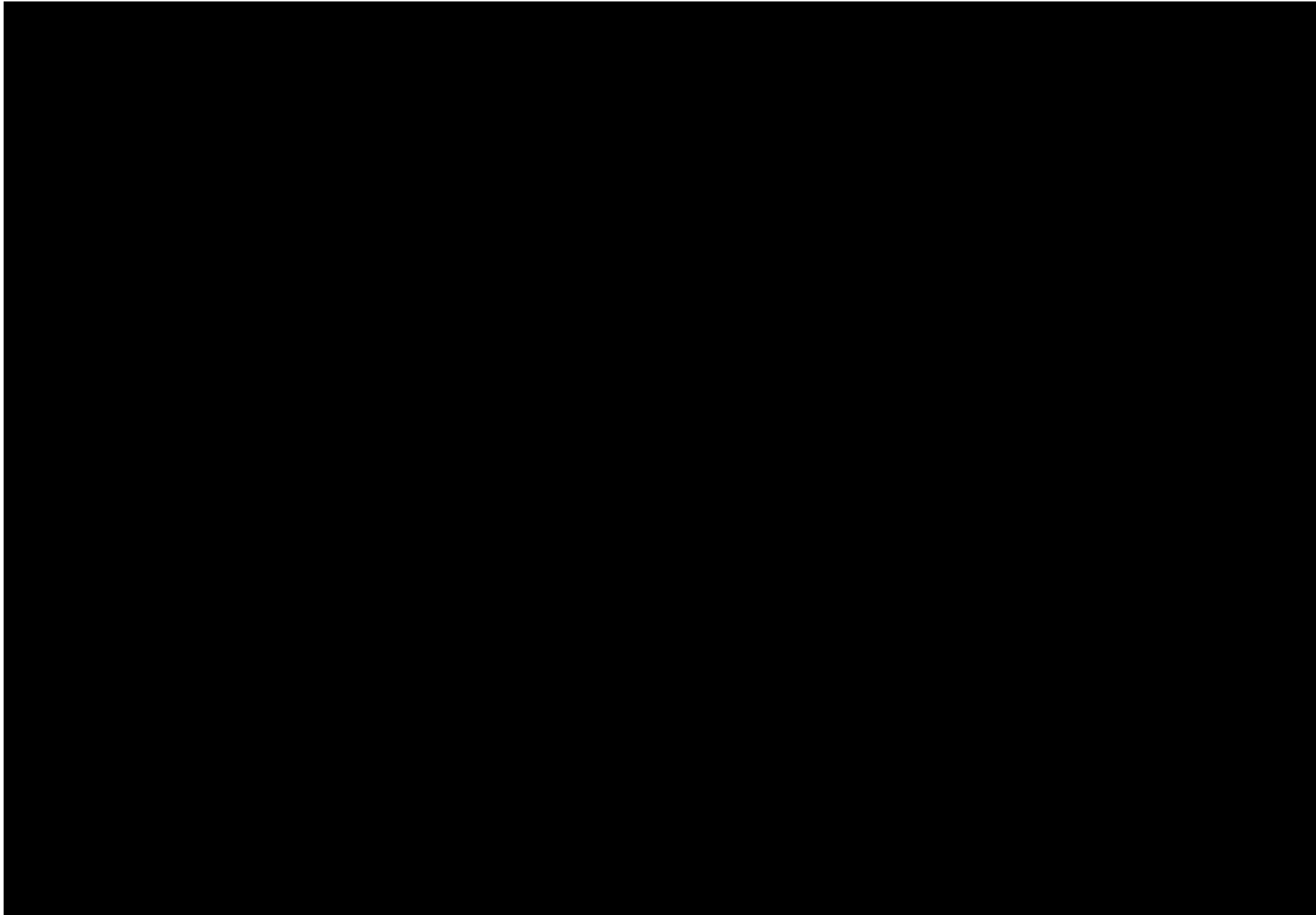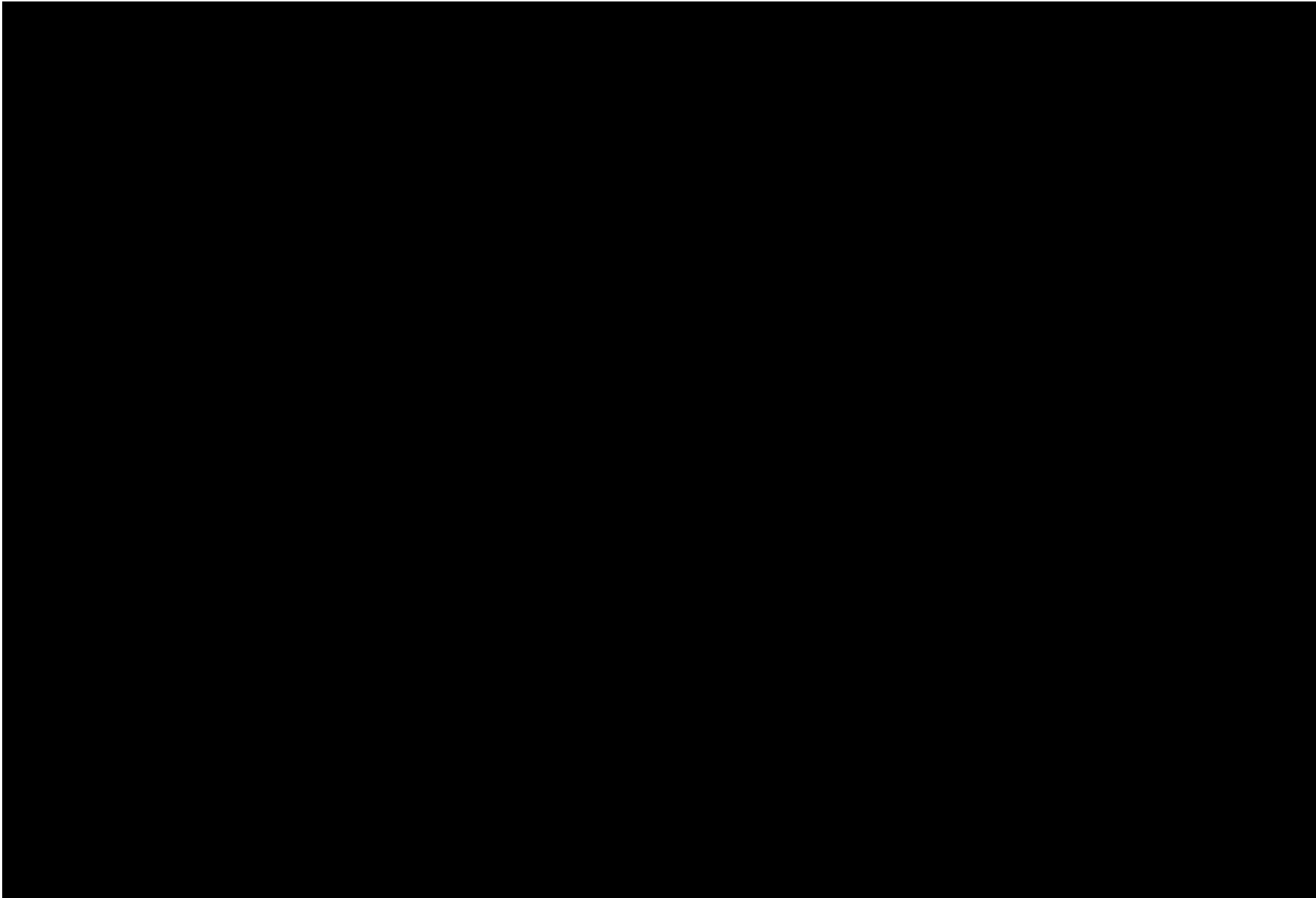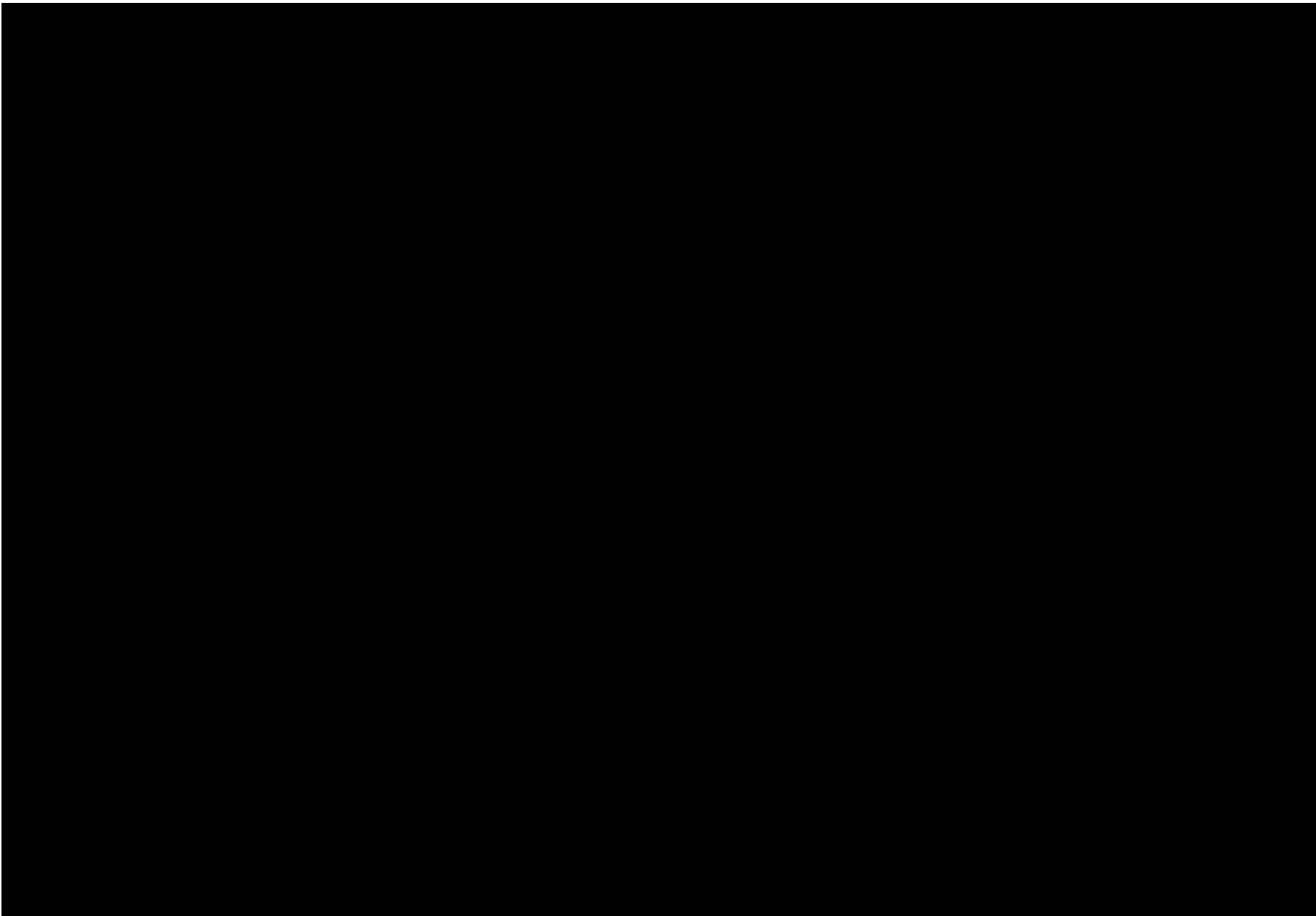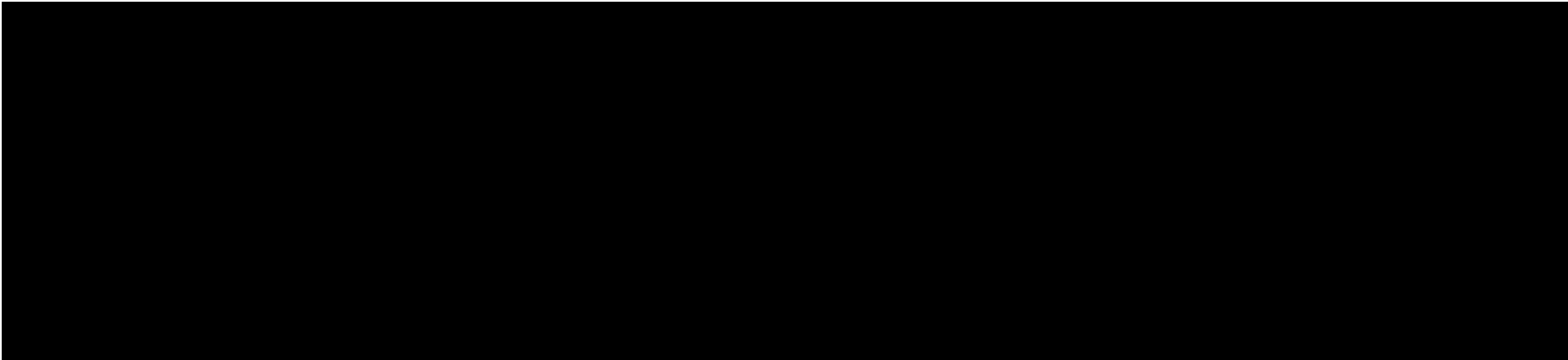
ANNEX K. MAP OF TO2 ACTIVITIES

Please refer to the email attachment labeled "Annex K. Map of TO2 Activities"

ANNEX L. MAP OF TO2 FUNDING LEVELS

Please refer to the email attachment labeled "Annex L. Map of TO2 Funding Levels"

ANNEX M. SUCCESS STORY – CSP INTERVENTION IN ARSAL

Please refer to the email attachment labeled "Annex M. Success Story - CSP Intervention in Arsal"