



LEBANON COMMUNITY SUPPORT PROGRAM

FY2020 ANNUAL REPORT

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USAID/Lebanon Community Support Program (CSP)
Chemonics International Inc.



FRONT COVER PHOTO Workers undergo a training from the community support director ahead of their first day of clean-up work as part of CSP's response to the August 4, 2020, explosions in Beirut. The workers received USD 20 per workday to remove rubble and debris through a mix of manual labor and heavy machinery. By the end of Fiscal Year 2020, more than 300 CSP-contracted workers had removed a total of 3,929 tons of debris and rubble from blast-affected neighborhoods.

BACK COVER PHOTO Members of the Women's COOP for Agricultural Products in Jdaidet el Qaitaa (Akkar) package products during a CSP-provided training in July 2020 focused on improving production methods and standardizing recipes. The training is complementing CSP's activities to finish building a new center for the women's operations, helping to generate much-needed income for women from one of Lebanon's most underserved regions.

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ACRONYMS

AAP	Activity Approval Package	GESI	Gender and Social Inclusion
A&E MSP	Architect and Engineering Mission Program	IDIQ	Indefinite Delivery, Indefinite Quantity
AFDC	Association for Forests, Development, and Conservation	IEE	Initial Environmental Examination
AND	Akkar Network for Development	IIF	Investment Incentives Fund
ALI	Association of Lebanese Industrialists	JET	Jobs, Education, and Training
AUB	American University of Beirut	KII	Key Informant Interview
BTD	Bureau Technique pour le Développement	LAU	Lebanese American University
CAC	Center for Active Citizenship	LINQ	Lebanon Investment in Quality
CBA	Cost-Benefit Analysis	LIW	Labor-Intensive Works
CBAF	Capacity Building Activity Fund	LRA	Litany River Authority
CCIAZ	Chamber of Commerce, Industry, and Agriculture in Zahle	LRC	Lebanese Red Cross
CDC	Centers for Disease Control and Prevention	LRI	Lebanon Reforestation Initiative
CEG	Community Engagement Grant	LSA	Local Systems Approach
COOP	Cooperative	LWP	Lebanon Water Project
COR	Contract Officer's Representative	MEFOSA	MENA Food Safety Associates
CSO	Civil Society Organization	MEL	Monitoring, Evaluation, and Learning
CSP	Community Support Program	MoEW	Ministry of Energy and Water
DGA	Director General of Antiquities	MoE	Ministry of Energy
ELARD	Earth Link & Advanced Resources Development	Mol	Ministry of Industry
ERAC	Environmental Review and Assessment Checklist	MOU	Memorandum of Understanding
FAA	Fixed Amount Grant	PPE	Personal Protective Equipment
FGD	Focus Group Discussion	PMPL II	Performance Management Plan for Lebanon II
		QCP	Quality Control Plan
		RAD	Rapid Analysis and Design
		RFA	Request for Application
		RFP	Request for Proposals

RMF Rene Moawad Foundation

RWE Regional Water Establishment

SI Social Impact

STTA Short-Term Technical Assistance

TAAR Technical Assistance Assessment
Report

TO Task Order

TVET Technical and Vocational Education
and Training

USG U.S. Government

USJ University of Saint Joseph

USP University Scholarship Program

WAH Work at Home

WHO World Health Organization

WFP World Food Program

I. EXECUTIVE SUMMARY

The Community Support Program (CSP) in Lebanon is an [REDACTED]; seven-year; single-holder; indefinite delivery, indefinite quantity (IDIQ) contract designed to provide a range of support to underserved and vulnerable communities. Funded by the United States Agency for International Development (USAID) and implemented by Chemonics International, CSP seeks to improve the delivery of essential services and enhance economic opportunities in order to improve lives and reduce tensions that contribute to conflict and violence, primarily in Lebanon's North, South, and Beqaa Valley.

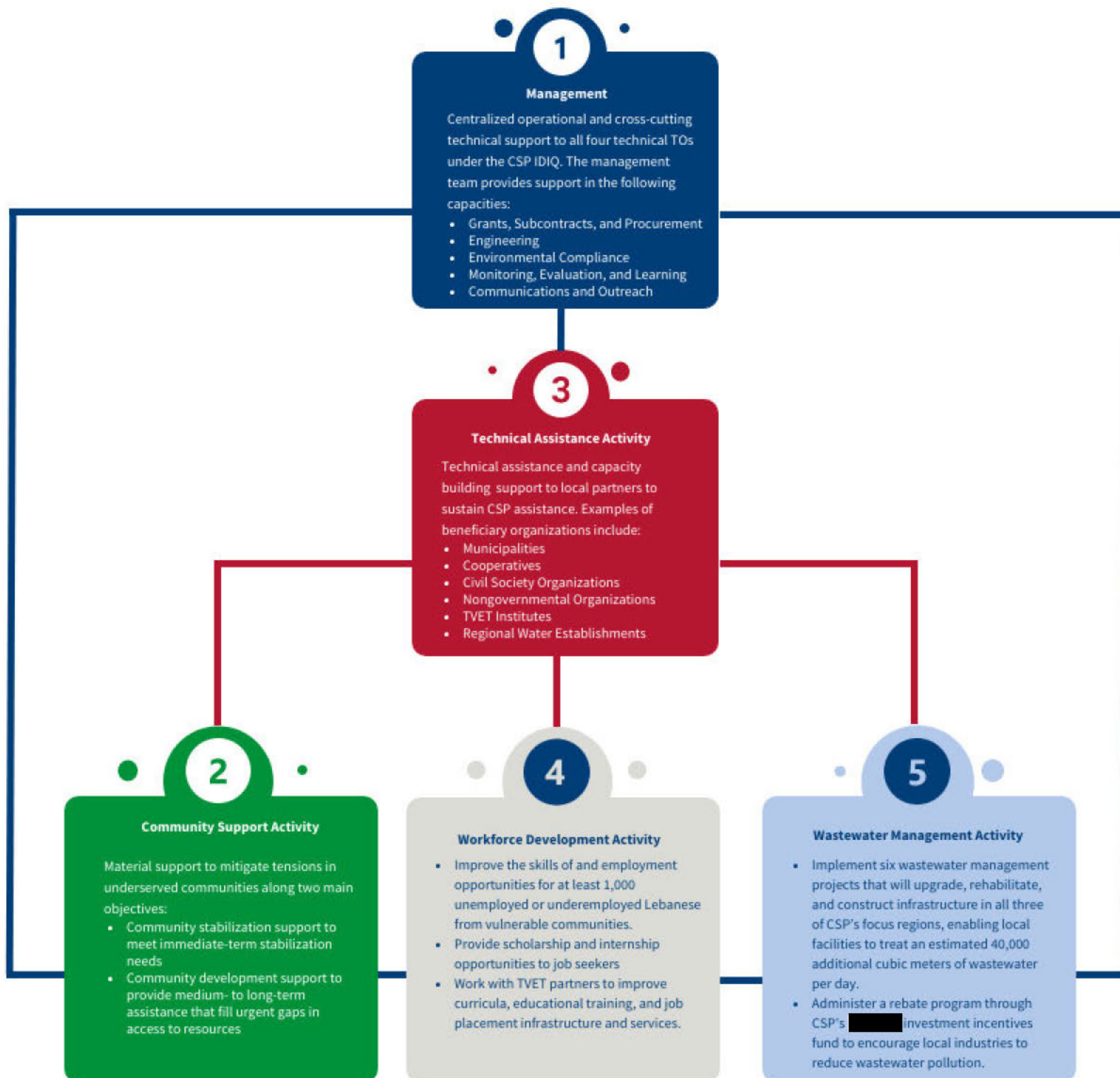
Through the IDIQ mechanism, USAID issues task orders (TOs) according to the following components: 1) **community stabilization**; 2) **community development**; and 3) **technical assistance and capacity building**. CSP uses a fast, flexible, and participatory approach to address a broad range of needs in Lebanon's most underserved and vulnerable communities in response to evolving political, security, and economic conditions. To achieve its objectives, CSP is partnering with municipalities, regional water establishments (RWEs), civil society organizations (CSOs), technical and vocational education and training (TVET) institutions, and the private sector to implement four technical task orders: community support, workforce development, wastewater management, and technical assistance and capacity building (see the text box).

CURRENT CSP TASK ORDERS

- TO 1: Management
 - [REDACTED] – 5 years
- TO 2: Community Support
 - [REDACTED] – 3.5 years
- TO 3: Technical Assistance
 - [REDACTED] – 5 years
- TO 4: Workforce Development
 - [REDACTED] – 3 years
- TO 5: Wastewater Management
 - [REDACTED] – 4.5 years

Fiscal Year 2020 (hereon referred to as FY2020), which spanned from October 2019 to September 2020, was a period of rapid expansion for CSP, as three new technical task orders (TOs) kicked off their first full year of implementation. The workforce development and wastewater management teams laid the groundwork for implementation in the coming years, while the technical assistance team began providing capacity building support to local partners of the three other technical TOs to enhance the impact of their work. Meanwhile, CSP's TO 2 ramped up its delivery of assistance to needy communities during its second year. (See the graphic on the next page for an overview of CSP's structure.) But even as the technical teams moved through their start-up phases and early stages of implementation, they were forced to adapt amid an increasingly unstable and volatile operating context.

FY2020 marked one of the most difficult years for Lebanon in decades. The year was bookended by the wildfires that devastated the country in October 2019 and the August 2020 explosions that devastated the capital of Beirut. It also witnessed mass anti-establishment protests that triggered the government's resignation, hyperinflation (the local currency lost about 85 percent of its value), and staggering unemployment levels (by year end, more than 50 percent of the population was impoverished), all of which was further aggravated by the growing COVID-19 pandemic. The developments throughout the year lent an added importance to CSP's commitment to improving the delivery of essential services and enhancing economic opportunities in Lebanon's most vulnerable and underserved communities. Throughout the year, CSP adapted to continue designing and implementing a variety of stabilization, development, technical assistance, and emergency response activities.



Under the community support component (TO 2), the team expanded and diversified its portfolio of activities, designing and proposing **50** new projects while receiving approval on 28 of them in FY2020. This raises the total number of approved activities under the TO to **55**. These activities are spread across eight sectors — most prominently, activities that bolster livelihoods opportunities, activities in the water sector, and emergency response activities. Following a participatory design process, the team also began implementing activities tailored to meeting the basic needs of communities worst affected by the October 2019 wildfires and the Beirut explosions. CSP also continued designing activities in its focus regions, submitting **72** activity concepts throughout the fiscal year, of which 35 were yellow lit for further development.

CSP's workforce development component (TO 4) falls under USAID's economic growth office and operates according to a different development objective and set of results. Although the team prepares an annual progress report that is separate from the rest of the IDIQ's, it is worth noting a number of key highlights on TO 4's progress during the fiscal year. Following a comprehensive labor market assessment conducted from October – December 2019, the team began contracting local experts to perform upgrades of TVET schools and local small businesses in the home-based health care, information technology, and industrial repair and maintenance sectors. Additionally, the team fast-tracked scholarship awards to **81** students from partner TVET schools who were deemed at risk of dropping out or transferring due to acute financial hardship. Finally, the TO 4 team designed and carried out an activity, including two training workshops and a personal protective equipment (PPE) procurement activity, to enable its home-based health care partners to safely and effectively respond to increased demand stemming from the COVID-19 pandemic.

Under the wastewater management component (TO 5), CSP carried out a meticulous process to identify and select **6** medium-to-large-scale infrastructure interventions that will mitigate **42,000** m³ of wastewater per day, benefiting some **390,000** underserved residents. By the end of the year, the team had nearly finished all its preparatory work and moved into the official design phase for four of the interventions, with the design phase of the remaining two set to begin in early FY2021.

By the end of FY2020, CSP's technical assistance component (TO 3) had designed **42** technical assistance packages (37 approved, 17 initiated, and 3 completed) to enhance assistance previously provided by CSP under TO 2 and implemented **582.5** training days reaching a total of **419** trainees. The team also brought on **11** interns from USAID's University Scholarship Program (USP) to enhance CSP's field capacities while offering the scholars with valuable practical experience. Meanwhile, the team laid the groundwork for ramping up collaboration with the workforce development and wastewater management components in FY2021.

CSP's technical teams are supported by a robust management and operations team (TO 1) that spearheaded the program's adaptive response to the evolving operating context. Notably, the team provided guidance to the technical teams as they were forced to work at home during the COVID-19 pandemic, oversaw staffing and procurement support for emergency response activities, and ensured staff's access to their salaries amid the deteriorating economic situation. Meanwhile, the monitoring, evaluation, and learning department continued helping the technical teams to assess their activities' impact by adopting new data collection methods that could be carried out remotely. The communications and outreach department increased its social media efforts and developed a robust portfolio of outreach materials, including videos, multimedia presentations, a monthly newsletter, and a

new factsheet and brochure, to promote the visibility of USAID's assistance to needy Lebanese residents through CSP.

The rest of this report details the progress made by each TO under the CSP IDIQ during FY2020 (see the Infographic on the next page for achievement highlights from the final quarter of the fiscal year). It is organized according to component and follows the operational structure of the program, as laid out in the graphic on Page 2. Following a chapter delving into greater detail about the country context that impacted CSP throughout the fiscal year, it includes a section each on the progress achieved under the community support and wastewater management components, as well as a briefing page with more detail about CSP's successes under TO 4 during FY2020. It then looks in detail at how the technical assistance team began providing capacity building support to the other three technical TOs. Finally, the report takes a deep-dive into the processes carried out during FY2020 to help the team maintain programmatic momentum despite the challenges arising from the operating context, including operations and management successes, cross-cutting technical support, and lessons learned throughout the fiscal year. The report also includes a series of annexes such as charts, maps, and other supplementary material to augment the narrative of CSP's progress.



Community Support Program (CSP) in Lebanon July – September 2020



58% Female

81

scholarships to TVET students,

totaling ██████ in USAID funding

*All figures in this summary are current as of the end of September 2020

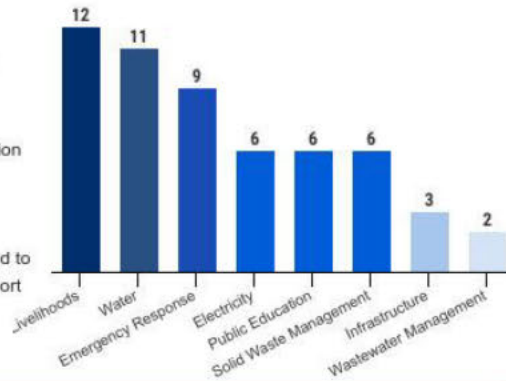
Main Accomplishments During FY2020, Q4:

- The **community support component** kicked off a package of assistance aimed at repairing and restoring neighborhoods worst affected by the Beirut blast. The team also began a series of labor intensive work activities to carry out public works while injecting much-needed cash into needy communities.
- CSP's **technical assistance component** continued training beneficiaries of assistance under CSP's other technical TOs and rounded out internships for 11 students from USAID's University Scholarship Program.
- The **workforce development component** provided 81 scholarships to students from three partner TVET schools who were experiencing acute financial hardship. The team also began conducting needs assessments of TVET partners and training teachers to deliver a CSP-upgraded home-based health care curriculum.
- Under the **wastewater management component**, CSP finalized the preparatory stages of the six wastewater infrastructure interventions, laying the groundwork to begin the projects' design phase in early FY2021.

Community Support Activities

56 Approved Activities:

- 38 under implementation
- 17 closed, completed, or nearing completion
- 39 technical assistance packages tailored to community support interventions



Activity Highlight

In the days after the August 4 explosions in Beirut, CSP quickly mobilized to design a response to revitalize blast-affected neighborhoods and support their residents. By the end of the fiscal year, CSP, in partnership with five local organizations, had selected, trained, and paid 331 residents to remove almost 4,000 tons of rubble and debris ... and counting! The team had also kicked off an activity to repair streetlights that were damaged in the blast. Looking ahead to FY2021, the team will wrap up its current activities and expand its portfolio of assistance to include support to skilled workers in assisting residents with repairs, support to repair essential services like electrical transformers in damaged communities, and support to a local community kitchen to reduce the financial burden of securing food on needy local families.



This Infographic is made possible by the support of the American people through the United States Agency for International Development (USAID). The content of this infographic is the sole responsibility of the Community Support Program (CSP) and does not necessarily reflect the views of USAID or the United States Government.

II. COUNTRY CONTEXT

Fiscal Year 2020, which spanned October 2019 – September 2020, was marked by a series of overlapping and cascading events that had a profound effect on Lebanon’s sociopolitical and economic trajectory. At the beginning of the year, in October 2019, about 100 wildfires broke out across the country and quickly spread to become some of the worst fires in Lebanon in decades. In particularly hard-hit regions, such as the Chouf area in the Mount Lebanon Governorate, the fires razed up to 60 percent of the land in certain villages. Moreover, the Lebanese government’s incapacity to respond to the fires ignited fury among residents nationwide.

Amid mounting tensions, reports surfaced on October 17 that the government was considering introducing a new tax on phone calls made through the smartphone app WhatsApp, which most Lebanese use for domestic and international phone calls and messaging due to the high telecommunications costs in the country. The measure was said to be a step toward remedying the country’s deepening economic crisis. The same night, protesters took to the streets to express their anger and frustration.

The protests rapidly grew to include millions of residents in what has become known as the October Revolution. Although the most immediate catalysts were the wildfires and proposed WhatsApp tax, the demonstrators more generally targeted the country’s sectarian rule, a stagnant economy, high unemployment, and endemic corruption among the country’s political elite. They denounced the government’s failure to provide basic services such as 24-hour electricity, clean water, and health care. The protesters blocked roads; forced the closure of educational institutions, including technical and vocational education and training (TVET) institutes, and public institutions; caused banks to shutter for more than a week; and eventually caused the resignation of then–Prime Minister Saad Hariri. The protests persisted with varying degrees of intensity throughout the remainder of 2019 and into the new year.

As the protests waned by mid-February, the COVID-19 pandemic reached Lebanon. It is worth noting that compared with many other countries, the Lebanese government — headed by Hariri’s replacement, then–Prime Minister Hassan Diab — acted early on to contain the virus. On March 15, Diab declared a state of medical emergency and called for a general mobilization to combat the virus. All nonessential public institutions and private sector businesses were ordered to close, except grocery stores, pharmacies, and food delivery services. The country’s only civilian airport stopped all commercial flights. The government imposed a nighttime curfew and banned public gatherings. Although initially intended to last for two weeks, the lockdown continued for months, and the general mobilization against the virus was extended through the end of 2020.

At the same time, the government never put in place a concrete plan to assist the municipalities and residents that were hit hardest by the virus and subsequent lockdown. Municipalities in the North, South, and Beqaa Governorates reported struggling to secure equipment to help curb the spread of COVID-19, such as personal protective equipment like masks and gloves and disinfectant that could be sprayed throughout towns and cities. The home-based health care industry reported experiencing an added strain as residents avoided seeking treatment at crowded and expensive hospitals. Meanwhile, hospital services were stretched to capacity, and program staff reported an insufficient number of beds. Day laborers who were forced to stay home said they were unable to earn wages to make ends meet.

Fears also surrounded the spread of COVID-19 among informal refugee settlements, which were at heightened risk due to a lack of essential services. Meanwhile, the government's response was limited to food vouchers, primarily in urban areas such as Tripoli and Saida. In late summer, as the COVID-19 crisis seemed to abate, the government opened the country, but Lebanon almost immediately began experiencing a surge in cases.

On August 4, 2020, amid a two-week partial lockdown enacted by the government to curb the rising number of coronavirus cases in the country, some 2,750 tons of ammonium nitrate exploded at the Beirut Port. The blast emitted a mushroom cloud of pink and yellow smoke whose material impact was felt upwards of 10 kilometers away. The explosion killed at least 190 people and injured some 6,000 more; apartment buildings, offices, and other structures were decimated, scattering glass, concrete, and rubble throughout the eastern neighborhoods of the capital. Although domestic and international relief efforts kicked off immediately, including projects funded by the United States government, large swathes of the Port and the surrounding areas still lay in ruin by the end of the reporting period, with rebuilding costs estimated in the billions of dollars. The explosion renewed anti-government protests throughout the country, prompting Prime Minister Diab's resignation. Mostapha Adib was appointed as his successor, but resigned less than a month after his appointment as Lebanon's political parties failed to agree on a new Cabinet. By the end of the fiscal year, Lebanon was still without a replacement.

In addition to their sociopolitical impacts, the above events significantly impacted the country's economy, which was already struggling at the fiscal year's outset with a debt-to-GDP ratio of about 150 percent. The mass protests that broke out in October undermined investors' confidence in the country's solvency, and the rate of exchange from the Lebanese lira to the U.S. dollar — officially fixed at the Central Bank's midrate of LBP 1,507.5 to USD 1 — increased by as much as 50 percent on an alternative market amid fears of a USD shortage in the country. Meanwhile, banks introduced informal austerity measures that limited that amount of dollars customers could withdraw or transfer each week. The COVID-19 outbreak and subsequent lockdown only worsened the crisis. Although official figures are difficult to come by, the head of the Beirut Traders Association said in June that as many as half of Lebanese private businesses could close by the end of 2020. A United Nations report released after the explosion estimated the nationwide poverty rate as of May 2020 at about 55 percent. Meanwhile, the local currency lost about 85 percent of its value, with USD 1 routinely trading for nearly LBP 8,000 on the alternative market.

Throughout all these developments, CSP capitalized on its built-in adaptability to design and implement responses to the crises that fell under each technical TO's scope of work (see the timeline on the next page). But beyond its adaptive responses, the events throughout FY2020 provided a greater opportunity for USAID through CSP to support underserved residents throughout Lebanon as they faced more and more challenges to securing basic needs and services. CSP's primary vehicle for delivering this assistance throughout the fiscal year continued to be the community support component — the only technical TO in its second full year of implementation.

Operating Context
USAID/CSP Response

October 2019

Wildfires Break Out Across Lebanon
The wildfires devastated parts of Lebanon, especially the Chouf area, where up to 60 percent of the land in certain villages were burned.



February 2020
The COVID-19 Pandemic Reaches Lebanon

The country's health care sector was ill equipped to deal with the strain caused by the pandemic, and hospitals and home-based health care providers reported a lack of materials and capacity.

May 2020
Lebanese Lira Loses Half Its Value

Amid skyrocketing inflation and worsening unemployment, vulnerable residents report increased difficulties securing basic goods.

August 2020

Explosions Rock Beirut Port
The explosions killed more than 200 residents and wounded more than 6,000 others, while upwards of 300,000 people were displaced from their homes. The blast increased security concerns and worsened public services such as street lighting and solid waste removal.



November 2019 - Present

In the months after the fires, CSP's community support component replaced water piping in the village of Damour, which was badly burned by the fires. CSP also helped to re-equip the center of the local NGO Arc en Ciel so that it could continue serving underserved residents (see photo). Finally, in September 2020 CSP kicked off an activity that is paying residents from Damour and two nearby villages to carry out clean-up works that reduce fire risk in the area.



May - September 2020

CSP's workforce development component responded by providing 2 training workshops to 18 workers from 3 partner home-based health care firms and procuring PPE equipment like face masks and shields, gloves, and gowns for them (see photo).



August 2020 - Present

CSP kicks off its first in a series of labor intensive work activities. The works are designed to simulate the incomes of vulnerable residents by paying them to carry out low-risk public works activities and other projects that benefit communities.



August 2020 - Present

CSP is carrying out a package of assistance to repair and restore services and revitalize blast-affected areas. This included an initial cash-for-work cleanup activity under the community support component that removed more than 4,400 tons of waste from blast-affected areas as well as a streetlight replacement activity. CSP will expand this portfolio under TO 2 in FY2021, while TO 3 will kick off a wide-ranging awareness campaign among affected residents.



III. COMMUNITY SUPPORT

The community support component — CSP Task Order No. 2 — is working with local partners to mitigate sources of tension through a mix of short- and medium-term assistance interventions that improve livelihoods and address gaps in service delivery in underserved communities. After identifying and profiling communities, the TO 2 team used its participatory design methodology during FY2020 to expand and diversify the range of community stabilization and community development activities in its portfolio across multiple sectors. Its interventions spanned providing infrastructure that enhanced the supply and quality of water, to carrying out awareness campaigns on sorting at source, to supporting agricultural cooperatives (COOPs) to improve their sales and farming techniques. Additionally, CSP began providing short-term work opportunities that helped communities respond to urgent needs following the Beirut blast and the October 2019 wildfires in Lebanon’s Chouf District, even though both areas fall outside CSP’s priority regions.

Some key highlights of reportable achievements from FY2020 are as follows:



Importantly, during the fiscal year USAID issued a modification to TO 2’s contract, extending its period of performance by a year — from its original end date of January 13, 2021, to a new end date of January 13, 2022 — and increasing its budget by [REDACTED]. With these changes, CSP is expecting to deliver USAID-supported assistance to a target of 645,580 people through 110 activity interventions in some of the most underprivileged and vulnerable communities in Lebanon.

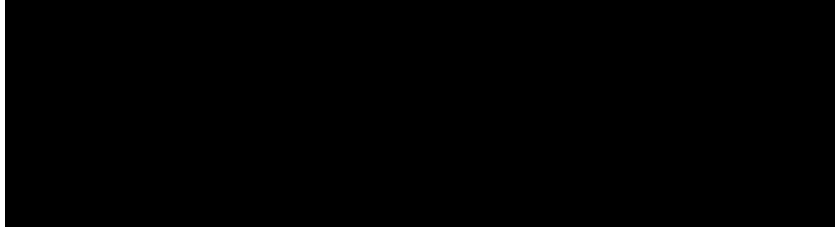
This chapter details CSP’s achievements in delivering assistance to vulnerable communities throughout Lebanon during the past year under TO 2.

COMMUNITY IDENTIFICATION AND SELECTION

SITUATION MONITORING: PRESELECTION

Throughout FY2020, CSP continued using the initial preselection data of 851 assessed communities across the North, South, and Beqaa to determine which towns should undergo an in-depth profiling exercise. [REDACTED]

[REDACTED]



While CSP did not amend its official preselection scoring matrix from FY2019 to FY2020 due to a lack of officially updated reports and studies, it is important to note that CSP took anecdotal information received by its field teams into consideration when selecting communities for assistance. This included reports of soaring poverty and unemployment as a result of the developments of the past year, including the effects of the mass protests that broke out in October 2019, the devaluation of the Lebanese pound, and the COVID-19 outbreak. In response, CSP designed and began implementing several short-term labor-intensive cash generation interventions activities that promote community development and stabilization, as detailed later in this chapter.

COMMUNITY PROFILES: FINAL SELECTION

To determine which communities should receive CSP assistance in FY2020 and beyond, the team carried out **78** in-depth community profiles over the course of the fiscal year — almost double its target of 35 – 40 profiles. (For a full list of the profiles conducted in FY2020, see annex A.)

[Redacted]
[Redacted]
[Redacted] CSP carried out a community profile for all preselected villages.

To maintain progress on its profiling activities despite the operating context, CSP conducted more than 30 community profiles remotely, replacing in-person meetings with virtual meetings and phone calls. The virtual format enabled CSP to maintain safe social distancing amid the COVID-19 pandemic and adapt to road closures. The rest of the profiles were conducted in person.

When combined with the 144 community profiles carried out during FY2019, the 78 profiles from FY2020 add up to a total of **222** profiles during TO 2's first two years of implementation — or 26 percent of the total number of villages in the North, South, and Beqaa.

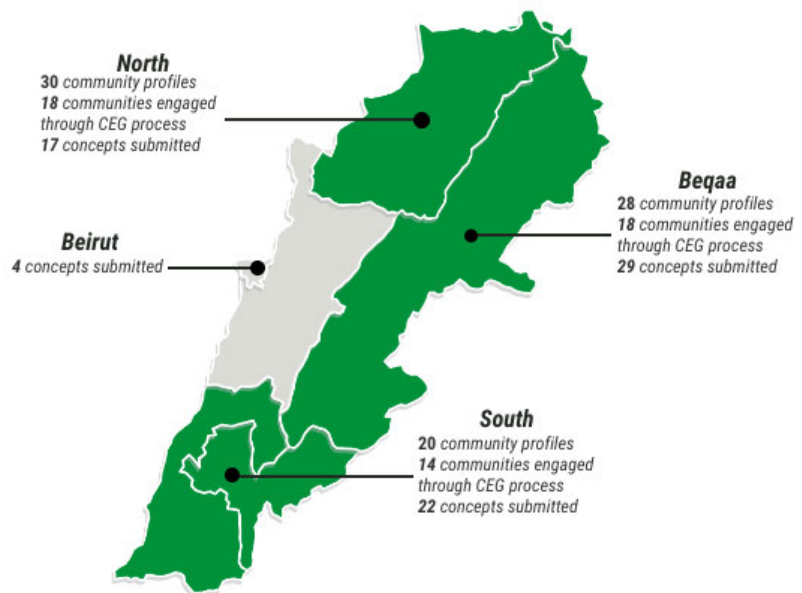
Although each village was found to experience its own unique challenges leading to tensions among residents, several trends emerged during the profiling exercises [Redacted]
[Redacted]
[Redacted]
[Redacted]

ACTIVITY DESIGN

Of the 78 communities profiled during FY2020, CSP selected **62** villages for the activity design process — **39** of which underwent a program-led design, or a design developed by CSP’s field teams, while **23** were part of the portfolio assessed by CSP’s community engagement grant (CEG) partners.

The CSP team and its CEG partners managed to carry out the design process despite — and, in some cases, in response to — the operating context. While the team adapted to mitigate setbacks as much as possible, some delays were unavoidable. For instance, the COVID-19 lockdown delayed the design of an activity in Bechwat (Beqaa) to install a solar-powered pump that will enhance water provision for residents, as the team was initially not able to conduct technical site visits to carry out the preliminary assessment needed to develop the design. Limitations on traveling due to the COVID-19 pandemic also delayed the design, development, and outfitting of a cultural trail being established by CSP in Ain Ebel.

TO 2 Progress by Region, FY2020



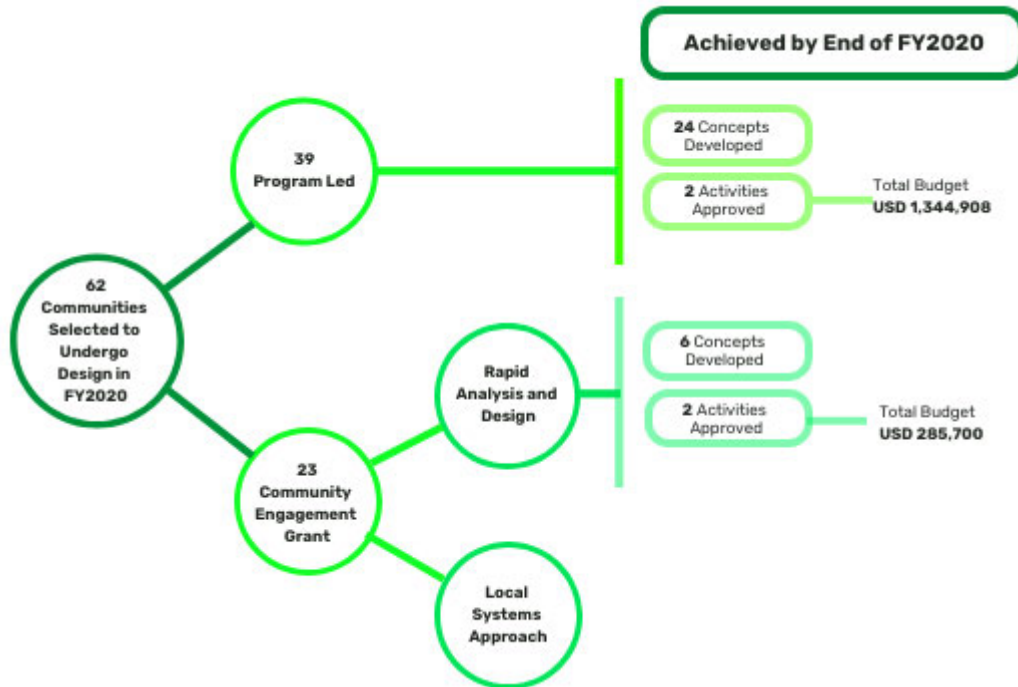
COMMUNITY ENGAGEMENT GRANTS During the past year, TO 2 partnered with five local organizations to augment CSP’s capacity to design interventions in a greater number of villages. CSP awarded each organization a CEG totaling [REDACTED] to identify and design activities that address tensions throughout targeted communities in CSP’s focus regions (see Annex B). The grantees were as follows: Caritas and Nahnoo in the South, Peace Labs in the Beqaa, the Akkar Network for Development (AND) in the North, and the Rene Mouawad Foundation (RMF) in both the Beqaa and the North. An updated summary of the status of the CEG process in each village can be found in Annex C.

After training the partners on conflict-sensitive community engagement methodologies during the first half of the year, CSP provided them with oversight and guidance throughout the COVID-19 pandemic so that they could complete their engagement activities by the end of the fiscal year. As a result, the partners were able to successfully complete their activities and finalize reports on tension drivers in **50** communities — **18** in the Beqaa, **18** in the North, and **14** in South Lebanon — engaging a total of **901** local community members in the CSP activity cycle.

Of the 50 communities engaged, **42** underwent the **rapid analysis and design (RAD) methodology** to pinpoint recent, nonsystemic tension drivers. In general, the partners found that the country’s economic crisis was the main source of tension throughout the country. Other triggers included [REDACTED]

The other **8** communities underwent the **local systems approach (LSA)** for CSP to understand more deep-seated tensions in communities by taking a more holistic view of community dynamics.

As noted earlier, CSP is currently moving forward with the design of assistance interventions in 23 of the 50 CEG communities and had developed a total of eight potential concepts and proposals by the end of the fiscal year. Due to the more in-depth nature of the LSA, the current designs all emerged from the RAD process; activities resulting from the LSA will begin to materialize in FY2021. The following graphic depicts CSP’s design progress in the 62 aforementioned communities.



SUMMARY OF COMMUNITY STABILIZATION AND DEVELOPMENT CONCEPTS

By the end of FY2020, the team had submitted **72** concepts notes, including 37 submitted in the fourth quarter of the year alone. These include the 30 activities noted in the graphic above as well as activities whose design had commenced in FY2019. USAID had yellow-lit **35** of the concept notes for further development by the end of the fiscal year, while 25 were still pending USAID feedback and approval, and 12 had been rejected.

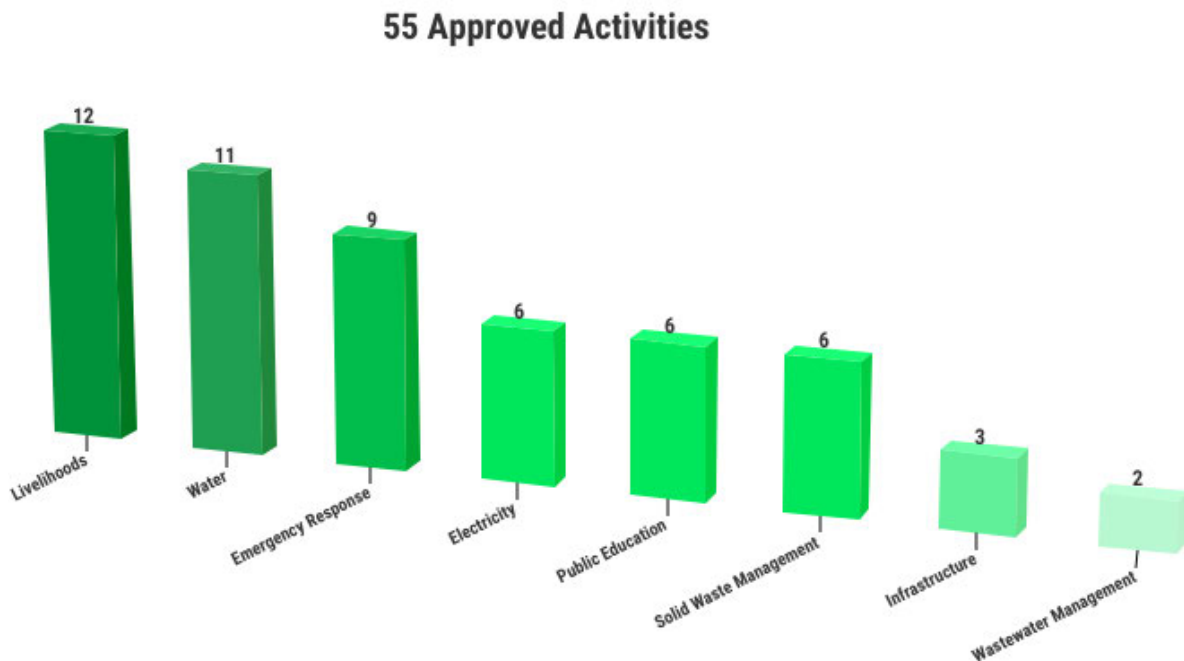
During FY2020, CSP’s regional teams concentrated primarily on submitting activities aimed at bolstering livelihoods and income generating opportunities for underserved residents, based on the feedback that the economic situation was driving tensions in communities. Additionally, factoring in the remaining time under TO 2’s contract, the team pushed forward with development interventions that entailed a construction element so that the team can complete them before its mandate expires. Examples include the installation of water tanks in Talia (Baalbek-Hermel) and Jinsnaya (South), enhancement of the water networks in Bechwat, Chebaa (Nabatieh), Loussiya (Sultan Yaacoub), and the completion of the wastewater network in Batroun (North).

The rejected concepts include a list of potential activities that were aimed at helping vulnerable communities respond directly to the COVID-19 outbreak, such as interventions to provide communities with sanitizing materials, food, and other nonfood items. However, USAID opted not to move forward

with these activities, instead coordinating with CSP to continue focusing on livelihood, income generation, and development interventions that would be needed *after* the COVID-19 situation begins improving. USAID also red lit activities to support the production of animal feed, provide vaccinations for livestock, and support fishermen from Burj Hammoud in the wake of the Beirut explosions due to the complexity and risk associated with those interventions. The concepts also included several energy- and cost-efficient interventions aimed at improving security by replacing streetlights in villages across the Baalbek-Hermel and Beqaa governorates, but here, too, there was deemed to be a high risk in implementing the activities and sustaining the assistance in the communities in question.

IMPLEMENTATION STATUS AND RESULTS

During FY2020, CSP developed and submitted **50** activity packages — officially called activity approval packages, or AAPs. By the end of the fiscal year, USAID had approved **27** of them, bringing the total approved interventions under TO 2 to **55** (28 in FY2019 and 28 in FY2020). Fifteen activities were still pending approval as of the end of the year. Of the 55, CSP had closed out, completed, or neared completion on **17** activities, while **38** were still under implementation. Finally, seven activities had been rejected or retracted for various reasons, including USAID’s preference to pursue assistance in public schools under other programs (four activities) or complications or risks associated with the interventions that were deemed too high (three activities). Please refer to Annex D for the full activity concept and implementation tracker, inclusive of details about all approved, pending, and rejected activities. The following graph exemplifies the sector-by-sector breakdown of CSP interventions approved under TO 2 by the end of FY2020.



As noted earlier in this section, at least **75,644** people were benefiting from U.S. government assistance thanks to USAID support that was provided under CSP during FY2020, **57 percent** of whom were women. Additionally, **14,276** people reported having adequate levels of essential services as a result of CSP interventions.

The table below shows the details of approved activities by their development objective as well as the geographic areas and sectors of ongoing and completed interventions:

APPROVED ACTIVITIES (AS OF SEPT. 2020)				
DEVELOPMENT OBJECTIVE	FY2019	FY2020	TOTAL VALUE	TOTAL BENEFICIARIES
Component 1: Stabilization	26	17	██████████	330,686
Component 2: Development	2	11	██████████	128,512
Totals	28	28 (Total: 56)	██████████	459,198

ONGOING ACTIVITIES IN FY2020					
CODE	VILLAGE	DISTRICT	REGION	NAME	SECTOR
STH008	Ain Ebel	Bent Jbeil	Nabatieh	Upgrade of the municipal festival grounds and development and outfitting of the cultural trail and historical sites	Livelihoods
STH010	Jinjlaya	Saida	South	Enhancing the provision of water in Jinjlaya	Water
STH014	Ed Damour	Shouf	Mount Lebanon	Emergency response to Damour wildfires by replacing damaged electrical cables and water networks	Emergency Response
STH015	Ed Damour	Shouf	Mount Lebanon	Providing equipment to Arc-en-ciel in response to the latest wildfires	Emergency Response
STH016	Rachaiya el Foukhar	Hasbaiya	Nabatieh	Enhancing Security and Service Delivery through Efficient Street Lighting in Rachaiya El Foukhar	Electricity
STH017	El Qariyeh	Saida	South	Improving Economic Opportunities in El Qariye by Supporting Community Investments	Livelihoods

STH018	Jinsnaya	Jezzine	South	Constructing an elevated water tank in Jinsnaya	Water
STH020	East Saida (El Bramieh, Hlaliye, Aabra, Majdelyoun, Es Salhiye and Ain ed Delb)	Saida	South	Supporting the Sorting from Source Initiative in East Saida by providing bins and expanding the awareness-raising campaign	Solid Waste Management
STH021	Damour, Mechref, Kfarmatta	Shouf	Mount Lebanon	LRI Labor Intensive Forest Management Activities in Chouf Aaley Area	Livelihoods
STH022	Al Hasbani	Hasbaiya	Nabatieh	Labor-intensive works in Forest Management Activities and Cleaning of Irrigation Canals in Al Hasbani area	Livelihoods
NTH007	El Mahmra	Akkar	Akkar	Supporting the waste water management system in El Mahmra	Wastewater Management
NTH019	Niha	Batroun	North	Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids	Infrastructure
NTH020	Aachach, Meriata, Arde	Zgharta	North	Improving and Rehabilitating the Irrigation distribution Network in Aachach, Meriata, and Arde villages to supporting Livelihoods and Ease Water Resource Tensions amongst the three villages.	Water
NTH024	Berqayel	Akkar	Akkar	Supporting Solid Waste Management in Berqayel Village by Waste Bins, Broom, and Two Recycling Points	Solid Waste Management
NTH025	Bechmizzine	Koura	North	Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmizzine Material Recovery Facility in Koura through equipment provision and technical assistance	Solid Waste Management
NTH027	Khirbet el Jendi	Akkar	Akkar	Supporting Khirbet ej Jendi Electrical Backup System	Electricity
NTH028	Ras Nhach	Batroun	North	Supporting the Solid Waste Sorting System in Ras Nhach through Distributing Bins and Awareness Campaign	Solid Waste Management
NTH029	Khirbet Daoud	Akkar	Akkar	Quelling tensions over electricity shortage in Khirbet Daoud through provision of a needed	Electricity

				electricity transmission stations	
NTH030	Qalmoun / Dedde	Koura	North	Labor Intensive intervention to create a hiking trail between the two communities	Livelihoods
NTH031	Haret el Fouwar	Zgharta	North	Completing the Sewage Network Lines in Haret el Fouwar Village	Wastewater Management
BQA017	Ras Baalbek	Baalbek	Baalbek-Hermel	Rehabilitating the main irrigation channel in Ras Baalbek to preserve water and improve livelihoods	Water
BEI001	Marfaa, Rmeil, Medawar	Beirut	Beirut	Emergency Response Community Clean-up in Marfaa, Rmeil, and Medawar Neighborhoods in Response to Beirut Blast	Emergency Response
BEI002	Marfaa, Rmeil, Saifi, Medawar	Beirut	Beirut	Installing up to 500 LED Streetlights to Promote Safety and Security in Eastern Beirut Neighborhoods Affected by Explosion	Emergency Response
BEI003	Marfaa	Beirut	Beirut	Improving hygiene and sanitary conditions for workers at the Port of Beirut	Emergency Response

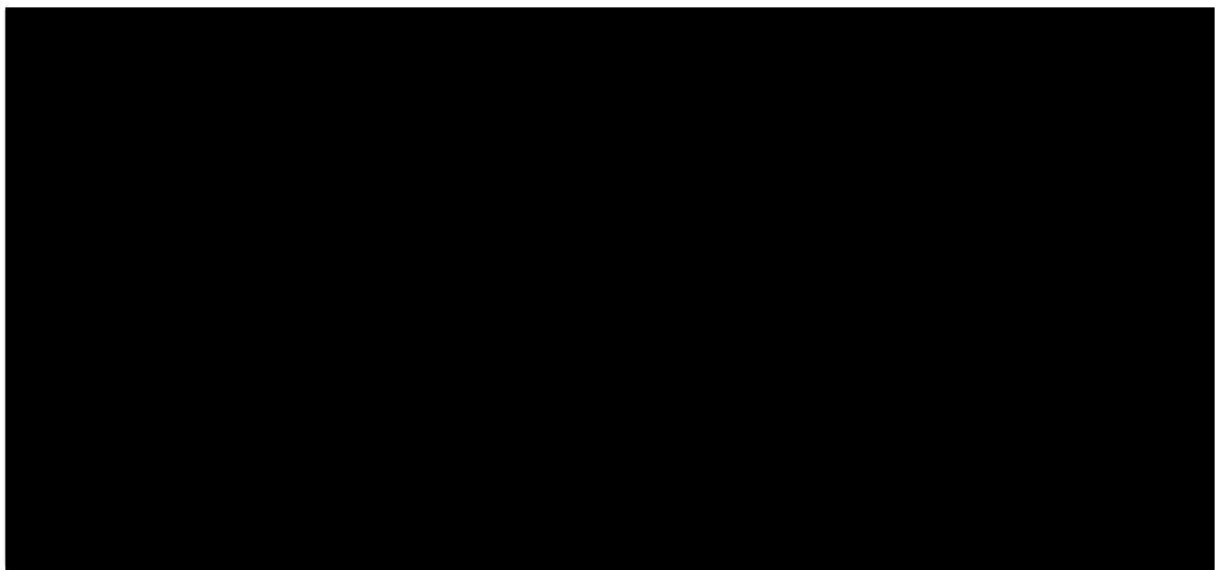
COMPLETED AND CLOSED ACTIVITIES IN FY2019 AND FY2020

CODE	VILLAGE	DISTRICT	REGION	NAME	SECTOR	YEAR
STH009	Tanbourit	Saida	South	Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters	Livelihoods	FY2020
NTH001	Tripoli	Tripoli	North	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities	Solid Waste Management	FY2019
NTH002	Qabaait	Akkar	Akkar	Supporting Qabaait Public Middle School	Public Education	FY2019
NTH003	Jabal Akroum	Akkar	Akkar	Enhance Strained Water Services in Jabal Akroum	Water	FY2020
NTH015	En Noura	Akkar	Akkar	Providing support for farmers in Noura affected by the Syrian conflict	Livelihoods	FY2019
NTH017	Bebnine	Akkar	Akkar	Supporting Salam Public Mixed School in Bebnine	Public Education	FY2020
NTH026	Barghoun and Badbhoun	El Koura	North	Supporting farmers from Barghoun and Badbhoun through providing mechanical harvesters	Livelihoods	FY2020
BQA001	Britel	Baalbek	Baalbek-Hermel	Providing Essential Equipment to the Britel Public School	Public Education	FY2019

BQA002	Ali en Nahri	Zahleh	Beqaa	Providing Essential Equipment to Ali Nahri Public High School	Public Education	FY2019
BQA003	Aarsal	Baalbek	Baalbek-Hermel	Provision of Fuel Vouchers in Response to Local Grievances	Emergency Response	FY2019
BQA004	Tannoura	Rachaya	Beqaa	Providing the municipality with 250 KVA generator and replacing storm affected accessories	Electricity	FY2019
BQA005	Joub Jannine	West Beqaa	Beqaa	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages	Emergency Response	FY2019
BQA008	Aarsal	Baalbek	Baalbek-Hermel	Provision of Fuel Vouchers in Response to Local Grievances II	Emergency Response	FY2019
BQA009	El Qaa	Baalbek	Baalbek-Hermel	Equipping El Qaa Municipality for Storm Response	Emergency Response	FY2019
BQA014	Hawch er Rafqa	Baalbek	Baalbek-Hermel	Reducing Tensions through Equipping the Intermediate Public School of Hawch El Arab	Public Education	FY2020
BQA015	El Khiara	West Beqaa	Beqaa	Enhancing Safety and Security through Solar Lighting in El Khiara	Electricity	FY2020
BQA016	Saadnayel	Zahleh	Beqaa	Reducing Tensions through Installation of Water Filtration System at Intermediate Public School of Saadnayel	Water	FY2020

The graphic below shows a sector-by-sector breakdown of committed budget and beneficiaries under TO 2.

CSP Committed Budget and Beneficiaries by Sector (End of September 2020)



For maps showing the geographical distribution and funding levels of CSP activities, please see annexes E and F, respectively.

It is worth noting that in addition to ramping up its implementation of interventions, CSP continued to focus on developing a range of innovative and complex assistance packages tailored to the needs of individual communities as identified during the profiling phase. Doing so required a significant time investment from CSP's field teams and sometimes prompted them to shift their focus from implementing activities to designing them.

One example is a series of labor intensive works (LIW) interventions, whereby CSP is partnering with local organizations to generate temporary daily income for needy local residents (identified based on their responses to a CSP-designed socioeconomic survey) to carry out short-term, low-risk public works activities and other projects. In doing so, CSP is providing communities with targeted development assistance while also stimulating the local economy by providing vulnerable residents with much-needed income. Another example are CSP's emergency response portfolios, including its three-part response (including one LIW activity) to the damage caused by the October 2019 wildfires in towns in the Mount Lebanon Governorate (including one LIW activity), especially Damour, as well as its package of assistance designed after the August 4 explosions in Beirut. Both areas lie outside CSP's focus areas and therefore required the field teams to shift their focus from their regular programming to the area in question.

While these interventions' time-intensive design process to a degree contributed to the deviation between CSP's achieved results and its targets set for the fiscal year, CSP had begun receiving anecdotal reports of their positive impact in vulnerable communities in their early weeks of implementation. The community support team plans to report out on their impact more comprehensively in its updates during FY2021, as the first batch of LIW activities wraps up and the emergency responses close out and the program can properly assess their results.

Additionally, the difficult operating context throughout FY2020 rendered activity-specific delays as described below. CSP plans to work through these delays and accelerate implementation to make up lost ground through FY2021.

- *BQA011 (Deir el Ahmar): Enhancing the Efficiency of Water Provision to Reduce Tensions in Deir el Ahmar.* The intervention faced implementation delays related to legal documentation as a result of the closure of the Real Estate Registry Secretariat and the Land Registry Trust Department following the increase in the number of positive COVID-19 cases among employees. However, as of the end of the fiscal year the field team confirmed that the intervention is moving forward because it received the legal documentation from the Ministry of Finance in Beirut.
- *STH017 (El Qariye): Improving Livelihoods of El Qariye Residents by Supporting a Community Market Place.* Implementation on this activity was delayed, first, because of a renewed lockdown mandated by the government, and then due to a recent request from the municipality to modify the CSP-provided water tanks for the latrines by replacing the initial three 1,000-liter water tanks with only one 3,500-liter tank to save on connection costs. CSP is currently waiting for the variation order from the vendor. Once agreed, implementation is expected to resume.
- *STH022: Labor-Intensive Works in Forest Management Activities and Cleaning of Irrigation Canals in Al Hasbani Area.* Local subcontractor the Association for Forests, Development, and Conservation (AFDC) experienced difficulties implementing this activity, reporting challenges in obtaining insurance for the workers due to the current financial situation in the country, which was

required for them to kick off field implementation. However, AFDC finally managed to purchase an insurance policy that is active throughout the end of the project, and field implementation kicked off on Friday, October 9.

- *NTH007: Connecting Households in El Mahmra to the Main Wastewater Network and Tripoli Wastewater Treatment Plant.* This intervention experienced delays stemming from the final layout of the sewage network connecting the households to the main line. Despite the municipality's assurance that the project would receive stakeholders' support, some landowners refused to allow the planned sewage line to pass through their land. Therefore, CSP's engineering team and the *Bureau Technique pour le Developpement* (BTD) are identifying another route and will obtain the necessary approval before finalizing the detailed design and proceeding with the construction quality control process.
- *STH001: Supply and Installation of LED Lighting System for Old Saida.* The intervention has faced several issues associated with the need for the Ministry of Culture's approval on the activity's design given that the LED lights will be installed inside a cultural heritage site, the COVID-19 pandemic and related procurement delays, and, most recently, the location of the solar farm on top of the Audi Soap Museum. BTD and CSP engineers are finalizing the load calculations to ensure that the weight of the solar farm will not affect the integrity of the building housing the museum.
- *STH010: Providing Electricity Supply for Water Provision to Reduce Tensions in Jinjlaya.* This intervention has faced a major challenge after the newly installed VFD panel was damaged due to a variety of factors including the quality of the facility and commissioning of the equipment. The SLWE managed to replace the damaged VFD, and the system went back into operation shortly after the incident. To avoid a recurrence of similar incidents, CSP has suggested a list of rehabilitation items for USAID's review and consideration in order to enhance the overall environment of the pumping station.

ACTIVITY HIGHLIGHTS

USAID THROUGH CSP INTEVERNES TO ASSIST NEEDY RESIDENTS AFTER BEIRUT PORT EXPLOSIONS

The August 4 explosions at the Port of Beirut killed more than 200 residents; wounded more than 6,000 others; and displaced upwards of 300,000 people from their homes. The blast also increased security concerns and worsened public services such as street lighting and solid waste removal. In the days after the blast, USAID identified an urgent need to provide coordinated assistance in the cleanup effort in the capital while offering temporary employment for area residents. As of the end of the fiscal year, CSP was working with five established local organizations — the René Moawad Foundation, Caritas Liban, the Lebanon Reforestation Initiative, Nahnoo, and the Association for Forests, Development, and Conservation — to select, train, and supervise workers to safely remove, sort, and properly dispose of debris and recyclables from the worst-affected neighborhoods. The activity launch took place less than a week after the blast and was attended by U.S. Ambassador to Lebanon [REDACTED] and USAID Acting Administrator [REDACTED]. By the end of September, more than **300** CSP workers had removed a total of **3,929** tons of debris and rubbles from blast-affected neighborhoods. (Please refer to Annex G-I for a

map of the streets cleared by CSP workers.) CSP expects this number to grow significantly as the workers round out their final weeks of rubble removal work in October 2020.

After kicking off the LIW clean-up activity, CSP also began installing 500 light bulbs with galvanized arms to replace lighting units in east Beirut damaged in the blast. Following this second activity's kick-off in September, CSP's work in the areas was toured by [REDACTED], the U.S. assistant secretary of state for Near Eastern affairs.

Finally, CSP was preparing to install portable toilets at the Beirut Port that could be used by 39 workers and 150 drivers to keep the Port up and running and mitigate the risk of tensions that could arise as residents grew more desperate to obtain imported materials needed to fix their homes ahead of the rainy winter season.

Looking ahead to FY2021, CSP will continue implementing emergency response activities in Beirut and will expand its portfolio to include the repair and restoration of essential services like electrical transformers, traffic lights, and water infrastructure.



Photos from Beirut's emergency clean-up response in Beirut

CSP PIONEERS FIRST BATCH OF LABOR INTENSIVE WORKS ACTIVITIES

In response to the increasing number of reports from beneficiary communities that Lebanon's deteriorating economy is driving tensions among residents, the community support team designed a number of labor intensive work (LIW) activities whereby CSP partners with local organizations to hire and pay local residents a daily wage to carry out the low-risk works. CSP selects the workers based on their responses to a CSP-designed survey that assesses their financial vulnerability [REDACTED]

[REDACTED] By the end of FY2020, CSP was implementing two LIW interventions and had received USAID's approval of two more, which are expected to launch in FY2021.

As noted in the previous section, CSP kicked off its first LIW project in response to the Beirut explosions, and by the end of September had paid **331** workers to remove **3,929** tons of rubble and debris from blast-affected areas. The workers received [REDACTED] for each day of work. The activity is set to conclude in mid-October.

Meanwhile, in mid-September CSP kicked off LIW to reduce fire risk in Damour, Kfar Matta, and Mechref — three neighboring towns in the Mount Lebanon Governorate that were among the villages hit hardest by the October 2019 wildfires. The resulting loss of property and human lives had caused a flare-up in decades-old tensions among the three communities, exacerbated by a sense of hopelessness and outrage brought on by the deepening economic crisis. Under its activity, CSP was partnering with LRI to pay upwards of **150** local residents to clean up, prune, and trim foliage along roadsides and public land; picking up recyclables; and recycling and disposing of larger materials. Each worker is receiving [REDACTED] for **62** days of work, and by the end of activity, CSP hopes to have cleaned as many as **54** hectares of land. By the end of the fiscal year, LRI had contracted **124** workers, who had cleaned approximately **17 – 18** kilometers of local roadside and **9,000** square meters of forested areas.



CSP workers contracted through the Lebanon Reforestation Initiative (LRI) take part in a safety training (left) before taking part in a clean-up activity to reduce local risk ahead of the 2020 fire season (right).

As for the other two LIW activities, CSP will hire **69** workers from the North Lebanon villages of El Qalamoun and Dedde to establish a hiking trail in the area. The workers will be paid according to their corresponding level of expertise; for instance, trail experts will earn █████ per workday, while foremen will earn █████ per workday. Altogether, CSP expects their wages to amount to about █████. Meanwhile, CSP will pay **450** Lebanese residents from eight villages in the Nabatieh Governorate about █████ for 10 workdays each to clean irrigation canals, pick up litter and recyclables, and prune and trim foliage. Both activities will reduce local tensions stemming from frustrations over a lack of local economic opportunities.

Worth a total of almost █████ in USAID funding, the four interventions are injecting much-needed cash into local economies while also addressing public needs in vulnerable areas.

CSP RAMPS UP MEDIUM-SCALE CONSTRUCTION PROJECTS AHEAD OF RAINY SEASON

█████ CSP received feedback from beneficiary communities throughout CSP's focus regions that inadequate basic public infrastructure is driving tensions among local residents. Three examples were in Ghazze (Beqaa), where a highly trafficked but dilapidated main road was presenting a safety risk for residents; Kfar Hilda (North), where a blockage in the drainage system was causing agricultural lands to flood after heavy rains and ruining farmers' crops; and Markbeta (North), where heavy rains were leading to soil erosion that caused property damage along a main road. In response, CSP kicked off medium-scale construction projects in the villages to relive tensions. In Ghazze, CSP engaged 32 local Lebanese and Syrian refugee workers to rebuild a 70-meter retaining wall to bolster a sidewalk along the road. In Kfar Hilda, CSP was installing new piping to ensure proper water flow, while in CSP is constructing a 70-meter-long, 3-meter-high retention wall to prevent soil erosion at the entrance to Markebta and reduce the risk that a landslide will make the town's main road impassible. Totalling █████ in USAID funding, the projects are enhancing basic services for a

combined total of more than **28,100** Lebanese and Syrian refugee residents. By the end of FY2020, CSP had completed the implementation phase of the Ghazze activity and ramped up its work on the Kfar Hilda and Markebta interventions, with the goal of finishing them before the rainy, winter season.



CSP carries out construction works on the Markebta retaining wall (left) and the irrigation piping in Kfar Hilda (right).

IMPLEMENTATION CHALLENGES, LESSONS LEARNED, AND NEXT STEPS

Throughout the fiscal year, the community support team came face-to-face with challenge after challenge that forced it to adapt to in order to maintain programmatic progress. First, CSP's ability to engage with local partners and stakeholders to carry out designs was significantly curtailed by the protests and the sporadic and unpredictable nationwide roadblocks that took place during October and November 2019. The situation slightly improved in December, but community access was again impacted when the COVID-19 outbreak reached the country, prompting the Lebanese Government to impose lockdown measures and movement restrictions that were continuously changing depending on the health situation. This included the closure of government offices, municipalities, and isolation of certain towns and villages where the outbreak worsened, which consequently affected activities in the design and implementation phases.

At every stage of the activity cycle, CSP capitalized on its adaptability to put in place creative measures to mitigate delays. Community profiling and design activities were conducted virtually or via phone, when possible. To prevent further delays in implementation, the team filmed site visits of construction projects to facilitate the partner solicitation process. The team also carried out a series of emergency responses, as outlined throughout this chapter, mobilizing in the weeks and days after catastrophic events took place to implement activities despite the fact that many team members and their families had been directly affected by the events in question.

Having managed to achieve significant progress in community profiling and design during FY2020, CSP will prioritize the implementation of approved activities during the next fiscal year. Meanwhile, it will

develop and propose the remaining batch of activities to realize the achievement of outcomes and impact expected under the TO.

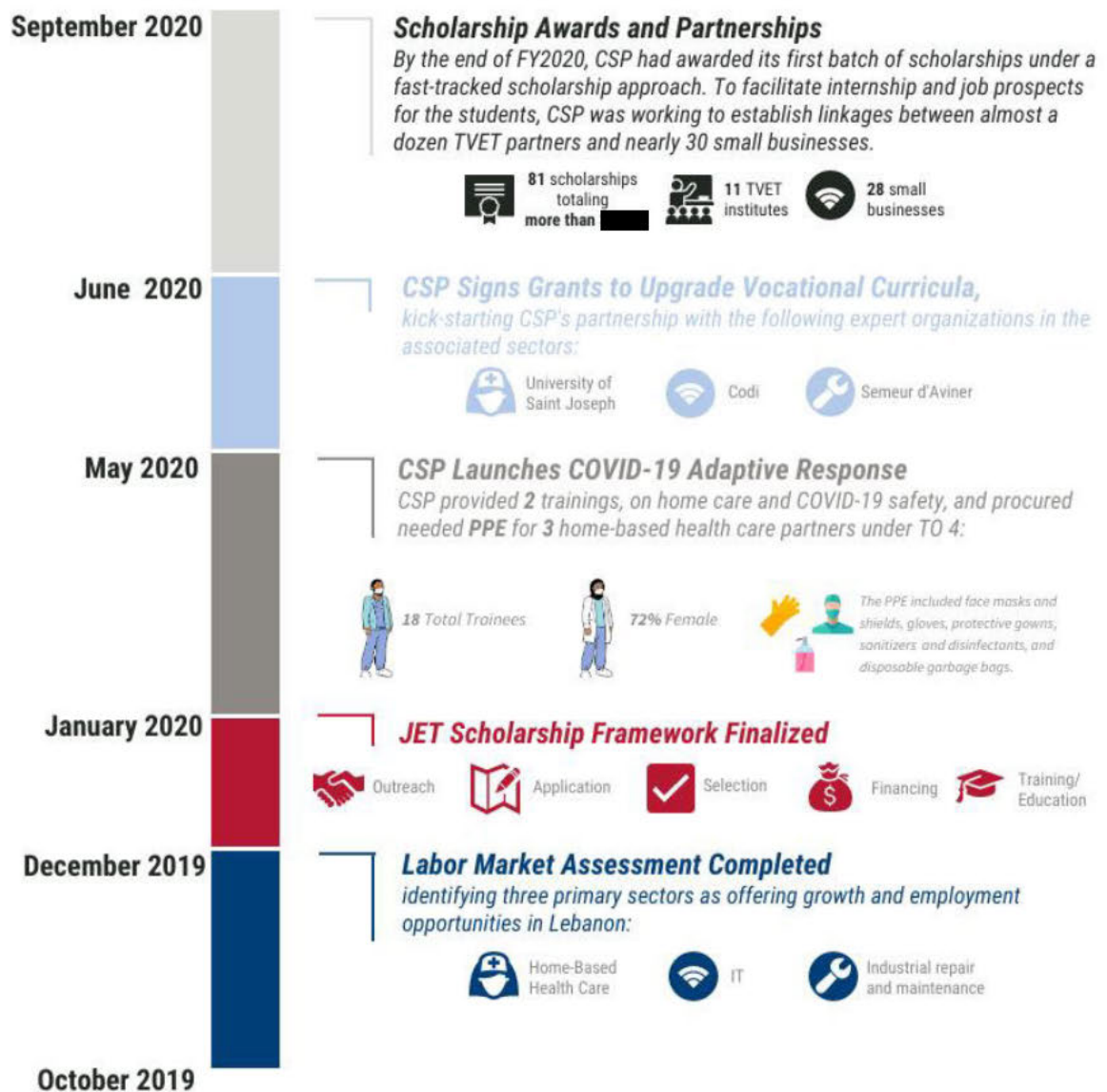
IV. BRIEFING PAGE: WORKFORCE DEVELOPMENT

Briefing Page: Workforce Development

CSP's workforce development component is improving the skills of and job opportunities for approximately 1,000 underserved Lebanese residents. To do so, it is working with private technical and vocational education and training (TVET) institutes to improve their curricula, educational training, and job placement infrastructure; building partnerships between TVET partners and local small businesses; and providing 750 scholarships and 700 internship opportunities to job seekers. Despite the turbulent country context, the TO 4 team adapted to maintain programmatic momentum and managed to make the following main achievements during FY2020.

Fiscal Year 2020

Key Achievements



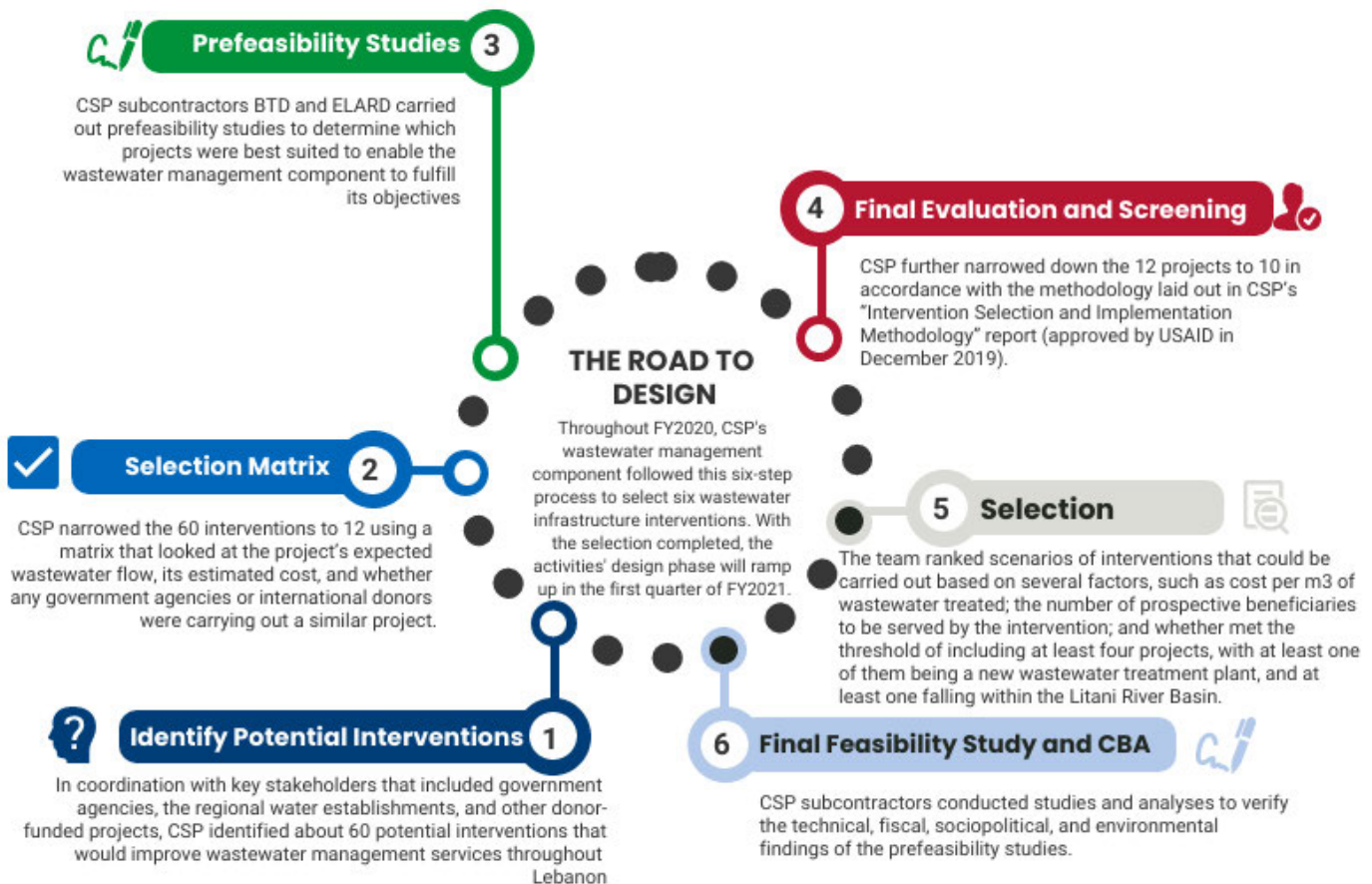
V. WASTEWATER MANAGEMENT

The wastewater management component — Task Order No. 5 — is CSP’s primary vehicle for implementing activities in the wastewater sector to benefit underserved residents. FY2020 marked TO 5’s first full year of implementation. After completing its staffing plan and receiving approval of all start-up deliverables during the fiscal year’s first quarter, the team kicked off its work among two main tracks: infrastructure and investment.

Along the infrastructure track, the wastewater management team focused throughout the year on identifying, selecting, and finalizing the preparatory stages of six medium-to-large-scale wastewater infrastructure interventions throughout CSP’s three focus regions. Regarding investment, CSP designed and prepared to use its [REDACTED] investment incentives fund (IIF) to administer a rebate program that will encourage Lebanese industries to reduce their wastewater output.

During the second quarter of the fiscal year, CSP received a request from USAID to revise its contract to extend its mandate by six months, until the end of January 2024, and almost double its available construction budget — amounting to a new contract ceiling of [REDACTED]. As a result, the TO 5 team now has the capacity to implement four to six infrastructure interventions that treat at least 12,000 cubic meters of wastewater daily.

This chapter details the progress made by CSP along the two main wastewater management tracks and the adaptive measures taken by the TO 5 team to maintain programmatic momentum despite the difficult operating context.



WASTEWATER INFRASTRUCTURE

The TO 5 team followed a multi-step, meticulous process (see the graphic on the previous page) to select interventions that respond to the actual needs of the wastewater sector in Lebanon and tangibly benefit Lebanese residents. A list of the six infrastructure interventions that CSP will carry out under TO 5 is detailed in the infographic on the next page. CSP proposed the interventions in the report “Selection of Proposed Wastewater Infrastructure Interventions,” which received USAID’s approval in April 2020.

Having received USAID’s approval of the interventions, CSP focused during the final quarter of the fiscal year on carrying out final feasibility studies and cost-benefit analyses for each intervention. The studies and analyses served to verify the technical, fiscal, sociopolitical, and environmental findings of the prefeasibility studies before CSP officially moved into the interventions’ design phase. Despite the continued restrictions on mobility stemming from the COVID-19 pandemic, the wastewater management team coordinated with CSP’s construction quality control subcontractor, BTD, and environmental services subcontractor, Earth Link & Advanced Resourced Development (ELARD), to carry out the work virtually and make in-person site visits only when necessary, and managed to submit the final reports to USAID on schedule.

As of the end of the fiscal year, USAID had approved the final studies and cost-benefit analyses of four of the six interventions (Borj Rahhal, Iaat, Izal, Sainiq Valley), and CSP had moved on to the official design and environmental assessment phases of their implementation. As CSP expects to complete the interventions’ designs beginning in early 2021, further updates will be included in future reports. Meanwhile, the wastewater management team continued coordinating with USAID’s architecture and engineering support firm, CDM Smith, to revise and finalize the final two studies (Aitanit and En Nmairiye).

WASTEWATER MANAGEMENT INVESTMENT

Along the investment track, CSP is using the IIF to fund a rebate program that will reimburse partner Lebanese industries for the costs incurred in mitigating their wastewater output. To administer the program, CSP is working with the Association of Lebanese Industrialists (ALI). ALI was recommended to CSP by the Ministry of Industry as an NGO with strong ties to Lebanese industries that would enable it to attract licensed and viable businesses despite the country’s deteriorating economy. CSP received ALI’s completed grant application in June 2020 and is working with the management team to finalize it before submitting for USAID approval during the first quarter of FY2021.

In the meantime, CSP has begun coordinating with local stakeholders to target prospective industries to take part in the rebate program. Key stakeholders include government agencies ((Ministry of Industry, Ministry of the Environment, Chamber of Commerce) and other donor-funded projects (UNDP/Lebanon Environmental Pollution Abatement Project, USAID/Lebanon Investment in Quality, and USAID/Lebanon Water Project). As a result, CSP has identified agro-food industries as a key target sector; the wastewater management team also held several meetings with representatives of slaughterhouses to discuss ways of addressing their wastewater management practices.

Lebanon Community Support Program Wastewater Management

Construction of Izal Treatment Plant and Associated Network

- Serving the neighborhoods of *El Borj* and *Beit Daoud*
- **5,000 beneficiaries**
- **650 m3 treated per day**

Iaal Treatment Plant Rehabilitation

- Serving the villages of *Baalbek, Ain Bourdai, Jamaliye, Aamichki, Douris, Hawch Tall Safiye, Iaal, El Ansar, Majdaloun, Chlifa, Btedaai, Deir el Ahmar, and El Kneisse*
- **200,000 beneficiaries (summer population)**
- **15,000 m3 treated per day**

Aaitanit Treatment Plant Rehabilitation and Sludge Management Upgrade

- Serving the villages of *Aaitanit, Baaloul, El Qaraoun, and Machgara*
- **27,500 beneficiaries**
- **4,500 m3 treated per day**

Rehabilitation of Sainiq Valley (Saida) Wastewater Conveyance System and Construction of New Sewage Lines

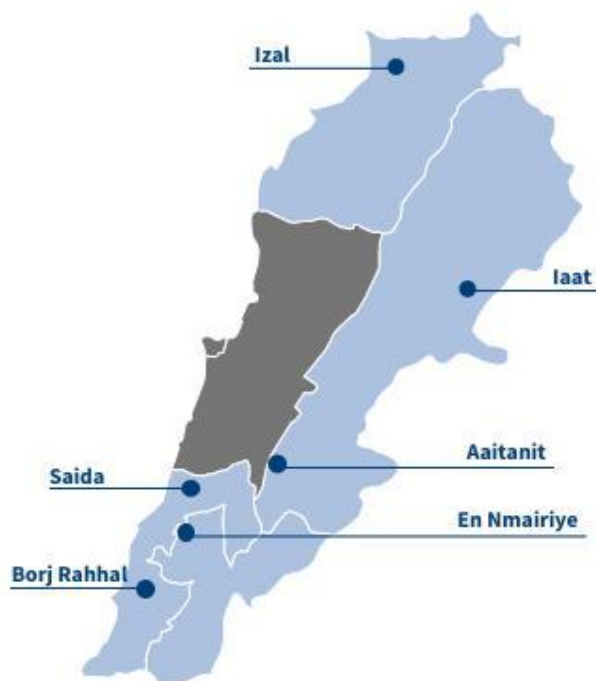
- Serving the villages of *Kfar Melki, Kfar Hatta, Mjadel, Jernaya, Jbaa, Kfar Chellal, Kfar Fila, Sarba, Ain el Mir, and Kfar Beit*
- **57,200 beneficiaries**
- **7,750 m3 treated per day**

Rehabilitation of En Nmairiye Pumping Station and Access Road

- Serving the villages of *Deir ez Zahrani, Habbouch, and Kfar Roummane*
- **50,700 beneficiaries**
- **6,800 m3 treated per day**

Construction of a Pumping Station and Force Main in Borj Rahhal

- Serving the villages of *Arzoun, Chhour, El Hmairi, Tayr Falsay, Hallousiyet el Fawqa, Bedias, Borj Rahhal, El Kharayeb, Maaroub, Deir Qanoun en Nahr, and Arzai*
- **56,000 beneficiaries**
- **7,600 m3 treated per day**



390,000

residents will benefit from upgraded infrastructure



41,500+

total cubic meters (m3) of wastewater treated a day



3

at least one intervention in all three of CSP's focus regions



2

interventions along the Litani River Basin



1

grant to the Association of Lebanese Industrialists to help Lebanese industries reduce wastewater output



Capacity building activities to enhance the interventions' sustainability

IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

The challenges arising from the operating context posed significant challenges to the wastewater management component. The closure of governmental institutions and area-specific lockdowns meant that the team had to postpone meetings or site visits, and in some cases representatives were unavailable for meetings. Additionally, USAID's ordered departure for American citizens and their dependents forced the director of CSP's wastewater management component to work on a seven-hour time difference from the rest of the team for more than three months.

In response, the TO 5 team put together a series of measures to maintain progress, which enabled it to meet all its deadlines throughout the fiscal year, including for the prefeasibility studies, selection of proposed interventions, and initial feasibility studies. For example, when in-person meetings with key stakeholders were no longer possible, the team scheduled them virtually. CSP provided BTD and ELARD with guidance on carrying out its technical studies and analyses for the infrastructure interventions remotely, thereby minimizing the need for in-person site visits — which were carried out only when necessary and in observance of all necessary safety precautions. While the director was on ordered departure, he shifted his working hours to overlap as much as possible with the rest of the team and held regular check-ins so that the whole team was aware of progress being made under the TO while working at home.

Looking forward, the wastewater management team will revise and finalize the two outstanding feasibility studies during the first quarter of FY2021, after which it will have officially moved into the design phase for all six infrastructure interventions. At that point, the team will begin developing environmental assessments for the six infrastructure interventions, prepare detailed designs and construction specifications, and put together the documents for soliciting implementing partners to carry out the interventions' construction phase. The team hopes to round out all six interventions' design phases by the end of the third quarter of FY2021 so that implementation can begin before the end of the fiscal year. Additionally, CSP will finalize the grant to enable ALI to administer the rebate program and begin engaging interested industries during the first quarter of FY2021.

V. TECHNICAL ASSISTANCE AND CAPACITY BUILDING

CSP’s technical assistance and capacity building component — Task Order No. 3 — complements the program’s three other technical TOs through activities that enhance beneficiaries’ ability to utilize and maintain USAID’s investments. The technical assistance team carries out needs assessments, designs training workshops and other forms of assistance, and then implements that assistance through a participatory approach that engages community members.

After finalizing its intervention design process and selecting partners during the first half of FY2020 — TO 3’s first full year of implementation — TO 3 began field implementation during the second half of the fiscal year. Additionally, CSP brought on interns from the USAID-funded University Scholarship Program (USP) at Lebanese American University (LAU) and the American University of Beirut (AUB), who augmented the TO 2 and TO 3 teams’ field capacities.

This chapter details CSP’s achievements under the technical assistance component throughout FY2020 and how they enhanced the progress made under CSP’s other technical TOs, as detailed in the preceding chapters.

TECHNICAL ASSISTANCE TO MUNICIPALITIES, CIVIL SOCIETY ORGANIZATIONS, AND COMMUNITY-BASED ORGANIZATIONS

FIELD VISITS AND DESIGN OF TECHNICAL ASSISTANCE INTERVENTIONS

Throughout FY2020, the technical assistance team focused on designing activities to complement CSP’s work under TO 2 — the only technical TO in its second full year of implementation — while also laying the foundations for providing assistance to beneficiaries under TOs 4 and 5 beginning in FY2021. To identify communities’ needs and design technical assistance packages, known officially as technical assistance assessment reports (TAARs), the team carried out **64** profiling- and assessment-oriented field visits. As a result, the team designed **42** TAARs, exceeding its FY2020 target of 40 TAARs; by end of the fiscal year, USAID had approved 37 TAARs. The following graphic provides a further breakdown of the TAARs and their status:



It is worth noting that CSP was able to conduct the field visits and design the TAARs despite the difficult operating context in Lebanon throughout the fiscal year, which significantly hindered the team’s ability to travel to CSP’s beneficiary communities to further assess their needs. In response, when necessary the team carried out profiling and assessment exercises virtually. When roads opened and field visits became possible, the team clustered multiple trips in the same region and then overnights to meet with all the concerned beneficiaries. For further details about CSP’s adaptive response to the operating context throughout the fiscal year, see Chapter VI.

TECHNICAL ASSISTANCE TO TASK ORDER 2 During the first quarter of the fiscal year, TO 3 finalized its methodology for identifying and designing assistance to improve the knowledge and skills of CSP beneficiaries under TO 2. After conducting field visits and meeting with key local stakeholders, CSP determines a community’s needs as they relate to either a TO 2 intervention already carried out or their institutional sustainability. The team then agrees with the beneficiary on a technical assistance package, reviews the package with the TO 2 team, and finalizes it in coordination with USAID.

Through this process, TO 3 designed **39** TAARs to complement specific TO 2 interventions that were approved during FY2019, before TO 3 was fully operational; the remaining 13 interventions from FY2019 were deemed to not merit further assistance under TO 3. TO 3 team also reviewed and commented on 62 concept notes and 32 Activity Approval Letters (AALs) designed by TO 2 during FY2020. Of the 39 designed TAARs, two were withdrawn because of the non-approval of their associated TO 2 interventions; whereas 15 relate to activities being implemented in the North; 9 to activities in the Beqaa; 9 to activities in the South; 3 in Beirut, and 1 TAAR related to the support of the three regional water establishments.

Additionally, the team proposed **2** TAARs having to do with asset management and proposal writing that are cross-cutting for all partners under TO 2.



Left: A CSP intern from USAID’s USP conducts safety compliance on site during CSP’s emergency response clean-up activity under TO 2 in response to the Beirut blast. Right: A CSP-selected expert trains members of the El Qaa Municipality to operate a USAID-provided waster pump to prevent flooding in underserved areas of the town.

TECHNICAL ASSISTANCE TO TASK ORDERS 4 AND 5 Because CSP’s workforce development and wastewater management components were in their first year of programming, TO 3 focused on laying the groundwork for collaboration with them beginning in FY2021. With TO 4, the TO 3 team will prioritize assistance that promotes TVET institutes’ long-term viability. This may include providing strategies for better engaging surrounding communities with the schools and training that improves the schools’ internal systems.

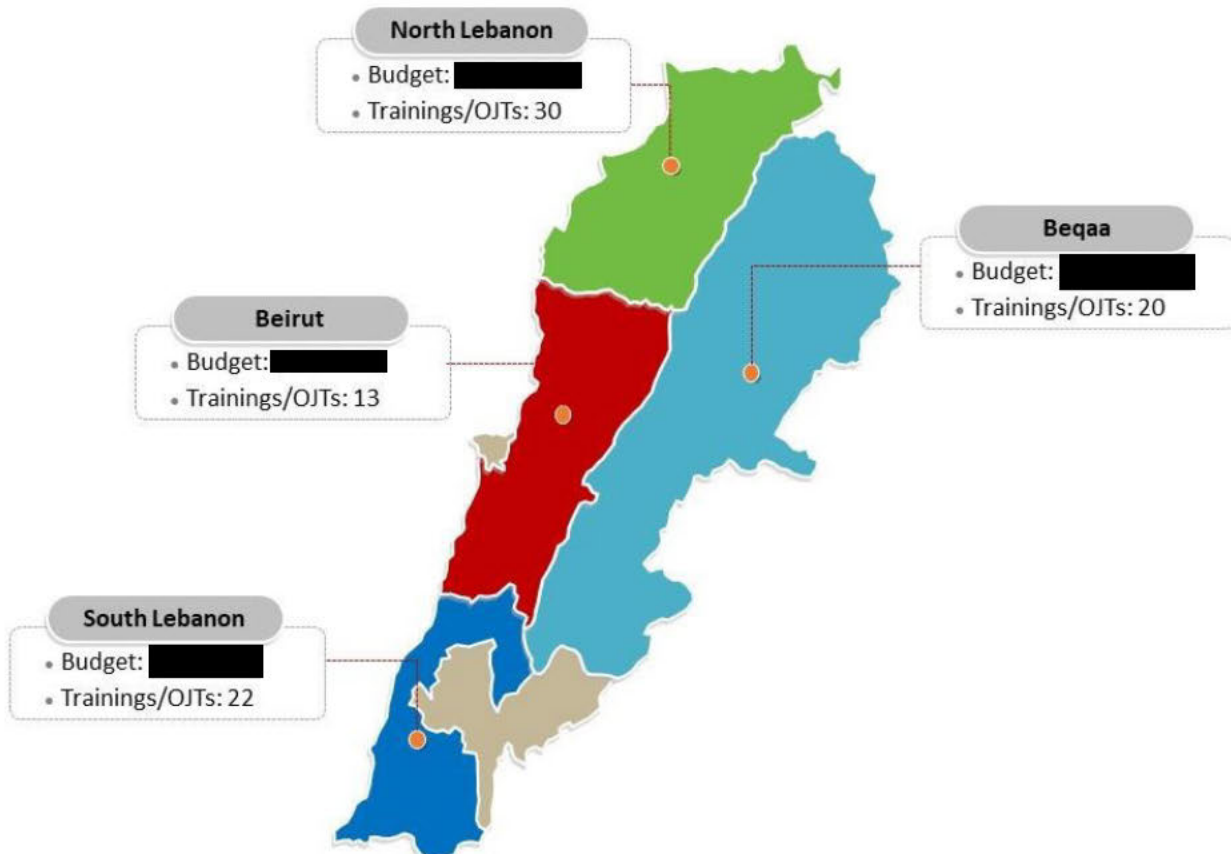
For TO 5, the technical assistance team designed and received approval of **I** TAAR to train staff from the three RWEs on better designing wastewater management projects and evaluating their financial feasibility. Additionally, TO 3 is collaborating with the RWEs to amend and improve their job descriptions and organizational structures so that they include departments dedicated to wastewater management, which will help to sustain CSP’s interventions in the long term. Finally, TO 3 is coordinating with TO 5, the LWP, and the RWEs’ directors to identify and design additional assistance packages to improve the establishments’ management.

IMPLEMENTATION OF TECHNICAL ASSISTANCE

SELECTION OF SERVICE PROVIDERS To implement its assistance packages across CSP’s focus regions, TO 3 contracted **II** service providers based on their responses to six public solicitations released throughout the fiscal year. Please refer to the table below for a list of the service providers and their area of technical expertise.

TO 3 SERVICE PROVIDERS (FY2020)	
SERVICE PROVIDER	AREA OF TECHNICAL EXPERTISE
Rene Moawad Foundation (RMF)	Municipal Financial Management Systems, Asset Management, Governance, Municipal Strategic Planning
Association for Forests, Development, and Conservation (AFDC)	Disaster Preparedness and Response, Public Safety, Forest Fires Preparedness and Response Plans
Center for Active Citizenship (CAC)	Business Planning, Scheduling and Operations Planning, Bookkeeping, and Strategic Planning for Civil Society Organizations and Cooperatives
RJR Trading & Contracting	Operation and Maintenance of Solar Panels, Worker Safety While Changing Streetlights
Al-Rawan	Training on the Operation and Maintenance of Electrical & Water Equipment
Chair in Education for Eco-Citizenship and Sustainable Development (CEEDD) – University Saint Joseph (USJ)	Water Conservation and Environmental Mitigation Measures
MENA Food Safety Associates (MEFOSA)	Food Processing, Food Safety, Improved Sales and Marketing for Cooperatives
Asquare	Market Linkages, Management of a Marketplace and a Festival Area
Lebanon Mountain Trail Association	Guest House Management, Trail Management and Operation, Local Guides Trainings
Quick Solutions	Automated Municipal Financial Software System

SUMMARY OF PROGRESS ON IMPLEMENTATION By the end of FY2020, the technical assistance team had kicked off implementation of **17** TAARs and implemented another **3** TAARs in their entirety. For a full list of TAARs, including those under implementation as well as those whose implementation was still pending as of the end of the fiscal year, please see Annex H. The graphic below shows the distribution of actual trainings and their respective budgets throughout Lebanese regions.



As for the 20 TAARs under various stages of implementation, TO 3 provided **85** on-the-job trainings (OJTs) that were attended by **419** trainees (compared with a fiscal year target of **150** trainees), adding

up to a total of **582.5** training days that were undertaken in FY2020 (compared with a fiscal year target of 450 training days)¹. The graphic below depicts the distribution of trainings per sector and budget:

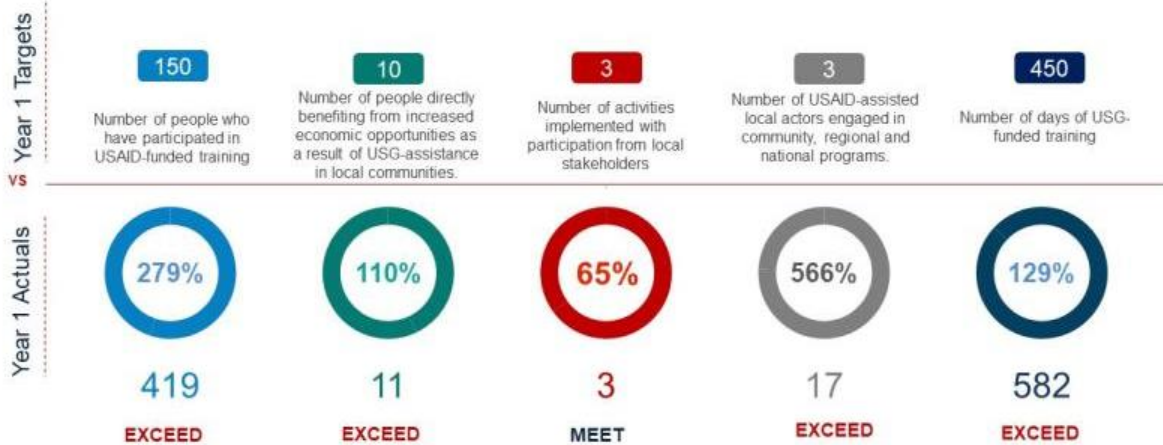


Acquisition and Maintenance of BALADI-CAP Portal. TO 3 also initiated the process of acquiring the BALADI-CAP Knowledge Management Portal. At the end of the fiscal year, CSP's IT and technical teams met with BALADI-CAP to discuss IT transfer modalities and technical modalities for milestones and deadlines. CSP's TO 3 team has since gained access to the portal and will be uploading training materials as part of a training exercise, supported by BALADI-CAP/MSI home office staff. In parallel, the CSP IT team is working with MSI counterparts to ensure the transfer of the portal to CSP by the end of February 2021.

MSMEs supported with USG assistance. TO 3 provided technical assistance to three MSMEs against a target of one in FY2020. Specifically, the Cooperative for Production and Processing of Olives in Akroum and Surroundings; Jdaidet El Qaitaa Women Cooperative for Agricultural Products; and the Cooperative Association for Production of Agricultural Products in Fnaideq received a range of technical assistance in business planning, production, and marketing.

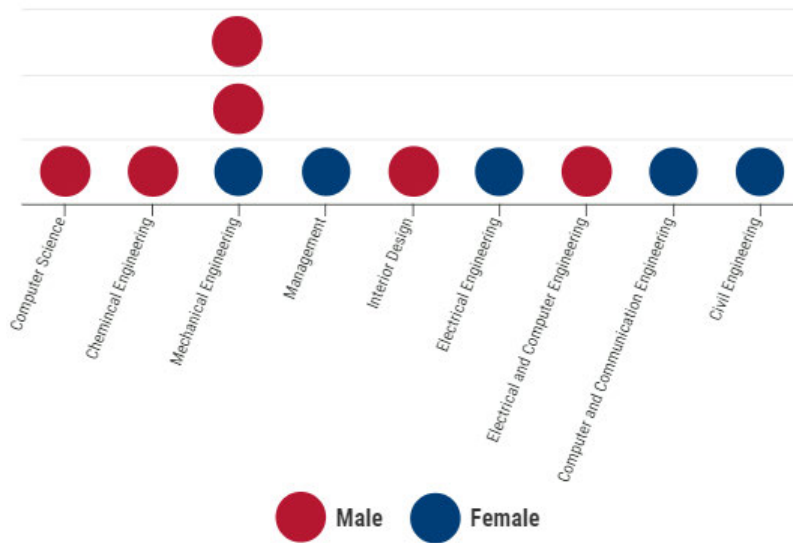
A complete breakdown of how CSP's achievements under TO 3 compared with the targets set for the fiscal year can be found in annex N. However, it is worth noting that the technical assistance team met all its targets for the fiscal year, and in most cases exceeded them. The following graphic showcases several crucial metrics related to CSP's assistance to municipalities, CSOs, and community-based organizations that the team either met or exceeded in its first full year of implementation.

¹ The total number of trainees (419) and training days (582.5) refers to the actual results as recorded by the TO 3 team during the reporting period. There is a slight discrepancy with what is being reported in the MEL table in Annex O because the MEL team waits for the completion of all trainings under a specific TAAR before recording any results. However, from a technical implementation perspective, it is fair and reasonable to consider the trainings as achieved in FY2020 as reported in this section.



COLLABORATIVE PARTNERSHIP WITH THE UNIVERSITY SCHOLARSHIP PROGRAM

Under its partnership with USAID’s USP, CSP brought on 11 scholar interns compared with a fiscal year target of 10 interns — eight from AUB and three from LAU². The interns came from a diverse array of academic backgrounds, as shown in the following chart:



² CSP TO 3 technical team reports on actual ongoing internships (11); whereas the MEL team counts only those internships that were concluded in FY2020, i.e. 3 internships according to the table in Annex O.

Of the 11 scholars, TO 3 was able to hire and utilize 1 intern in a professional capacity, an AUB graduate in chemical engineering. This intern implemented safety quality control measures among the workers on the Beirut emergency response and reporting to CSP on the workers' compliance. See the text box for a list of other types of work carried out by the interns and Annex P.

In addition to bringing on additional interns during FY2021, CSP will hold a graduation event for the first cohort of interns. The team also plans to initiate a mentorship program for CSP staff members to provide career guidance to interns from the USP.

TECHNICAL ASSISTANCE HIGHLIGHT: SUPPORT TO THE AKROUM OLIVE FARMERS COOPERATIVE

Near the beginning of FY2020, CSP's community support component provided an olive farmers' cooperative (COOP) in the Akkar Governorate village of Akroum with an electricity generator and an oil-water separator to enhance the COOP's production capacity and efficiency and boost local farmers' income. Throughout the rest of the fiscal year, the technical assistance team designed a comprehensive package of assistance to enable workers to maximize the impact of the CSP-provided equipment and otherwise ensure the COOP's long-term sustainability.

First, CSP's service provider Al-Rawan provided a multi-part training for the COOP's workers on how to safely operate and maintain the new machinery. The training included a hands-on demonstration on how to work the equipment, customized guidelines for future reference, tip sheets summarizing what to do and what not to, and, finally, a schedule of the weekly, monthly, quarterly, semi-annual, and annual checks that workers should conduct.

Second, another service provider the Center for Active Citizenship (CAC) delivered seven on-the-job training sessions with the COOP's board members and select employees focused on improving the COOP's business, operating, and financial models; pricing and marketing; governance; and customer satisfaction. During each session, CAC offered recommendations on developing a new strategic plan that could bolster the COOP's viability.

Third, the COOP's business plan was shared and discussed with six USP interns from AUB, who were then tasked with designing and implementing a project that would benefit the COOP. One intern, under TO 3's supervision, produced a new strategy that pushed the price of pressing 20 liters of olive oil from a rate of [REDACTED]. The new pricing strategy has already generated significant profits for the COOP, which might otherwise have been lost. Another intern provided a revised organizational structure for the COOP and a detailed scope of work for each position. A third intern will help to train a newly recruited accountant, whom the COOP will hire to digitize its accounts, maximize revenues, and promote financial transparency. Through the TO 3 small grants fund, CSP also procured the accounting software Quick Books and a laptop for the COOP to facilitate the work of the newly hired accountant, who is female.

CSP Internships for USP Scholars Include:

- *Designing new logos for a CSP-upgraded municipal event space in El Qariye (South) and a CSP-supported women's agricultural COOP in Jdaidet el Qaitaa (Akkar)*
- *Support to enhancing the business practices and environmental compliance of an olive farmers COOP in Akroum (North)*
- *Safety compliance, reporting, and corrective action on CSP's emergency response in Beirut*
- *Training farmers in Barghoun and Badbhoun to safely maintain and operate CSP-provided mechanical olive harvesting machines*



CSP interns from the USP at AUB conduct a preparatory site visit to Akroum to design activities to improve the local agricultural COOP's production methods, business practices, and environmental compliance.

Finally, the University of Saint Joseph (USJ) provided a one-day training to all the COOP's board members and staff on best practices for disposing and otherwise managing the solid waste and wastewater resulting from the olive press' operation. Already the COOP's board and other members report improved awareness of how to mitigate potential environmental damage that could be caused by the COOP's operation.

The CSP Akroum intervention illustrates how the technical assistance component is well equipped to enable CSP to identify a variety of entry points where capacity building and other expertise can help to resolve development-related challenges, increase cross-task order cooperation, and utilize the knowledge of USP interns while providing them with meaningful experience.

IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

While TO 3 experienced the same operational challenges as CSP's other technical TOs throughout the fiscal year, the team managed to put in place adaptive measures that enabled it to meet all its targets in FY2020 — and in many cases surpass them. As noted earlier in this section, the team would cluster communities where it needed to conduct a technical assistance profiling exercise and, when roads opened and travel became safe, conduct multiple field visits in the same trip, overnighing when necessary. While working at home amid the COVID-19 pandemic, the team focused on finalizing purchase orders with service providers and creating a first batch of training workshops that could be rolled out to beneficiaries once the government-mandated lockdown was lifted.

FY2021 — TO 3's second full year of implementation — promises a different set of challenges, specifically related to achieving higher targets on outcomes and results, rather than simple training outputs. This will require the team to focus more on improving the internal systems of partner organizations, introducing specific institutional adaptations, laying strong foundations for asset management and sustainability, and capturing stories of communities' innovations in meeting their residents' basic service needs as a result of CSP-implemented technical assistance.

Lebanon's current sociopolitical and economic necessitates a careful approach to TAAR design and implementation, one that takes into consideration the real needs of the communities and how they can

really benefit from TO 3 assistance. The situation will require CSP to listen carefully — either through closer coordination with CSP’s other technical TOs or, if needed, through field visits — to ensure that TO 3 interventions remain relevant. As such, CSP will continue refining its technical assistance methodology, procedures, and structures so that activities continue to be soundly designed, fluidly implemented, and clearly documented and evaluated.

VI. MANAGEMENT AND OPERATIONS

CSP's four technical task orders are supported by a robust management and operations team that ensures the entire CSP team is equipped with the personnel and resources needed to fulfill their programmatic objectives. The rest of this chapter details how CSP's management team adapted to meet rising needs as CSP grew from encompassing one technical TO at the beginning of FY2020 to four technical TOs by the end of the fiscal year, and also put in place measures that helped the technical teams maintain programmatic momentum despite the challenging operating context.

MANAGEMENT AND OPERATIONS

Throughout FY2020, CSP rapidly mobilized and adapted to support the three technical TOs that were awarded at the end of FY2019. CSP TO 1 expanded its mandate to provide management and operational support to all development, stabilization, and technical assistance activities designed and implemented under the four technical TOs, as detailed throughout the rest of this section. Beyond spearheading the recruitment, on-boarding, and training of new staff members throughout the fiscal year, the TO 1 team secured a new office space adjacent to CSP's headquarters ■■■■■ the TO 5 team and conducted minor rehabilitation and partitioning of CSP's main office ■■■■■ to better accommodate all 50 staff members based in the office.

HUMAN RESOURCES

RECRUITMENT Upon USAID awarding the contracts for TOs 3 – 5, CSP quickly expanded the team by successfully recruiting and on-boarding 21 additional staff members to enable all the TOs to accomplish their goals and objectives. By the end of the fiscal year, CSP had managed to create direct, full-time employment for 66 local staff. CSP's organizational chart, current as of the end of FY2020, can be found in Annex I. Following the TOs' successful start-up, CSP's operations team continued to respond to their HR needs as they emerged. Some highlights of the HR team's adaptability are shown in the text box at right.

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Adaptive Human Resource Management

Positions: Director of Communications and Outreach and Graphics and Videography Associate (TO 1)

Rationale: CSP added these positions following an internal communications review in recognition of the program's robust reporting requirements and the need to produce engaging, attractive communications visuals in house.

Positions: Beirut Regional Team (TO 2)

Rationale: Given the rapid and high-profile nature of the Beirut emergency response portfolio in the wake of the Beirut blast, as well as the allocation of at least \$1 million from the TO 2 activity fund for emergency response activities, CSP is on-boarding a regional program manager and a field officer — engineer for Beirut, who are expected to be engaged for a period of at least six months.

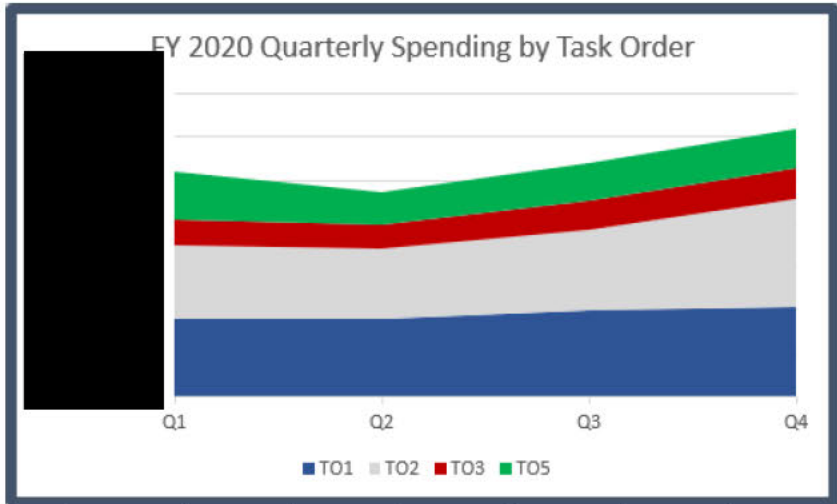
Positions: Procurement Specialist and Construction Supervisors (TOs 1, 5)

Rationale: Ahead of the kick-off of CSP's infrastructure projects under TO 5, which will require substantial procurement and contracting efforts, the team recruited and on-boarded a procurement specialist under TO 1 that will be primarily dedicated to TO 5 as well as two construction supervisors, who will provide engineering support and oversee the construction and infrastructure work.

[REDACTED]

ACCOUNTING AND FINANCE

In FY2020, Lebanon CSP ramped up overall spending as TOs 3 – 5 entered their first full year of implementation. As demonstrated in the graph at right, the newly awarded TOs began experiencing a gradual rise in spending during Quarter 3, as initial activities such as training workshops under TO 3 and feasibility studies began. TO 2 followed a similar trend, with the team designing and implementing a greater number of activities in the North, South, and Beqaa despite lockdowns stemming from the COVID-19 pandemic. TO 1 spending, meanwhile, remained largely consistent as the management and operations backbone of the IDIQ, with only a slight increase in Q3 and Q4 to support initial scale-up of the technical task orders.



By the end of the fourth quarter of the year, CSP will have invoiced [REDACTED] to date under TO 1, which represents [REDACTED] percent of the current obligation and [REDACTED] percent of its contract ceiling. (N.B.: Q4 expenditure referred to throughout this section includes actual expenses from July and August 2020 and expected expenditure from September 2020, which will be invoiced to USAID in November 2020.) In FY2020, TO 1 increased utilization of its three local subcontractors, BTD, ELARD and Quantum, for design, construction supervision, and environmental compliance support, as well as communications expertise, ending the year with [REDACTED] in subcontractor spending in Q4 compared with [REDACTED] in Q1. TO 2 will have invoiced [REDACTED] through Q4, which represents [REDACTED] percent of the current obligation and [REDACTED] percent of its contract ceiling. After receiving a costed modification to extend the period of performance by one year to January 13, 2022, and increase the contract ceiling by [REDACTED] spending increased gradually consistent with the pace of activity approvals and implementation. TO 3 will have invoiced [REDACTED] by the conclusion of Q4, which represents [REDACTED] percent of the current obligation of [REDACTED] and [REDACTED] percent of its contract ceiling. In its first year, TO 3 began spending against the capacity building activity fund to implement trainings and launch its collaboration with the USP at AUB and LAU, overcoming COVID-19 limitations by enforcing safety

guidelines that enabled trainings to resume in Q3. Lastly, TO 5 will have spent ██████████ in FY2020, which represents █ percent of the project's current obligation and contract ceiling. After initial start-up, TO 5 focused on the selection and design of infrastructure interventions, engaging local subcontractors BTD and ELARD for support with identifying the proposed interventions and carrying out feasibility studies and cost-benefit analyses. Please see Annex J for both the Q4 financial report and the FY2020 annual financial report.

GRANTS, SUBCONTRACTS, AND PROCUREMENT

CSP's community stabilization, community development, and capacity building activities are implemented through a mix of subcontracts, grants, memorandums of understanding (MOUs), and in-kind procurements, which are managed and administered by TO 1's activity fund team. Additionally, amid the COVID-19 pandemic, the activity fund team tracked the most up-to-date guidance on the procurement of personal protective equipment (PPE)/covered materials to ensure that staff and beneficiaries were protected and that CSP operated in compliance with USAID regulations. The team also provides TO-specific support, issuing a number of grants, subcontracts, and in-kind procurements for activities to be implemented (and in many cases several agreements for a single activity). The following activity fund highlights took place during FY2020, broken down by CSP TO.

TASK ORDER 2 The activity fund team supported TO 2 in issuing and closing out the five CEGs through fixed amount awards and in issuing two standard grants for the implementation of the labor-intensive activities in partnership with local Lebanese organizations. Regarding subcontracts, the activity fund team managed engagement with quality control and construction subcontractor BTD and environmental services subcontractor ELARD to continue enhancing TO 2's design and construction work through their expertise.

TASK ORDER 3 Under TO 3, the activity fund worked with the technical assistance team to contract seven expert organizations to provide assistance that enhances interventions carried out under TO 2, ranging from financial management and business planning to disaster preparedness and response to the safe operation and maintenance of solar panels and electrical equipment. Additionally, CSP supported TO 3 in executing an MOU with LAU to bring on USP interns.

TASK ORDER 5 Finally, the activity fund team finalized agreements with ELARD and BTD to carry out the prefeasibility studies and, later, the feasibility studies and cost-benefit analyses for the six wastewater infrastructure interventions. CSP will continue to coordinate with the subcontractors as they push forward into the official design and environmental mitigation phases.



CSP's procurement team oversaw the provision of basic equipment to underserved communities throughout FY2020, including solid waste containers to the community of Berqayel (left) and bins following the August 4 explosions in Beirut (right).

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 to expedite the vetting process for key individuals. All submissions of partner information forms during Q4 were tracked using the vetting tracker, as shown in Annex K. During the reporting period, CSP liaised closely with the Lebanon Vetting Support Unit on various guidance and clarifications surrounding scholarship recipients, participant trainees, and government officials which strengthened our working relationship with the unit and ensured compliance.

CROSS-CUTTING TECHNICAL SUPPORT

ENGINEERING AND ENVIRONMENTAL COMPLIANCE

During FY2020, CSP's engineering unit supported TOs 2 and 5, engaging BTD and ELARD in more than 30 activities to produce preliminary designs and environmental risk assessments in order to produce accurate activity proposals. During Year 2, CSP also engaged with USAID's architecture and engineering mission support program/engineering quality assurance partner, CDM Smith, finding effective ways to coordinate and collaborate. This cooperation resulted in successful implementation of several construction projects according to the project's approved QCP.

ELARD submitted Environmental Screening Forms to the Ministry of Environment (MoE) for several CSP activities according to the approved CSP Initial Environmental Examination (IEE) threshold decision. Additionally, CSP's engineering unit in coordination with ELARD adapted the project's Environmental Review and Assessment Checklist (ERACs) to include necessary mitigations related to the COVID-19 pandemic. An environmental compliance summary report, consisting of a consolidated list of all the ERACs submitted to USAID this quarter, can be found in Annex L.

MONITORING, EVALUATION, AND LEARNING

In response to limitations on mobility throughout the reporting period, whether due to security concerns or COVID-19, CSP's monitoring, evaluations, and learning (MEL) team adopted and tested new, innovative methods for collecting data early on to continue helping the technical teams monitor their achieved results against the targets set.

By the end of the fiscal year, CSP had pioneered and tested a new form of data collection that involves disseminating MEL forms to beneficiaries through barcodes that can be scanned using a smartphone (see the testable graphic at right). After scanning the barcode, or QR code, the beneficiaries are directed to a brief form that they fill out and submit, which CSP can then collect, aggregate, and report on. For beneficiaries without access to a smartphone, CSP field officers are able to access multiple forms on their device to ensure CSP collects data for all the beneficiaries of any given activity. The team has introduced and tested the method three times on activities related to TO 3 and will continue to refine and enhance it — mitigating or otherwise controlling for potential biases inherent in the system — throughout FY2021.



Thanks to its innovative data collection methods, the MEL team was able to collect the following aggregate results from FY2020 (inclusive of results from all CSP's TOs, including TO 4): TO 2 key results from FY2020:

- **75,718** residents were benefiting from CSP assistance (**58 percent** female).
- **100 percent** of activities implemented with participation from local partners.
- **60 percent** of the residents of beneficiary communities report improved stability.

The progress on key indicators presented in this report is the result of **19** TO 2 activities whose results were reportable by the end of the fiscal year. For a full account of MEL indicators for the year and how they compare with the targets set under TO 2, see annex M. See annex N for CSP's full indicators tracking table.

It is worth noting that throughout FY2020, the MEL team also collected data related to technical assistance activities under TO 3, mainly the CSP-implemented training workshops. Because TO 3 also falls under development objective 1, like TO 2, in most cases there is a set of common indicators that targets the same set of beneficiaries. This resulted in attributing these results to one of the TOs, mainly TO 2, as the beneficiaries receive USAID assistance by definition under TO 2 first. The single attribution is done mainly to avoid double-counting beneficiaries. However, TO 3's full, disaggregated achievements compared with the targets set can be found in annex O, while annex N is inclusive of CSP's full performance tracker.

Other key MEL activities from FY2020 were as follows:

FINALIZING MEL PLANS The CSP MEL team customized MEL plans for all the new technical TOs, based on coordination with and input from the related technical teams. By the end of the fiscal year, CSP had received approval of the MEL plans for TOs 3 and 4, while the TO 5 MEL plan was pending USAID feedback and approval.

PROGRESS ON CLOSING OUT ACTIVITIES The MEL team surveyed beneficiaries to assess the impact of 8 interventions, in coordination with the TO 2 field team and the communications department.

MEL TRAINING Five members from CSP's MEL team attended a two-day training on February 18 and 19 held by USAID's support services partner, Social Impact, for organizations implementing USAID projects in Lebanon. As a result of the training, the CSP team improved its understanding of USAID's structure, business model, and program cycle; familiarity with USAID policies and how to find them in the automated directives system; knowledge of USAID's strategic objectives in Lebanon, which will help to improve its design of frameworks that feed into USAID objectives; capacity to monitor and report on activities through high-quality indicators and data; and understanding of USAID's requirements and best practices as they relate to collaborating, learning, and adapting.

PARTICIPATION IN FIRST DATA VERIFICATION SESSION In line with USAID's data quality standards, CSP participated in the first data verification session with the Social Impact team in May 2020. Conducted virtually using the Microsoft Teams application platform, the session covered all the indicators for the first two quarters of FY2020. Topics discussed included what the indicators should measure, the data collection tools that should be used to measure results, how results are calculated, and when they should be reported. Following the session, CSP's MEL team shared electronic copies of documents with Social Impact, including data collection forms, examples of memorandum of understanding (MOUs) signed with local actors, and screenshots of CSP's database of beneficiaries.

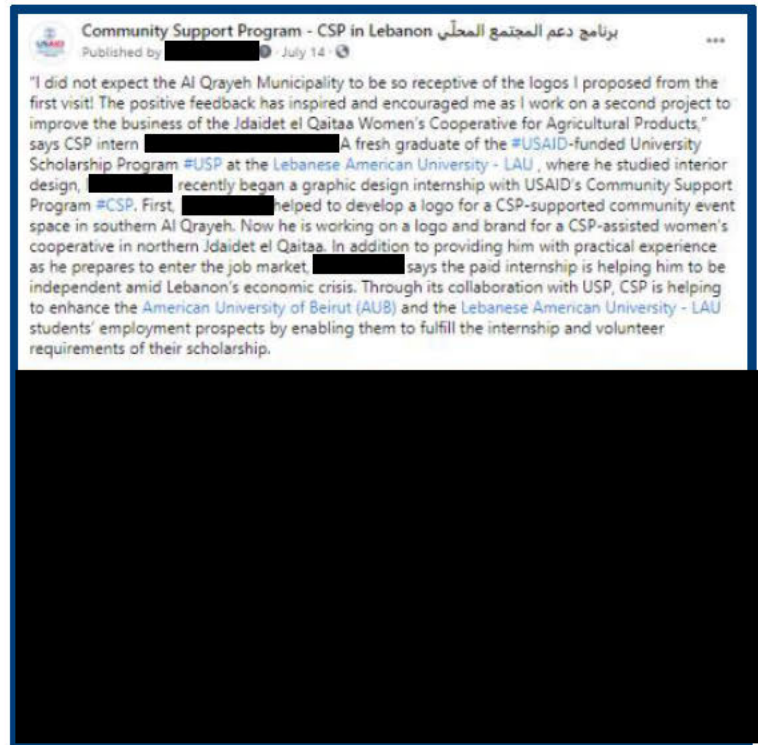
COLLABORATION, LEARNING, AND ADAPTING As part of CSP's Collaboration, Learning, and Adapting (CLA) agenda, the MEL team organized and facilitated a "pause and reflect" session in April 2020 to discuss activities whose outcomes varied from their expected results. The meeting was attended by staff from TOs 1, 2, and 3, and focused on Activity No. NTH0015: Providing Support for Farmers in Noura Affected by the Syrian Conflict. The session tackled identifying design, implementation, and monitoring challenges, capturing lessons learned, and detecting potential adaptive measures to implementation and monitoring to fulfill activity objectives and expected results while also meeting communal expectations. The meeting yielded important lessons from the activity, such as the need for an enhanced engagement process that could help CSP to better understand community needs, an activity design that factors in seasons for agricultural projects, and improved promotion of the activity among the community. The MEL team is devising action plans for closing the gap between reported and targeted results, which it plans to finalize in FY2021.

COMMUNICATIONS AND OUTREACH

As CSP expanded to encompass four technical TOs, the outreach and communications department ramped up its activity to report on and increase public awareness of all the USAID assistance being delivered under the CSP IDIQ. A list of outreach materials submitted and approved during FY2020 is provided below.

It is worth noting that in addition to the deliverables outlined below, CSP's communications specialist and its reporting officer (seconded through Quantum) offered technical CSP staff a range of workshops meant to build their capacity to augment the communications department's bandwidth and produce reporting and outreach internally. These included photography workshops, writing workshops, and other presentations.

SOCIAL MEDIA During FY2020, the team expanded CSP's social media coverage on [Facebook](#), [Instagram](#), and [YouTube](#), and also created a [Twitter](#) as well as [LinkedIn](#) and [SlideShare](#) accounts, where it can publicly share its deliverables with a more business-oriented audience. In addition to posting a higher volume of material, CSP began posting in Arabic to target communities and municipalities in rural areas and Arabic speakers in Lebanon and abroad. The team also spiced up the content of its social media platforms, and posts' topics ranged from activity progress updates to beneficiary testimonies to advertisements for job vacancies. Throughout the year, CSP focused on creating innovative, targeted content and managed to increase its number of "likes" from 180 to 4,879. CSP also fielded more than 1,000 messages/requests on Facebook and Instagram and directed all requests to the relevant CSP touchpoint persons. Some requested information about the project and others asked for CSP assistance based on its previous interventions. Due to the economic crisis, requests for job opportunities and agriculture support have increased.



During [REDACTED] graphic design internship with CSP, the communications team posted about his successes on its social media channels (see the Facebook post above). After reading about [REDACTED] skills and experience on LinkedIn, an interested employer contacted him potential work opportunities.

OUTREACH MATERIALS Throughout FY2020, CSP developed and submitted the following materials to enhance and otherwise promote its assistance to underserved and vulnerable communities:

- 5 videos — an impact video about CSP's provision of mechanical olive harvesting machine to olive farmers in Tanbourit (South), three videos about its emergency response activity following the August 4 explosions in Beirut, and an awareness video on the benefits of sorting at source to complement CSP's solid waste management activity in Berqayel (Akkar).
- 8 Transforming Lives stories (6 approved), highlighting USAID support ranging from improving electricity access to improving the learning environment for underserved students in rural communities to fulfilling a variety of essential public service needs in the northern mountain village of Niha (see annex P).

- *Updated Factsheet and New Brochure*, which will be distributed electronically and during events to showcase CSP's primary objectives and detail its technical components for a general audience.
- *Monthly Newsletter*, promoting the work of USAID through CSP and cultivating buy-in by highlighting CSP's achievements regularly to an audience that includes beneficiaries, government representatives, partners, and members of other donor-funded organizations. The first newsletter was distributed to more than 300 recipients in September 2020, and will be published monthly going forward.
- *Interactive "story maps"* of each quarterly progress report, made using the online mapping software ArcGIS for each quarterly report, that combine narrative, photos, videos, infographics, and maps to tailor the information presented in the report for a general audience.
- *Press Releases*, including a press release highlighting CSP's successes in its first year and a half of programming despite the difficult operating context stemming first from the mass protests that broke out in October 2019 and, later, the COVID-19 pandemic. CSP will continue to produce similar releases on a biannual basis.
- *Banners, folders, and notebooks* to boost the program's visibility, especially during public events.

SUPPORT TO TECHNICAL TASK ORDERS The communications team also expanded its support to CSP's technical TOs, presenting at public events, editing outreach material, and developing social media strategies tailored to each team. Most of the department's efforts in this regard during FY2020 were focused on the community support and technical assistance components, as those two teams had moved into implementation. Meanwhile, it began coordinating with the workforce development and wastewater management teams to lay the groundwork for strategic communications and outreach that will kick off in FY2021. Some highlights from the team's support to TOs 2 and 3 are as follows:

Task Order 2. Throughout the fiscal year, the communications department supported TO 2 throughout all stages of the activity cycle. During the design phase, the department developed a strategic communications plan tailored to each project. Once USAID approved activities, the department regularly supported the TO 2 team during kick-off meetings and to explain outreach requirements, including branding and marking standards, to partners. It followed up on these expectations after implementation began. As the activities achieved impact in communities, the communications department spearheaded awareness campaigns in communities and produced outreach material to enhance the visibility of USAID assistance.

Task Order 3. The team also took an active role under TO 3, assisting with awareness campaigns and providing social media training to partners aimed at enhancing coordination between residents and their municipal representatives.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

In line with USAID's objective to support Lebanon on its journey to self-reliance, CSP has built gender equality and women's empowerment into its programming. Highlights from FY2020 along this track are as follows:

- CSP’s gender focal point gave three awareness presentations centered around promoting gender equality and women’s empowerment to stakeholders and staff.
- CSP profiled and showcased the achievements of female beneficiaries and staff to mark the occasion of International Women’s Day.
- More than half of CSP’s beneficiaries (57 percent) by the end of FY2020 were female, meaning that CSP exceeded its target of 30 percent.

LESSONS LEARNED AND NEXT STEPS

As referenced throughout this report, Lebanon experienced a number of overlapping and cascading events during FY2020 that had a profound impact on the country’s sociopolitical trajectory. Arcing back to the wildfires in October 2019, followed quickly by the nationwide protests that broke out in October 17 (which ushered in a period of political and economic insecurity), and continuing through the August 4 explosions that rocked east Beirut, the nation is at risk of further backsliding. Meanwhile, the worldwide COVID-19 pandemic (initially contained in Lebanon by strict imposition and adherence to prevention measures) was on the rise at the end of the reporting period, only exacerbating an already dire situation. Despite the impact of these events on CSP’s ability to make progress on its multiple technical task orders, the project showed remarkable resilience, agility, and flexibility as it adapted to each new challenge. In the section below, we describe some of the most effective management and programmatic adaptations employed by CSP during the last year and look forward to building upon these lessons learned to accelerate the achievement of results in FY2021.

MANAGEMENT ADAPTATIONS

CONSOLIDATING SITE VISITS The unpredictable nature of public demonstrations and roadblocks and the closure of public institutions and municipalities led to difficulties in planning field visits, especially visits to the regions for staff from our central office in Beirut. To mitigate the effects of known and potential roadblocks, CSP organized multiday trips, leaving Beirut at times when the roads to the North, South, and Beqaa Valley were known to be open and then overnighing for two to three days to meet with all targeted stakeholders during the same trip. The TO 3 team, in particular, used this approach to great effect. Rather than waiting to see whether roads were open and then having to reschedule meetings if they were not, the team managed to conduct capacity assessments of local partners on the same trip over multiple days during Q1 so that implementation of technical assistance could begin in Q2.

BANKING AND FINANCE In response to increasingly restrictive cash withdrawal measures imposed by banks, Chemonics opened a new corporate bank account and individual bank accounts at *Banque Libano-Française* (BLF) for all staff working on both CSP and the Chemonics-implemented USAID/Lebanon Enterprise Development (LED) project. These accounts enable staff to access their earned salaries in U.S. dollars each month and are not subject to the cash withdrawal restrictions Lebanese banks have put in place due to the struggling economy. The new salary payment method took effect beginning in January 2020 and significantly boosted staff morale. Similarly, as the Lebanese lira continued to depreciate against the U.S. dollar, CSP’s suppliers, subcontractors, and grantees were given the option to be paid in USD with “fresh money” wired from the U.S. In response, CSP’s TO 1 finance and operations team coordinated with the Chemonics home-office to pay vendors in USD from an off-shore account. This new payment method resulted in not only facilitating the technical work of CSP, but

also reducing the costs of assistance to beneficiaries by as much as 50 percent as materials purchased in USD on the local market are protected from inflation.

USE OF TECHNOLOGY WHILE

WORKING AT HOME In response to the threat of COVID-19, CSP mandated an extended period of work-at-home (WAH) beginning in March 2020. To maintain team cohesion, all regularly scheduled and ad hoc meetings continued to take place virtually on either Skype for Business or Microsoft Teams platforms, both of which are available to all staff through their Microsoft Office 365 licenses. Given the size of the CSP team (about 70 staff), virtual meetings for the monthly all staff meeting were deemed ineffective. As an alternative, CSP used Loom — a free communication tool to create instantly shareable videos — to share video updates and other important information from the COP and the five TO directors. To supplement the monthly updates, the COP also made weekly Loom videos — usually on Monday mornings — to share important announcements or set priorities for the week. The benefit of Loom is that staff do not have to worry about connectivity issues at a specific meeting time or be able to receive a large file video attachment. While not ideal, these uses of available technology for communicating during the protracted work-at-home period enabled CSP's senior management to connect with and support staff individually while also promoting teamwork.



A screenshot from the monthly update given virtually by CSP's chief of party and task order directors as part of CSP's adaptive approach to the work-at-home modality.

PROGRAMMATIC ADAPTATIONS

ALTERNATIVE SITE VISITS To make progress on the procurement of planned construction activities while also promoting social distancing during COVID-19, CSP opted for an alternative approach to site visits. Under normal circumstances, CSP organizes a bidder's conference where interested vendors come together to assess the site to inform their bids. As large group gatherings became increasingly difficult due to COVID-19, CSP's field engineers began filming virtual site visits to detail the site's technical aspects and needs, using techniques like close-ups when necessary to offer prospective suppliers the most complete picture of the work that needs to be done. The pre-recorded videos were then shared with the vendors as part of the request for proposals. This innovative approach — used for a number of activities, including Rachaiya el Foukhar streetlights (see photo), Ras Baalbek irrigation, and Kfar Hilda water — allowed CSP to move forward with repairing crucial infrastructure under TO 2, while implementing effective social distancing measures.



PROGRAMMATIC PIVOTS CSP is designed to respond to emerging needs to assist the country’s most vulnerable communities. The unfortunate series of events in FY2020 provided ample opportunity for CSP to adapt and pivot in response to new challenges, whether it be COVID-19, the deteriorating economic situation, or newfound needs in east Beirut neighborhoods made vulnerable by the blast. For example, under TO 4, CSP designed and implemented a training to better protect home care professionals from the risk of COVID-19. Carried out in partnership with the local expert group APIS, the training (and complementary procurement of protective equipment) helped to reduce the healthcare providers’ risk of contracting and spreading COVID-19. TO 2, on the other hand, is prioritizing livelihood, income generation, and local economic development interventions — including labor-intensive public works to provide temporary employment opportunities for those hit hardest by the economic crisis. And finally, both TO 2 and TO 3 rapidly responded with a portfolio of assistance in Beirut aimed at repairing and restoring services to revitalize blast-affected areas.

NEXT STEPS

Throughout FY2020, the CSP team has been flexible in responding to changing priorities and has continually rose to the occasion when challenged by prevailing circumstances. As CSP enters its third year, we expect FY2021 to be equally challenging as Lebanon’s sociopolitical and economic issues have yet to be resolved, not to mention continued uncertainty about when and if COVID-19 will be contained. As described above, the experience of FY2020 has provided valuable operational and programmatic lessons learned that can be applied in FY2021.

COLLECTING MEL DATA IN THE ERA OF COVID-19 As noted earlier in this chapter, the MEL team has pioneered a new data collection method for TO 3 training workshops using on-line forms that can be accessed by beneficiaries on a tablet or phone through a QR code. This method enables the MEL team to collect data about interventions when in-person field visits are not possible due to health or security developments. The team plans to continue refining the tool and roll it out other task orders in the coming fiscal year.

CROSS-TASK ORDER COLLABORATION Similarly, we look forward to increased collaboration among CSP’s task orders as evidenced by the interconnections and linkages that were referenced in each task order’s work plan for FY2021. For example, TO 3 and TO 4 will be coordinating to ensure consistency of internship and scholarship offerings; TO 3 and TO 5 will be co-designing technical assistance packages to enhance the operations and sustainability of assisted wastewater facilities; and the TO 1 engineering unit will continue to provide oversight to all engineering, environmental compliance, and construction implementation across all technical task orders. These are a just few examples of how the diverse expertise of the task order teams will come together — all under the banner of the IDIQ — to amplify the impact of CSP.

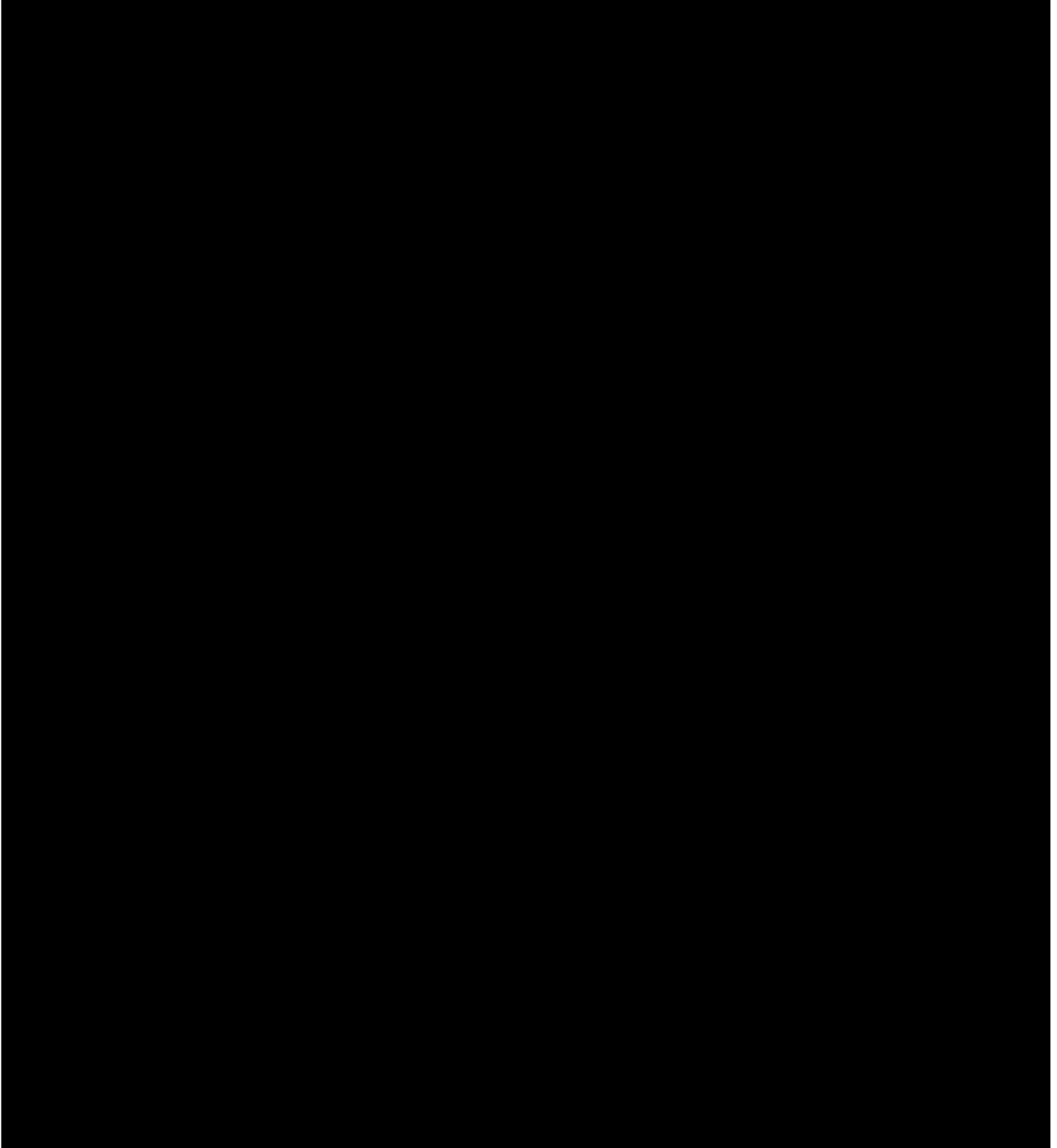


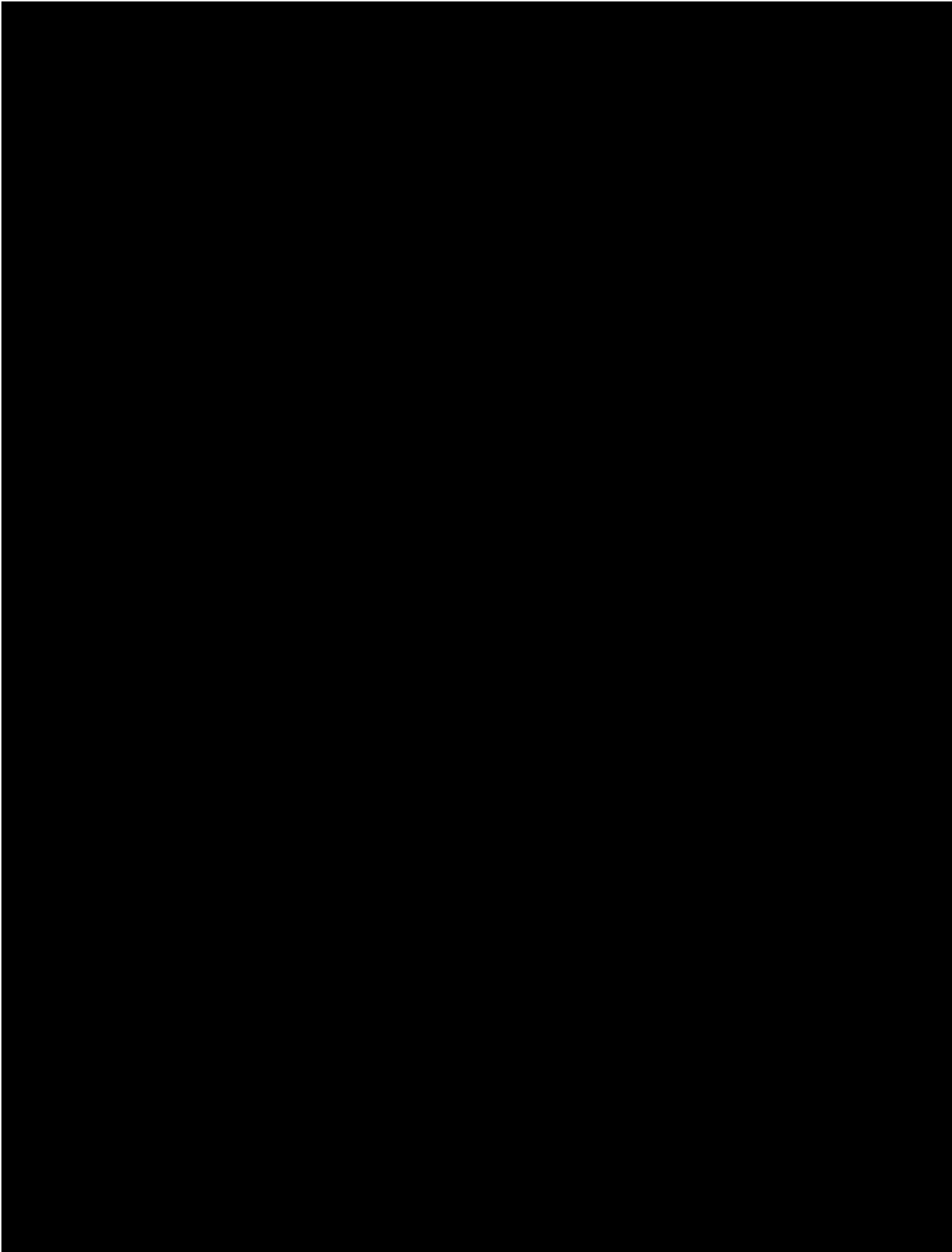
LEBANON COMMUNITY SUPPORT PROGRAM

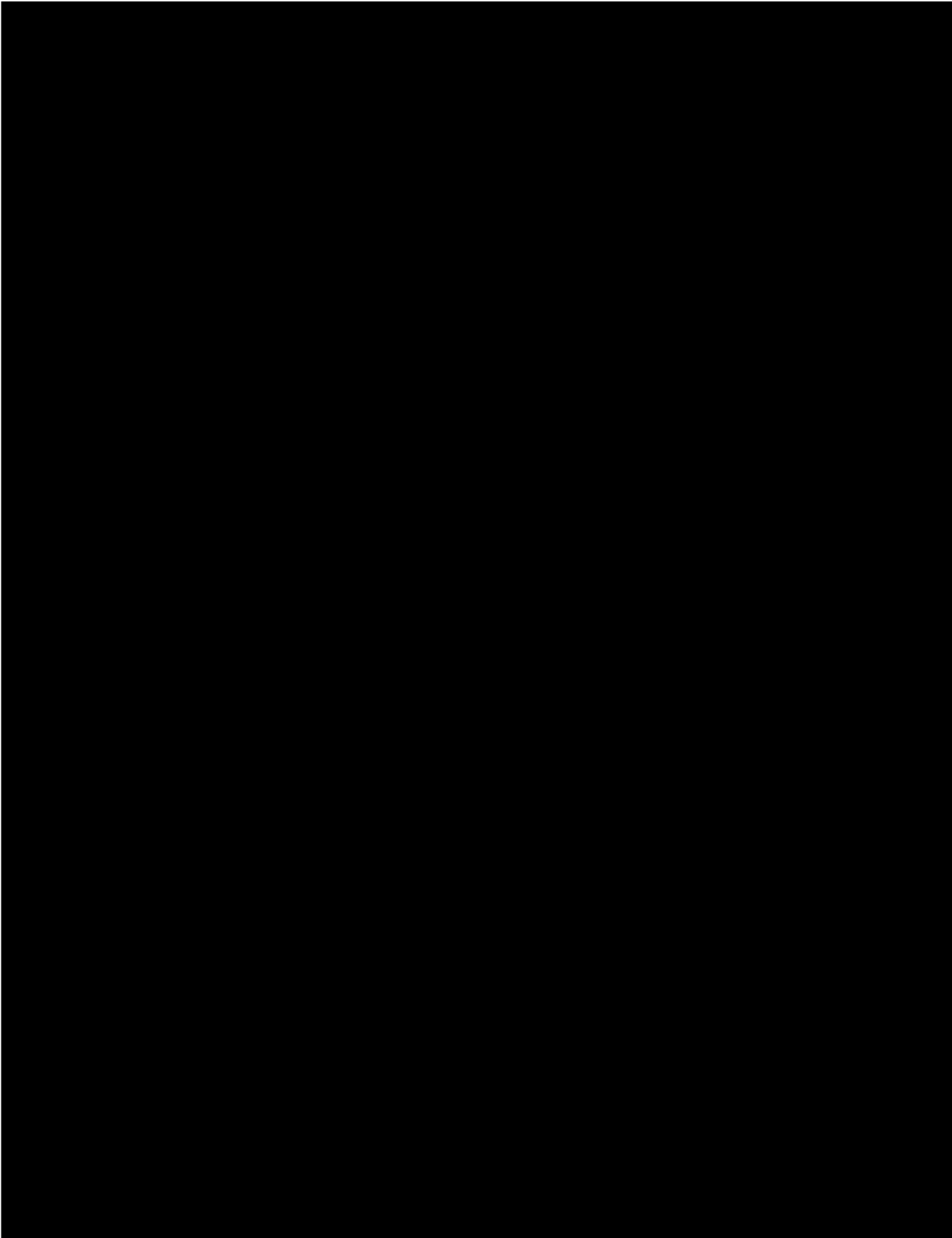
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VII. ANNEXES

ANNEX A: FY2020 COMMUNITY PROFILES









ANNEX B: COMMUNITY ENGAGEMENT GRANT TRACKER

TO 2 COMMUNITY ENGAGEMENT GRANT TRACKER		
CODE	PARTNER	ACTIVITY DESCRIPTION
CE001	Rene Mouawad Foundation	Amplifying CSP's Capacity to Engage Communities to Identify Potential Stabilization and Development Activities
CE002	Caritas	Amplifying CSP's Capacity to Engage Communities to Identify Potential Stabilization and Development Activities
CE004	Peace Labs	Amplifying CSP's Capacity to Engage Communities to Identify Potential Stabilization and Development Activities
CE005	Nahnoo	Amplifying CSP's Capacity to Engage Communities to Identify Potential Stabilization and Development Activities
CE006	Akkar Network for Development	Amplifying CSP's Capacity to Engage Communities to Identify Potential Stabilization and Development Activities

ANNEX C: TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER

TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER (RAD/LSA)			
MUNICIPALITY	DISTRICT	REGION	GRANTEE
Yarine	Tyre	South	Caritas – CE002
Aalma ech Chaab	Tyre	South	Caritas – CE002
Arab El Jall	Saida	South	Caritas – CE002
Kfar Jarra	Jezzine	South	Caritas – CE002
Anane	Jezzine	South	Caritas – CE002
Aarab Tabbaya	Saida	South	Caritas – CE002
Kfar Hamam	Hasbaiya	South	Nahnoo – CE005
Al Fardis	Hasbaiya	South	Nahnoo – CE005
Meri	Hasbaiya	South	Nahnoo – CE005
EL Heberiyeh	Hasbaiya	South	Nahnoo – CE005
El Hleliyeh	Saida	South	Nahnoo – CE005
Kfar Chouba	Hasbaiya	South	Nahnoo – CE005
Majdelyoun	Saida	South	Nahnoo – CE005
Es Salhiyeh	Saida	South	Nahnoo – CE005
Rachiine	Zgharta	North	RMF – CE001
Kousba	El Koura	North	RMF – CE001
Batroun	Batroun	North	RMF – CE001

Qobbet Chamra	Akkar	North		AND – CE006
Tal Abbas Gharbi	Akkar	North		AND – CE006
Hissa	Akkar	North		AND – CE006
Talmaayan	Akkar	North		AND – CE006
Rmoul	Akkar	North		AND – CE006
Mechmech	Akkar	North		AND – CE006
Hrar	Akkar	North		AND – CE006
Beit Ayoub	Akkar	North		AND – CE006
Beit Younis	Akkar	North		AND – CE006
Khreibet	Akkar	North		AND – CE006
Jebrayel	Akkar	North		AND – CE006
Burj	Akkar	North		AND – CE006
Tikrit	Akkar	North		AND – CE006
Oyoun	Akkar	North		AND – CE006
Bazbina	Akkar	North		AND – CE006
Mansoura	West Beqaa	Beqaa		RMF – CE001
Kamed EL Loz	West Beqaa	Beqaa		RMF – CE001
Manara	West Beqaa	Beqaa		RMF – CE001
Es Swairi	West Beqaa	Beqaa		RMF – CE001

Marj	Zahle	Beqaa		Peace Labs – CE004
Jdita	Zahle	Beqaa		Peace Labs – CE004
Makse	Zahle	Beqaa		Peace Labs – CE004
Faour	Zahle	Beqaa		Peace Labs – CE004
Riyag	Zahle	Beqaa		Peace Labs – CE004
Taalabeya	Zahle	Beqaa		Peace Labs – CE004
Qab Elias	Zahle	Beqaa		Peace Labs – CE004
Qaraoun	West Beqaa	Beqaa		Peace Labs – CE004
Fekha	Baalbek	Beqaa		Peace Labs – CE004
Rachaya Union	Rachaya	Beqaa		RMF – CE001
Qoussaya	Zahle	Beqaa		Caritas – CE002
Zeghrine el Tahta	Hermel	Beqaa		Caritas – CE002
Masnaa el Zohra/Jebaa	Baalbeck	Beqaa		Caritas – CE002
Et Taybeh	Baalbeck	Beqaa		Caritas – CE002

ANNEX D: CSP TO 2 CONCEPT AND ACTIVITY TRACKER

Code	Location	Governorate	Activity Description	Sectors	Estimated Value	Final Value	Status	Notes (Updates, Challenges, Progress)	Beneficiaries	Actual beneficiaries reported	Date Approved	End Date
BQA001	Britel	Baalbek-Hermel	Providing Essential Equipment to the Britel Public School	Public Education			Closed (Service is functional and being delivered)	Closed	984	983	12/12/2018	31/01/2019
BQA002	Ali en Nahri	Beqaa	Providing Essential Equipment to Ali Nahri Public High School	Public Education			Closed (Service is functional and being delivered)	Closed	336	335	12/12/2018	31/01/2019
BQA003	Aarsal	Baalbek-Hermel	Provision of Fuel Vouchers in Response to Local Grievances	Emergency Response			Closed (NFI distribution; therefore not intended to be a sustained service by design)	Closed	1,895	1895	25/01/2019	30/04/2019
BQA004	Tannoura	Beqaa	Providing the municipality with 250 KVA generator and replacing storm affected accessories	Electricity			Closed (Service is functional and being delivered)	Closed	1,150	1150	01/03/2019	08/01/2019

BQA005	Joub Jannine	Beqaa	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages	Emergency Response		Closed (Service is functional and being delivered)	Closed	367	367	21/02/2019	30/4/2019
BQA007	Fissane	Baalbek-Hermel	Expanding Fissane Cooperative	Livelihoods		Under Implementation (Procurement is not done yet)	Intervention is on hold pending further vetting requirements	42		21/02/2019	01/01/2020
BQA008	Aarsal	Baalbek-Hermel	Provision of Fuel Vouchers in Response to Local Grievances II	Emergency Response		Closed (NFI distribution; therefore not intended to sustained a service by design)	Closed	20,175	20,455	06/03/2019	07/01/2019
BQA009	El Qaa	Baalbek-Hermel	Equipping El Qaa Municipality for Storm Response	Emergency Response		Completed (Service is functional and being delivered)	Pending COR approval to close	2,150	3,000	11/03/2019	08/01/2019

BQA011	Deir El Ahmar	Baalbek-Hermel	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar	Water		Under Implementation (Procurement did not start yet)	Progress was reported regarding the legal documents from the Ministry of Finance. Documents are being reviewed by CSP's lawyer before resuming work on this activity.	15,976		31/05/2019	31/1/2020
BQA012	Ghazze	Beqaa	Improving Public Safety in Ghazze through Retaining Wall	Infrastructure		Under Implementation (Service is functional and being delivered)	Works completed.	383		06/05/2019	30/11/2019
BQA014	Hawch er Rafqa	Baalbek-Hermel	Reducing Tensions through Equipping the Intermediate Public School of Hawch El Arab	Education		Completed (Service is functional and being delivered)	Pending USAID approval to close out; CDM Smith visit and final compliance report	189	189	15/7/2019	15/4/2020
BQA015	El Khiara	Beqaa	Enhancing Safety and Security through Solar Lighting in El Khiara	Electricity		Completed (Service is functional and being delivered)	Pending ACP development.	5,500	4,300	15/7/2019	15/4/2020

BQA016	Saadnayel	Beqaa	Reducing Tensions through Installation of Water Filtration System at Intermediate Public School of Saadnayel	Water		Completed (Service is functional and being delivered)	Pending ACP development.	870	782	10/10/2019	31/03/2020
BQA017	Ras Baalbek	Baalbek-Hermel	Rehabilitating the main irrigation channel in Ras Baalbek to preserve water and improve livelihoods	Water		Under Implementation (Works did not start yet)	Tender evaluation ongoing	2,000		28/10/2019	31/08/2020
BQA018	Majdel Aanjar	Beqaa	Equipping Majdel Anjar Agricultural Produce Cooperative	Livelihoods		AAP submitted	AAP resubmitted. Pending USAID approval	15,976			
BQA020	Ainata El Arz	Baalbek-Hermel	Supporting Rural Livelihoods by Improving Agricultural Production Methods for Ainata el Arz Farmers	Livelihoods		AAP submitted	Pending USAID feedback and approval	750			

BQA021	El Ansar	Baalbek-Hermel	Improving electricity service in El Ansar through the provision of a 75-KVA generator with connections and maintenance crane	Electricity		AAP submitted	Pending CSP input on COR feedback.	3,250				
BQA022	El Manara	Beqaa	Enhancing Solid Waste Management in El Manara by Providing recycling bins	Solid Waste Management		AAP submitted	Pending CSP input on COR feedback.	5,100				
BQA023	Loussiya – Sultan Yaacoub	Beqaa	Providing Sustainable Electricity to the Loussiya Water Pump through solar panels and Backup Generator	Water		AAP submitted	Pending USAID feedback and approval	377				
BQA024	El Mansoura	Beqaa	Improving Economic Opportunities for Microenterprises in El Mansoura by Equipping an Open-Air Commercial Space	Livelihoods		AAP submitted	Pending USAID feedback and approval	126				
BQA025	Nabi Ayla	Beqaa	Improving Public Safety through the Construction of a Retaining Wall and Side Rails in Nabi Ayla	Infrastructure		AAP submitted	Pending USAID feedback and approval	4,400				

BQA026	Talia	Baalbek-Hermel	Resolving Tensions over Water Scarcity in Talia by Constructing an Elevated Water Tank	Water		AAP deferred to CO approval	Pending USAID feedback and approval	4,500				
BQA027	Dahr el Ahmar	Beqaa	Responding to the urgent community need for electricity provision in Dahr el Ahmar by providing a 450-KVA generator to the municipality	Electricity		AAP submitted	Pending USAID feedback and approval	1,540				
BQA028	El Aaqabe	Beqaa	Resolving tensions over water shortages in El Aaqabe by procuring and installing two water collection tanks and one water booster pump	Water		AAP submitted	Pending USAID feedback and approval	7,500				
BQA029	Ech Charbine	Baalbek-Hermel	Enhancing access to equipment and tools for Ech Charbine women's and farmers' cooperatives	Livelihoods		AAP submitted	Pending USAID feedback and approval	74				

BQA030	CWB - North Beqaa	Baalbek-Hermel	Expanding Cooperation Without Borders' Current Nursery Operations by Installing 1,400 Square Meters of Greenhouses with a Heating and Cooling System to Provide Low-Cost, High-Quality Seedlings and Services to More Local Farmers in Northeast Beqaa	Livelihoods		AAP submitted	Pending USAID feedback and approval	500				
BQA031	Bechwat	Baalbek-Hermel	Reducing Tensions and Supporting Farmers and residents in Bechwat by Upgrading the Water System	Water		AAP submitted	Pending USAID feedback and approval	3760				
Pending	Ras Baalbek	Baalbek-Hermel	Improving Water Efficiency and Agricultural Production Through Drip Irrigation Infrastructure in Ras Baalbek	Water		Yellow-Lit	Pending AAP.	6,000				
Pending	Hawch Barada	Baalbek-Hermel	Enhancing safety and security in Hawch Barada through the installation of 86 LED streetlights	Electricity		Yellow-lit	Pending AAP	1,800				

Pending	Es Swairi	Beqaa	Reducing tensions over water scarcity in Es Swairi by supplying and installing a 450-KVA back-up generator with accessories to operate the existing water pumping system	Electricity		CN submitted	Pending USAID feedback	10,000				
Pending	Hawch el Harime	Beqaa	Reducing tensions over the solid waste crisis in the village of Hawch El-Harime through provision of 360 street metal bins	Solid Waste Management		CN submitted	Pending USAID feedback	12,000				
Pending	Aaiha	Beqaa	Responding to the urgent community need for electricity provision in Aaiha by providing a 450 KVA generator to the municipality	Electricity		CN submitted	Pending USAID feedback	4,500				
Pending	Deir El Ghazal	Beqaa	Responding to the urgent community need for electricity provision in Deir el-Ghazal by providing a 400 KVA generator to the municipality	Electricity		CN submitted	Pending USAID feedback	1,500				

Pending	Makse	Beqaa	Improving the Solid Waste Management System of Makse village by Reducing Collection Costs on the Municipality through Provision of 50 Street Recycling Bins	Solid Waste Management		CN submitted	Pending USAID feedback	7,000				
Pending	Rayaq	Beqaa	Enhancing Security and Service Delivery in Rayaq by Replacing 900 Traditional Streetlights with LED Bulbs	Electricity		CN submitted	Pending USAID feedback	15,000				
Pending	Majdel Aanjar	Beqaa	Reducing tensions over water in Majdel Aanjar through the provision of a solar system for its water pump	Water		CN submitted	Pending USAID feedback	19,000				
Pending	El Marj	Beqaa	Reducing tensions between Lebanese and Syrian residents in El Marj by replacing 1,080 streetlights with LED bulbs to enhance local safety	Electricity		CN submitted	Pending USAID feedback	40,000				

Pending	Labor-Intensive Works (Beqaa)	Beqaa	Supporting the livelihoods of local communities in the Beqaa valley through the implementation of labor-intensive works in some of the most vulnerable communities	Livelihoods		CN submitted	Pending USAID feedback	600				
Pending	El Qaraoun	Beqaa	Reducing tensions between Lebanese and Syrian residents in El Qaraoun by replacing 550 streetlights with LED bulbs to enhance local safety	Electricity		CN submitted	Pending USAID feedback	14,000				
Pending	El Fekehe	Baalbek-Hermel	Reducing tensions over water in El Fekehe through the installation of a solar system for its water pump	Water		CN submitted	Pending USAID feedback	10,000				
NTH001	Tripoli	North	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities	Solid Waste Management		Closed (Service is functional and being delivered)	Closed	15,976	18,087	12/12/2018	30/06/2019	

NTH002	Qabaait	Akkar	Supporting Qabaait Public Middle School	Public Education	[REDACTED]	Completed (Service is functional and being delivered)	ACP resubmitted, pending USAID approval to close.	377	376	21/02/2019	30/06/2019
NTH003	Jabal Akroum	Akkar	Enhance Strained Water Services in Jabal Akroum	Water		Completed (Service is functional and being delivered)	CDM Smith submitted the quality assurance report. All needed modifications are done.	12,000	12,000	28/02/2019	31/10/2019
NTH004	Akroum	Akkar	Supporting Olive Tree Farmers in Akroum through a decanter and generator	Livelihoods		Under Implementation (Service is functional and being delivered, environmental measures are being addressed)	Environmental mitigation measures under implementation	600		15/02/2019	30/11/2019
NTH007	El Mahmra	Akkar	Supporting the waste water management system in El Mahmra	Wastewater		Under Implementation (works did not commence yet)	Design is in its final stages, CSP will issue an RFQ within one to two weeks.	17,000		10/10/2019	31/10/2020

NTH008	Markebta	North	Building a supporting wall in Markabta	Infrastructure		Under Implementation (works are not completed yet)	Works on-going. Expected to finish in October 2020.	6,000		22/03/2019	31/07/2020
NTH009	Jdaidet el Qaitaa	Akkar	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products	Livelihoods		Under Implementation (works did not commence yet)	Awaiting ERAC approval from USAID for AFT to launch tender.	33		02/05/2019	30/04/2020
NTH010	Kfar Hilda	North	Ensuring a proper water flow in the channels of Kfar Hilda	Water		Under Implementation (works are not completed yet)	Implementation is ongoing and on-time.	2,100		15/07/2019	15/04/2020
NTH012	Fnaideq	Akkar	Supporting Livelihoods through Improving Sales for a Rural Cooperative in Fnaideq	Livelihoods		Under Implementation (Due to COVID-19, restrictions on kiosk mobility had its toll on sales and impact)	Pending ACP development.	55		09/05/2019	31/10/2019
NTH013	Mouanse	Akkar	Rehabilitation of the pumping system for the borehole feeding Mouanse village	Water		Under Implementation (works are not completed yet)	Implementation kicked-off on the ground. One of the pumps will be installed within a month. After several attempts, the contractor failed to	3,010		15/07/2019	15/03/2020

						provide the second pump from the Lebanese market. Therefore, CSP requested to place an order to ship it from the country of origin.				
NTH015	En Noura	Akkar	Providing support for farmers in Noura affected by the Syrian conflict	Livelihoods	Completed (Service is functional and being delivered)	Pending CSP feedback on USAID comments to approve closeout.	126		13/05/2019	31/08/2019
NTH016	Bebnine	Akkar	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	Education	Under Implementation (Service is functional and being delivered)	Pending ACP development.	731		15/07/2019	15/04/2020
NTH017	Bebnine	Akkar	Supporting Salam Public Mixed School in Bebnine	Education	Completed (Service is functional and being delivered)	Pending ACP development.	582	740	15/07/2019	15/04/2020

NTH019	Niha	North	Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids	Infrastructure		Under Implementation (Service is functional and being delivered)	Pending final ceremony to closeout activity. Pending ACP development	540	295		
NTH020	Aachach, Meriata, Arde	North	Improving and Rehabilitating the Irrigation distribution Network in Aachach, Meriata, and Arde villages to supporting Livelihoods and Ease Water Resource Tensions amongst the three villages.	Water		Under Implementation (Works did not commence yet)	Awaiting ERAC approval from USAID for AFT to launch tender.	123		04/11/2019	31/08/2020
NTH024	Berqayel	Akkar	Supporting Solid Waste Management in Berqayel Village by Waste Bins, Broom, and Two Recycling Points	Solid Waste Management		Under Implementation (Service is functional and being delivered)	Pending ACP development.	32,200		04/11/2019	15/4/2020

NTH025	Bechmizzine	North	Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmizzine Material Recovery Facility in Koura through equipment provision and technical assistance	Solid Waste Management		Under Implementation (Works did not commence yet)	CSP conducted an initial meeting with the partners and is planning to launch the project with the ten involved municipalities.	21,000			
NTH026	Barghoun and Badbhoun	North	Supporting farmers from Barghoun and Badbhoun through providing mechanical harvesters	Livelihoods		Completed (Service is functional and being delivered)	Pending MEL visit and ACP development. COVID-19 related delays	650		10/10/2019	31/01/2020
NTH027	Khirbet el Jendi	Akkar	Supporting Khirbet ej Jendi Electrical Backup System	Electricity		Under Implementation (Works did not commence yet)	Pending tender solicitation.	4,800			

NTH028	Ras Nhach	North	Supporting the Solid Waste Sorting System in Ras Nhach through Distributing Bins and Awareness Campaign	Solid Waste Management		Under Implementation (Works did not commence yet)	Kick-off meeting to be conducted, ERAC pending USAID approval.	5,536			
NTH029	Khirbet Daoud	Akkar	Quelling tensions over electricity shortage in Khirbet Daoud through provision of a needed electricity transmission stations	Electricity		Under Implementation (Works did not commence yet)	BOQ and tender documents are ready, CSP to proceed with the tender solicitation.	11,500			
NTH030	Qalmoun / Dedde	North	Labor Intensive intervention to create a hiking trail between the two communities	Labor-intensive		Under Implementation (Works did not commence yet)	Plan on trail management requested for Mid-Sep	270			
NTH031	Haret el Fouwar	North	Completing the Sewage Network Lines in Haret el Fouwar Village	Wastewater		Under Implementation (Works did not commence yet)	BTD to submit draft tender documents to CDM for review - Pending feedback on ERAC.	8,700			
Pending	Kfar Aaqqa	North	Water Treatment system in Kfar Aaqqa to produce drinking water	Water		Yellow-Lit	Pending NLWE approval on the concept before proceeding with AAP	253			

	Menjez	Akkar	Addressing Irrigation Water Shortages in Menjez to Improve Livelihoods	Water		Yellow-Lit	Pending Municipal confirmation on the feasibility of the activity before developing an AAP	545				
NTH032	Dar Baachtar	North	Supporting the olive oil farmers in Dar Baachtar and surrounding villages by ensuring operational continuity of the local pressing mill	Livelihoods		AAP submitted	Pending CSP's reply to USAID comments on AAP.	400				
Pending	Rachaaine	North	Supporting the Solid Waste Management in Rachiine through the Construction of a Storage Hangar and a Sorting Facility	Solid Waste Management		Pending Yellow light	In process of addressing USAID comments on concept note.	7,000				
NTH033	El Batroun	North	Alleviating Tensions over Wastewater in Batroun by Supporting the Batroun Municipality to Connect Three Neighborhoods to the Main Wastewater Network.	Wastewater		AAP Submitted	In process of addressing USAID comments on AAP.	5,005				

NTH034	Majdlaya	North	Improving Municipal Solid Waste Management and Reducing Tensions in Majdlaya Village by providing 65 Steel Waste Bins, and Four Recycling Collection Points	Solid Waste Management		AAP submitted	Pending CSP's reply to USAID comments on AAP.	30,000				
Pending	Zgharta	North	Reducing post-harvest losses at the Zgharta Wholesale Fruits and Vegetables Market by upgrading storage facilities	Livelihoods		AAP submitted	Pending CSP's reply to USAID comments on AAP.	500				
Pending	Haret et Tanak/ El Mina	North	Reducing resource-based tensions between Lebanese and Syrian residents in Haret Tanak neighborhood in El Mina by constructing a wastewater network	Wastewater		CN Submitted	USAID provided feedback to Chemonics to confirm the legality of residences in the neighborhood. Due to their illegal status the activity will be retracted.	1,475				
Pending	Beit Mellat	Akkar	Supporting the community of Beit Mellat in Akkar through the installation of an on-grid solar system for its water pump	Water		CN Submitted	Pending USAID feedback	24				

Pending	Jebrayel	Akkar	Supporting Jebrayel Municipality to Provide Electrical Services Through Provision of a Generator, Electric Board, and Network	Electricity		CN Submitted	Pending USAID feedback	3,350				
Pending	Mazraat et Teffah	North	Installing an on-grid Solar System for Mazraat El Tefeah's water pump	Electricity		CN submitted	Pending USAID feedback	2,000				
Pending	Tikrit	Akkar	Enhancing water provision in Tikrit through the installation of an on-grid solar system for its water pump and a 150-meter water connection pipeline.	water		CN submitted	Pending USAID feedback	20,000				
Pending	El Borj	Akkar	Enhancing water provision in Bourj Akkar through the installation of an on-grid solar system for two water wells	water		CN submitted	Pending USAID feedback	4,000				
Pending	Kfar Yachit and Bisbeel	North	Reducing tension between the Kfaryashite and Bisebaal residents over rainwater flooding through	Infrastructure		CN submitted	Pending USAID feedback	3,500				

			the construction of a rainwater drainage system.								
STH001	Saida	South	Installing solar Led lights in Old Saida alleys to enhance sense of security	Electricity		Under Implementation (Works did not commence yet)	CSP's engineer finalized the as-built drawings where the solar farm will be installed. Evaluation of tenders is ongoing.	5,536		04/04/2019	30/01/2020
STH002	El Miye w Miye	South	Enhance solid waste collection and sorting from source efforts in "Miyeh w Miyeh"	Solid Waste Management		Under Implementation (Service is functional and being delivered)	ACP submitted. Pending USAID approval	21,000		15/02/2019	01/01/2020
STH005	Hasbaiya	Nabatieh	Providing Water Filtration for Hasbaiya Water Tank	Water		Under Implementation (Works did not commence yet)	Change in design and timeline is approved by USAID.	8,700		03/11/2019	30/07/2020
STH006	Bqasta	South	Providing better water services in Bqasta	Water		Under Implementation (Works did not commence yet)	CSP posted Ad for Amendment I to RFQ-CSP-TO2-S-20-061 - Construction of Elevated Water Tank in Bqasta (South	11,500		03/11/2019	31/12/2020

							Lebanon) on Daleel-Madani.				
STH007	El Ghazieh	South	Enhancing Water Provision in El Ghazieh Region through Construction of a Water Tank	Water		AAP submitted	Due to delays in acquiring the legal documents, CSP retracted this intervention.	253			
STH008	Ain Ebel	Nabatieh	Upgrade of the municipal festival grounds and development and outfitting of the cultural trail and historical sites	Livelihoods		Under Implementation (Works are partially done but due to COVID-19 the service is not yet functional)	Revised ERAC pending USAID approval.	253			
STH009	Tanbourit	South	Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters	Livelihoods		Completed (Service is functional and being delivered)	Pending CSP feedback on USAID comments to approve closeout.	270	172	10/10/2019	31/03/2020

STH010	Jinjlaya	South	Enhancing the provision of water in Jinjlaya	Water		Under Implementation (Service is functional and being delivered, additional scope is being discussed)	CSP is following up with USAID and CDM Smith regarding the findings of their report before closing out. BTD conducted a technical visit to identify the main reasons resulting in the damage of the installed VFD. Pending BTB report.	545	1,435	10/10/2019	01/10/2020
STH014	Ed Damour	Mount Lebanon	Emergency response to Damour wildfires by replacing damaged electrical cables and water networks	Emergency Response		Under Implementation (Service is functional and being delivered)	CSP to proceed with ACP development.	5,000		28/10/2019	30/11/2019
STH015	Ed Damour	Mount Lebanon	Providing equipment to Arc-en-ciel in response to the latest wildfires	Emergency Response		Under Implementation (Service is functional and being delivered)	CSP is following up with AeC to prepare for closure this month.	30			

STH016	Rachaiya el Foukhar	Nabatieh	Enhancing Security and Service Delivery through Efficient Street Lighting in Rachaiya El Foukhar	Electricity		Under Implementation (Works did not commence yet)	Pending relaunch of solicitation	1,137				
STH017	El Qariyeh	South	Improving Economic Opportunities in El Qariye by Supporting Community Investments	Livelihoods		Under Implementation (Works are partially done but due to COVID-19 the service is not yet functional)	Procurement of kiosks, tents, latrines and benches is ongoing. Four kiosks were delivered this week.	94				
STH018	Jinsnaya	South	Constructing an elevated water tank in Jinsnaya	Water		Under Implementation (Works did not commence yet)	Finalizing the design in coordination with BTD and the SLWE.	5,450				
STH020	East Saida (El Bramieh, Hlaliye, Aabra, Majdelyoun, Es Salhiye and Ain ed Delb)	South	Supporting the Sorting from Source Initiative in East Saida by providing bins and expanding the awareness-raising campaign	Solid Waste Management		Under Implementation (Works did not commence yet)	MOUs with the municipality and Saida Btaarif Tefruz were signed.	41,500				
STH021	Damour, Mechref, Kfarmatta	Mount Lebanon	LRI Labor Intensive Forest Management Activities in Chouf Aaley Area	Labor-intensive		Under Implementation (Labor intensive works are being delivered)	Procurement of bins was launched.	780				

STH022	Al Hasbani	Nabatieh	Labor-intensive works in Forest Management Activities and Cleaning of Irrigation Canals in Al Hasbani area	Labor-intensive		Under Implementation (Labor intensive works are being delivered)	Kick-off meeting with AFDC was held on Thursday July 23. Grant agreement signed with AFDC. AFDC conducted a coordination meeting with AL Hasbani Union.	2,250				
STH023	Al Zahrani	South	Supporting livelihoods of fishermen Al Zahrani Coast by refurbishing the boats repair workshop	Livelihoods		AAP submitted	CSP discussed this intervention with USAID and decided to retract it.	375				
STH024	Al Hasbani Union	Nabatieh	Constructing and rehabilitating irrigation canals to improve the capacity of the agricultural sector and resolve tensions in Al Hasbani	Water		AAP submitted	Pending CSP's reply to USAID comments on AAP.	180				
STH025	Saidoun	South	Improving the livelihoods of local farmers and women processors in Saidoun	Livelihoods		AAP submitted	Pending USAID's approval on AAP.	595				
STH026	Kfar Jarra	South	Reducing Tensions between Kfar Jarra residents by Completing the Existing Solar Street Lighting System	Electricity		AAP submitted	Pending USAID's approval on AAP.	6,350				

			to Cover all neighborhoods								
STH027	Chebaa	Nabatieh	Rehabilitating the Nahr Joz Main and Tertiary Irrigation Canals to Optimize Water Resources for Chebaa Residents	Water		AAP Submitted	Pending USAID's approval on AAP.	16,220			
STH028	Anane	South	Reduce municipal costs and enhance the safety and security in Anane by replacing 143 streetlights with LED bulbs and installing twenty-six solar powered lights	Electricity		AAP Submitted	Pending USAID's approval on AAP.	1,200			
Pending	Aalma Ech Chaab	South	Reducing the financial burden on Aalma ech Chaab residents through installing two on-grid solar farms to reduce the cost of electricity on families and businesses	Electricity		Yellow-lit	Pending AAP.	1,800			

Pending	Hasbaiya	Nabatieh	Hasbaiya Solar Intervention	Electricity		Yellow-lit	Pending AAP.	8,700			
Pending	El Meri	Nabatieh	Installing an on-grid solar farm to reduce the cost of electricity on residents and El Meri municipality	Electricity		CN Submitted	Pending USAID feedback	3,100			
Pending	El Fardis	Nabatieh	Reducing tensions over wastewater pollution between Lebanese residents by rehabilitating the wastewater treatment facility in El Fardis	Wastewater		CN Submitted	Pending USAID feedback	1,250			
Pending	Chwaiya	Nabatieh	Responding to an urgent community need for electricity provision in Chwaiya by providing a 400-KVA generator to the municipality	Electricity		CN Submitted	Pending USAID feedback	4,860			

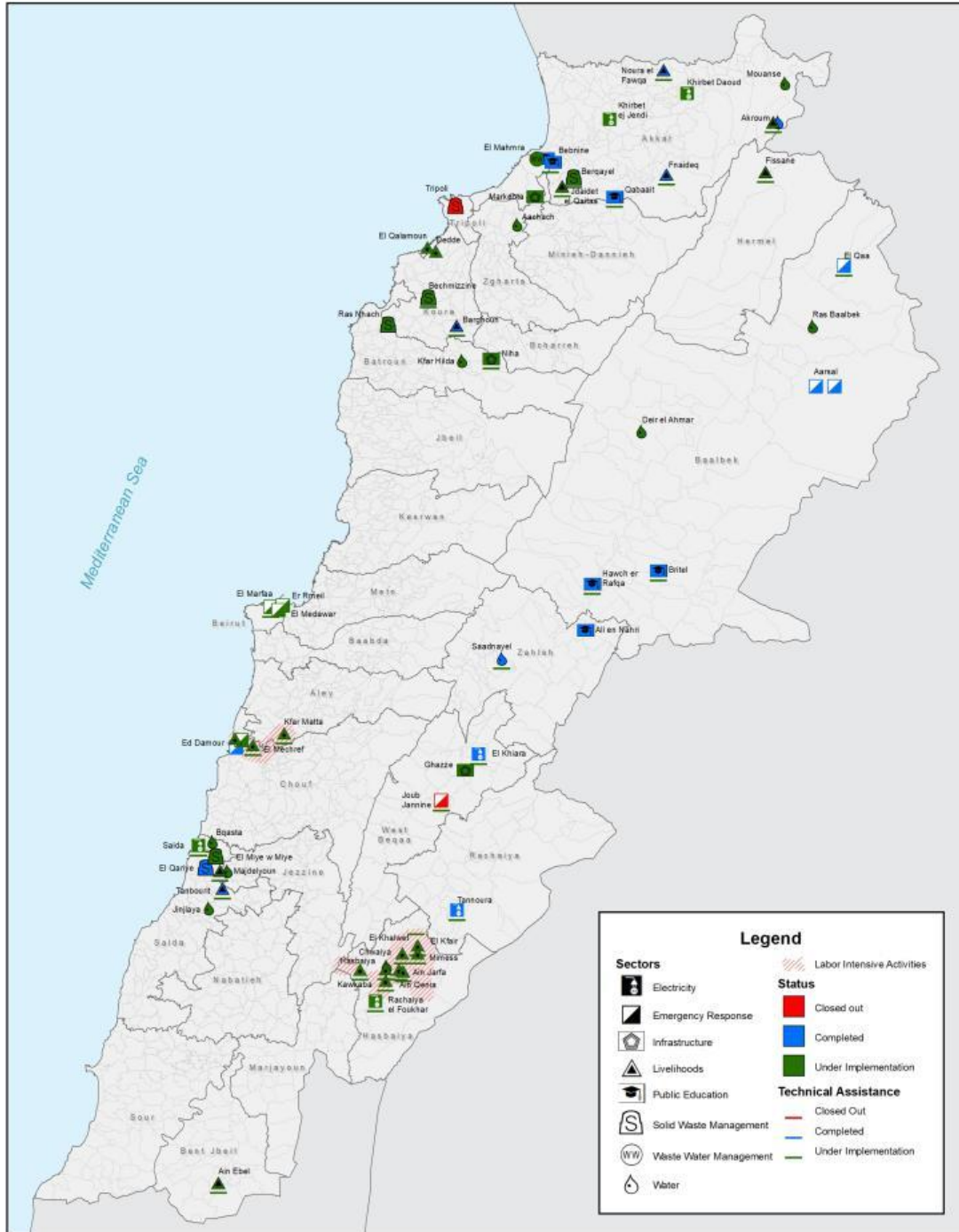
Pending	Ain el Mir	South	Reducing tensions over untreated wastewater and resulting pollution among the residents of Ain el Mir and neighboring villages by connecting the existing sewage network in Ain el Mir to Sainiq Wastewater Treatment Plant	Wastewater		CN Submitted	Pending USAID feedback	5,990				
Pending	Rmaich	Nabatieh	Enhancing the provision of water in Rmaich by equipping one of the existing water wells with an On-Grid solar powered system to reduce tensions over water supply among residents	Water		CN Submitted	Pending USAID feedback	8,250				
Pending	Chwaliq	South	Enhancing the provision of water in Chwaliq by equipping the existing water well to reduce tensions over water supply among residents	Water		CN Submitted	Pending USAID feedback	10,800				

BEI001	Marfaa, Rmeil, Medawar	Beirut	Emergency Response Community Clean-up in Marfaa, Rmeil, and Medawar Neighborhoods in Response to Beirut Blast	Emergency Response		Under Implementation (Labor intensive works are being delivered)	Subcontracts signed with RMF, Caritas, LRI, AFDC, and Nahnoo. Work is ongoing in all targeted zones	150,000			
BEI002	Marfaa, Rmeil, Saifi, Medawar	Beirut	Installing up to 500 LED Streetlights to Promote Safety and Security in Eastern Beirut Neighborhoods Affected by Explosion	Emergency Response		Under Implementation (Works did not commence yet)	CSP to sign contracts with local partners and kick-off the emergency response				
BEI003	Marfaa	Beirut	Improving hygiene and sanitary conditions for workers at the Port of Beirut	Emergency Response		Under Implementation (Service is functional and being delivered)	Conditional approval pending vetting	4,850			
BEI004	Marfaa, Rmeil, Saifi, Medawar	Beirut	Employment Intensive Activity: Hiring skilled daily labor for the Beirut Municipality's Carpentry Workshop to make window frames and doors to poor households in the blast-affected neighborhoods of Medawar,	Emergency Response		AAP submitted	AAP under review and discussion between Chemonics and USAID. In October 2020, this AAP was retracted by Chemonics after LRI retracted it.	5,475			

			Marfaa, Saifi and Rmeil							
Pending	Medawar	Beirut	Addressing Food Security Needs for Lebanese Families in Blast-affected Areas of Beirut through the Equipping of a Community Kitchen in Mar Mikael	Emergency Response		CN Submitted	USAID provided feedback on this intervention and it was found not within CSP's Beirut pivot scope, so it was retracted.	5,000		


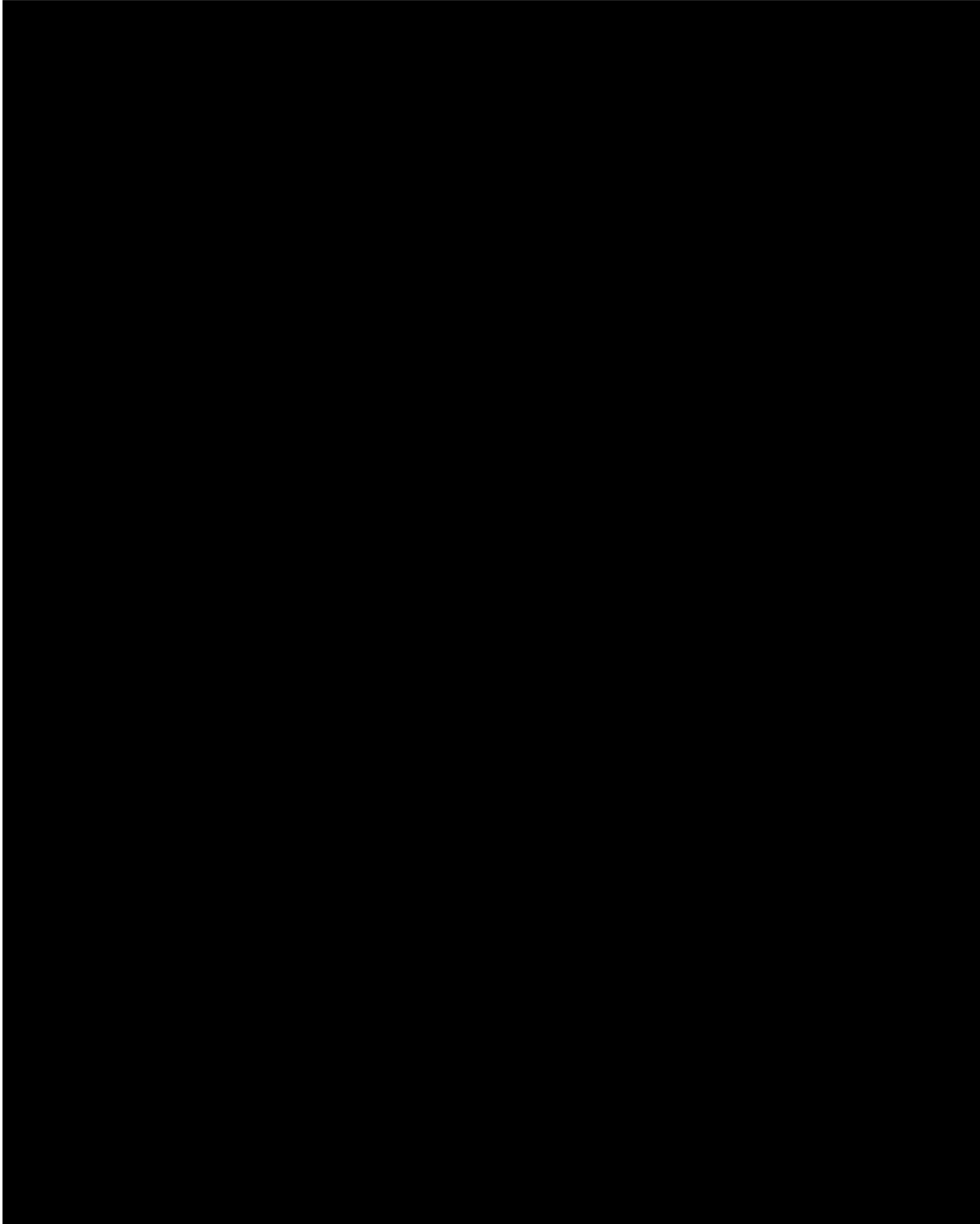
ANNEX E: CSP ACTIVITIES BY SECTOR AND IMPLEMENTATION STATUS


CSP TO2-TO3 Activities
Sector & Status



ANNEX F: CSP ACTIVITIES BY FUNDING LEVEL

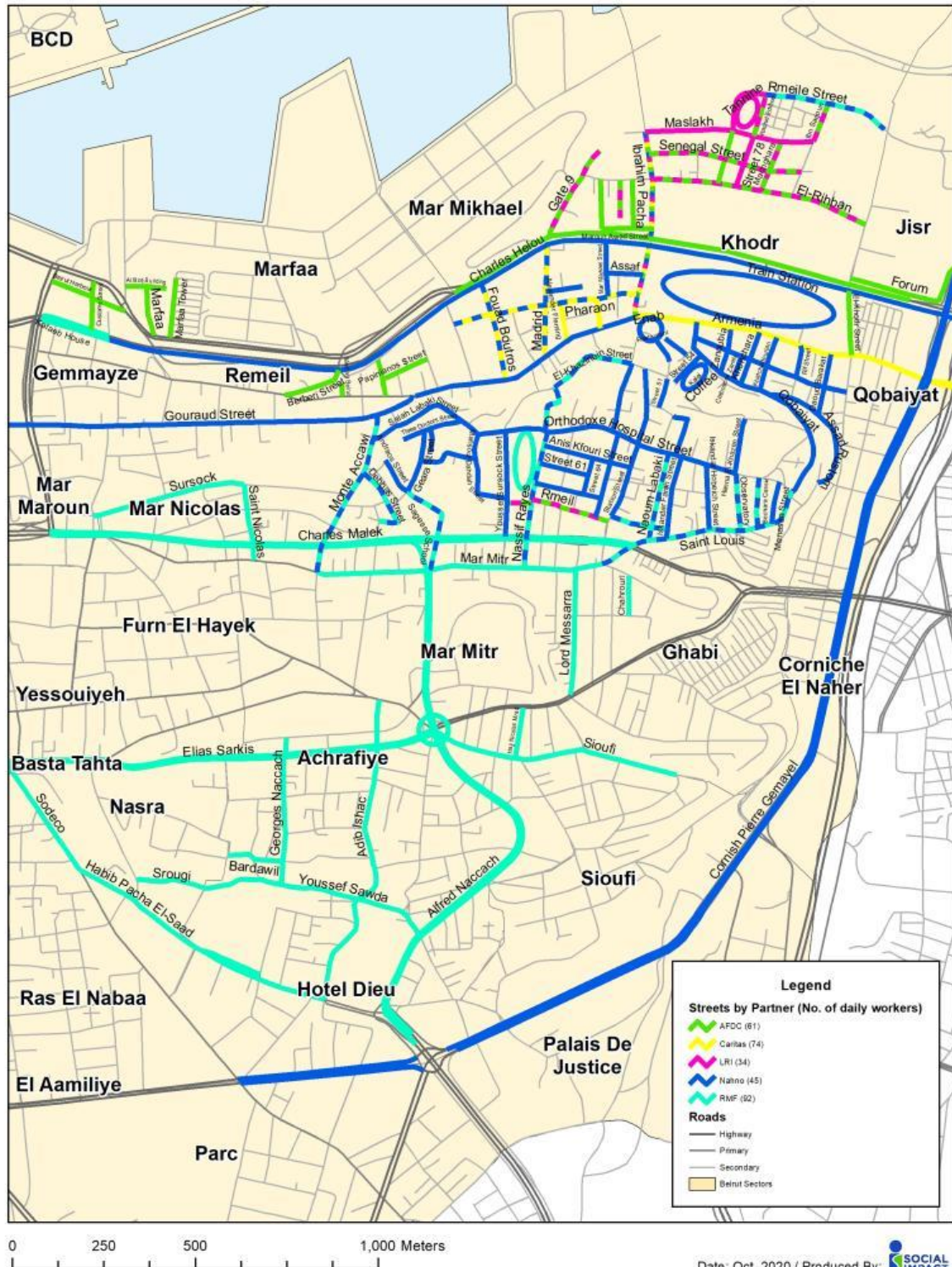
CSP TO2-TO3 Activities
Funding Levels

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Date: September 2020 / Produced By: 

ANNEX G: MAP OF STREETS CLEANED UNDER CSP'S EMERGENCY RESPONSE

CSP's Beirut Activity
Streets by Local Partners



ANNEX H: CSP TO 3 TAAR TRACKER

Please refer to the email attachment labeled “Annex H. CSP TO 3 TAAR Tracker.”

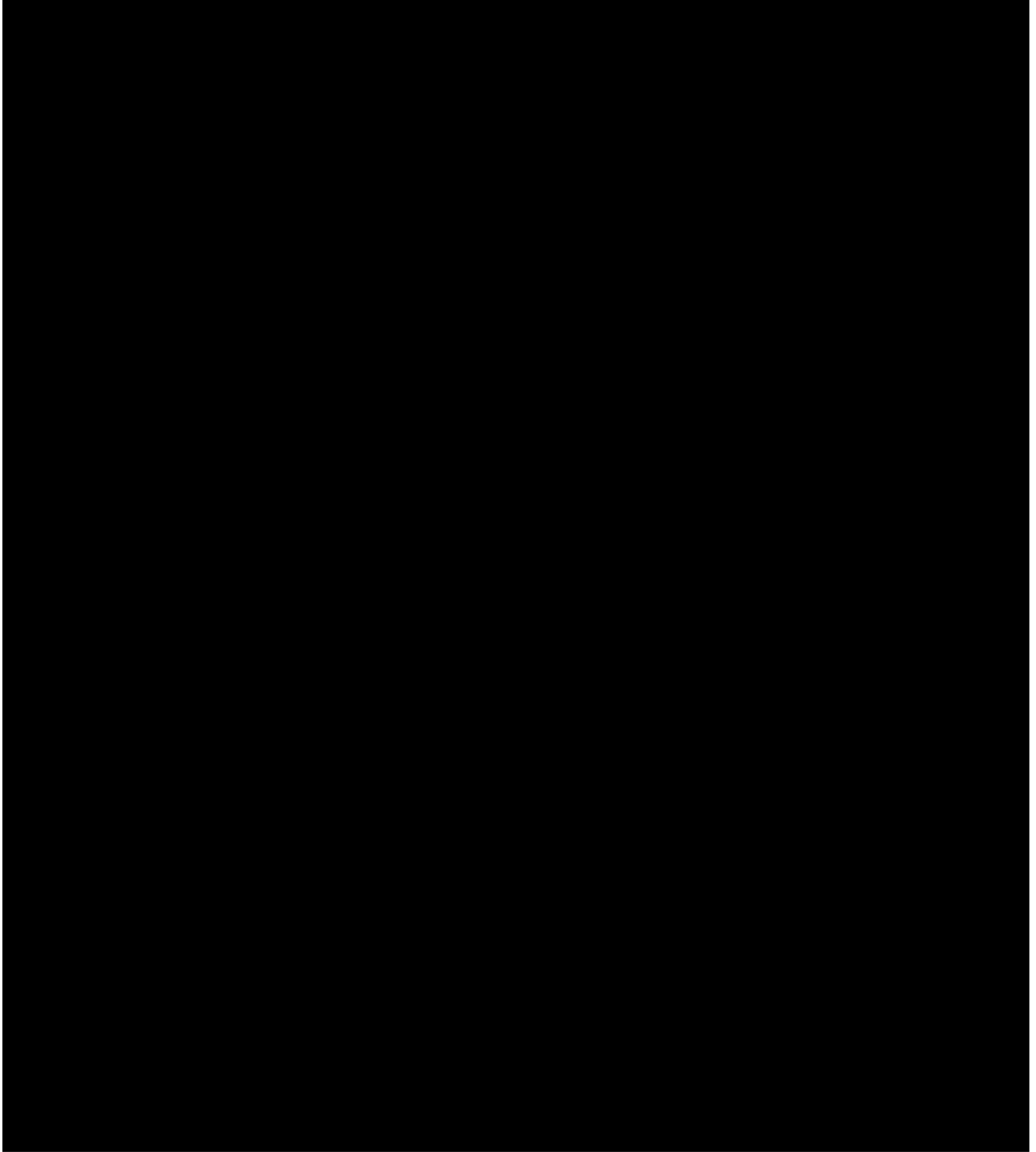
ANNEX I: CSP ORGANIZATIONAL CHART (AS OF SEPTEMBER 2020)

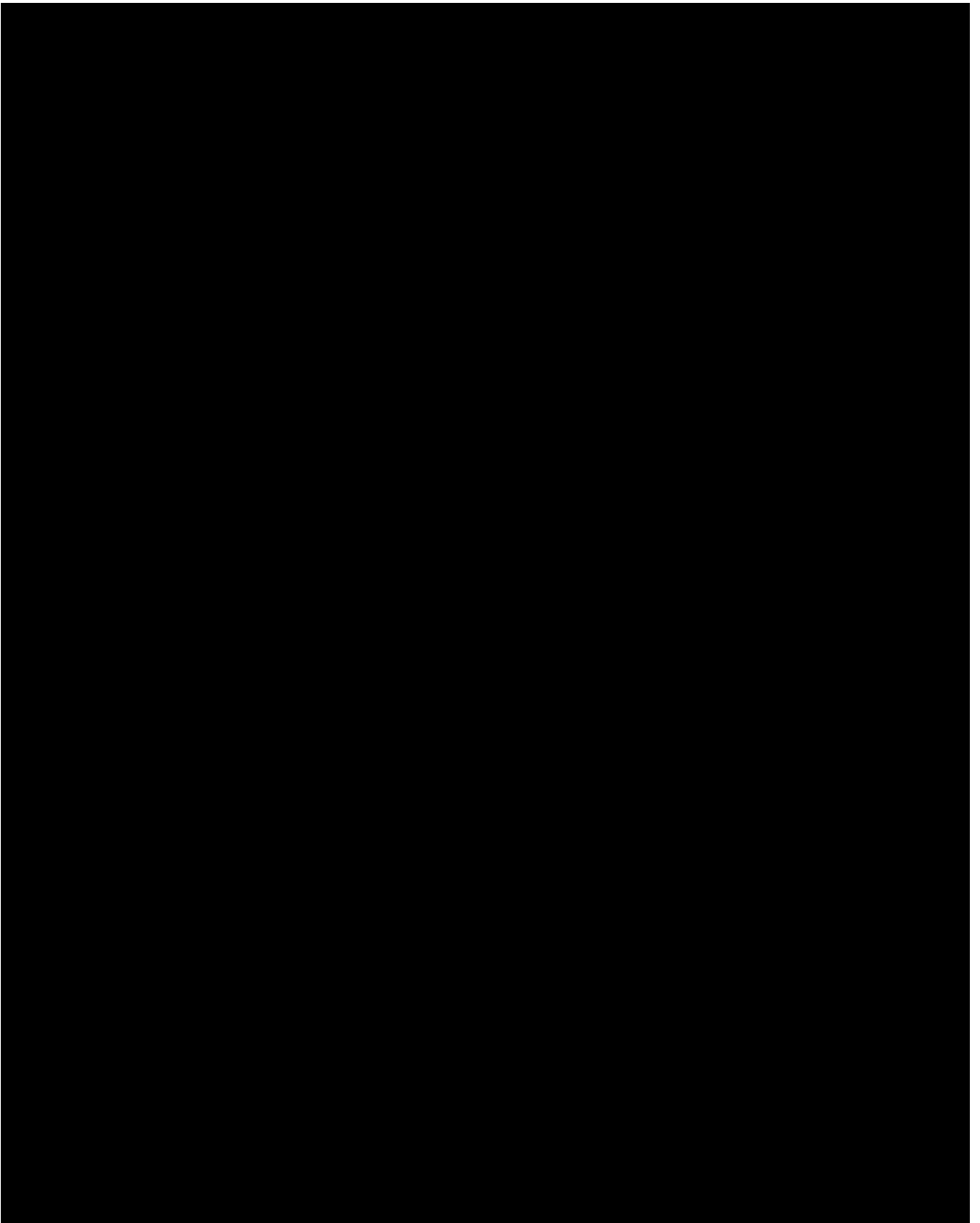
Please refer to the email attachment labeled “Annex I. CSP Organizational Chart.”

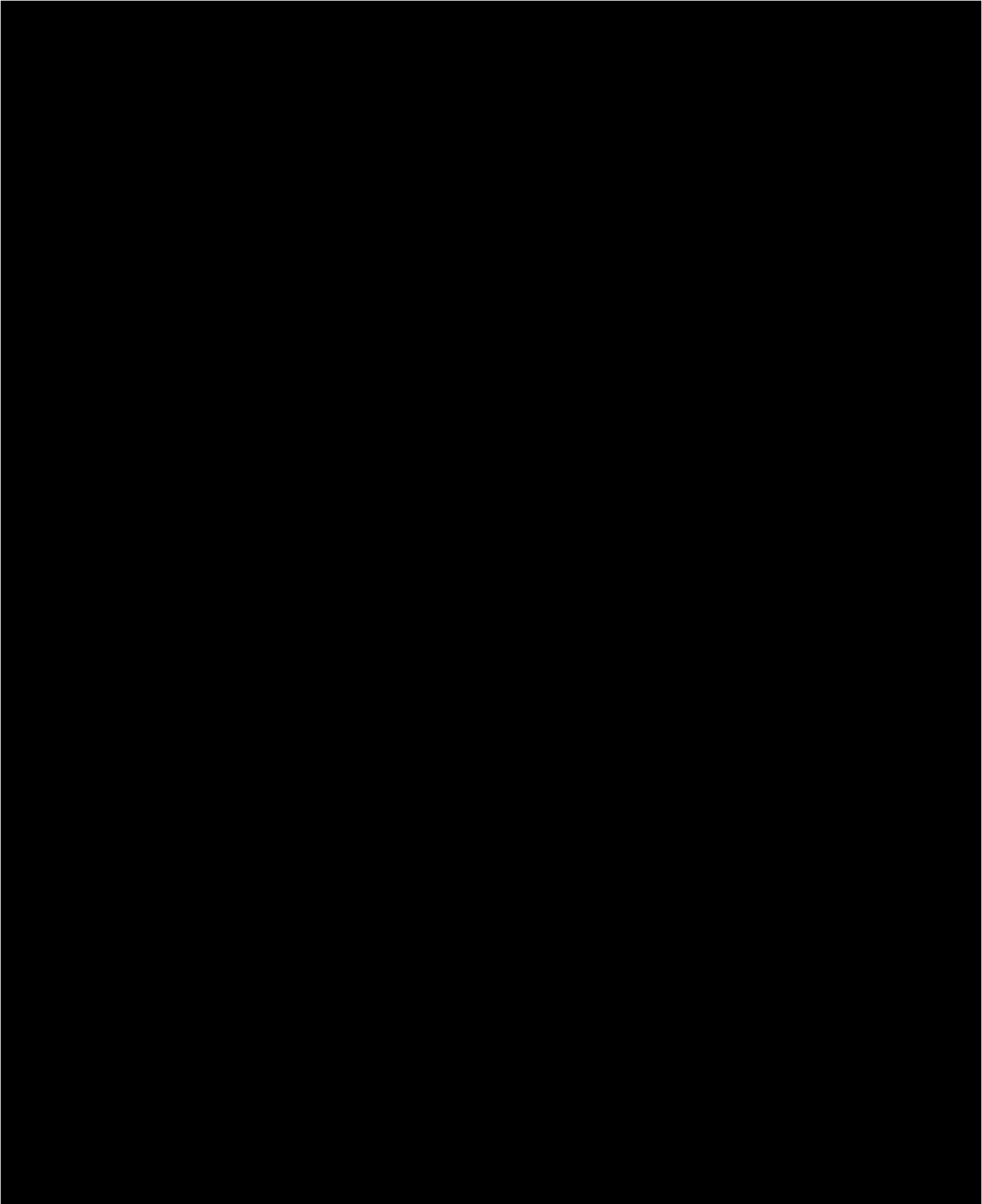
ANNEX J: CSP FINANCIAL REPORT, FY2020

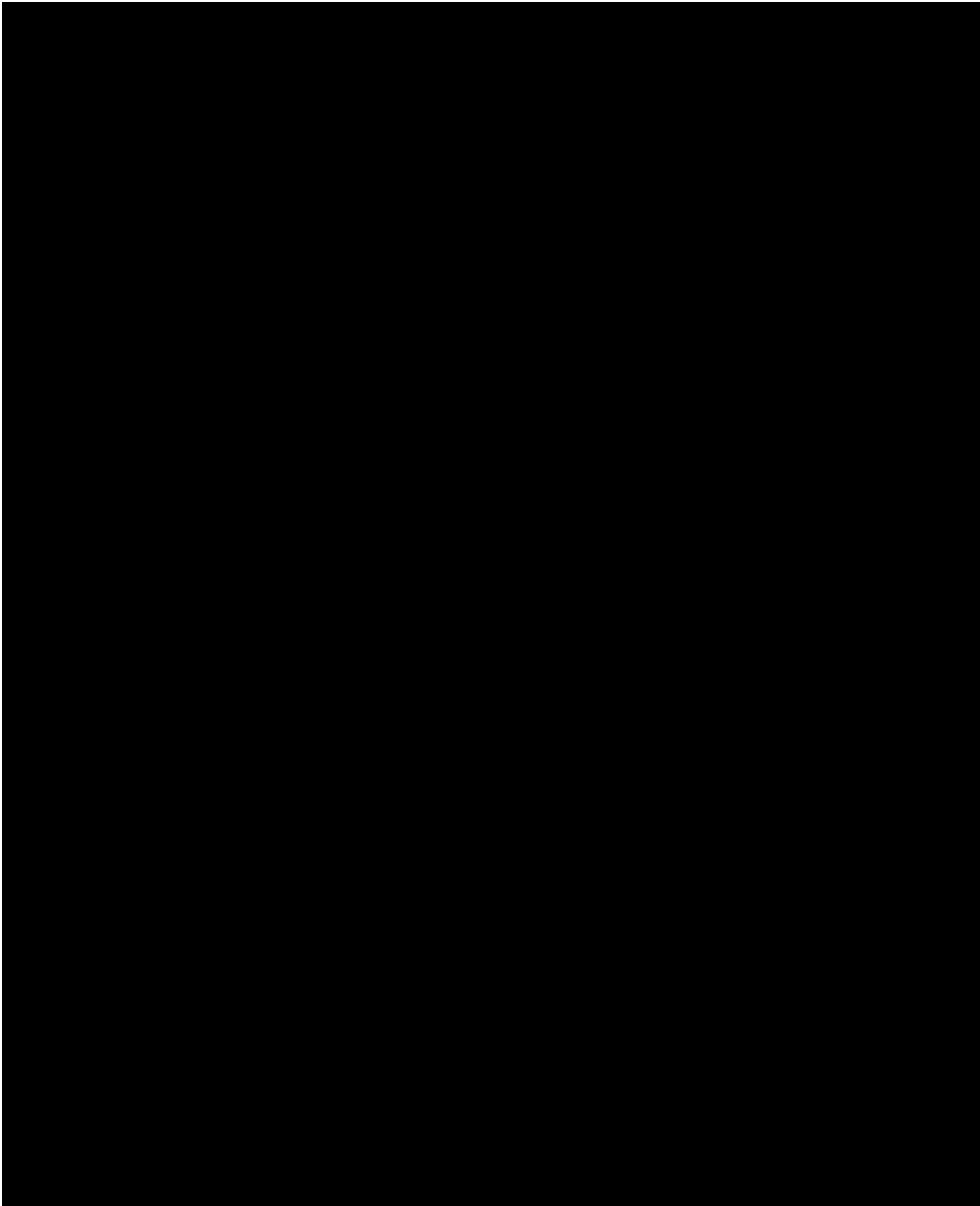
Please refer to the email attachment labeled “Annex J. CSP Financial Report, FY2020.”

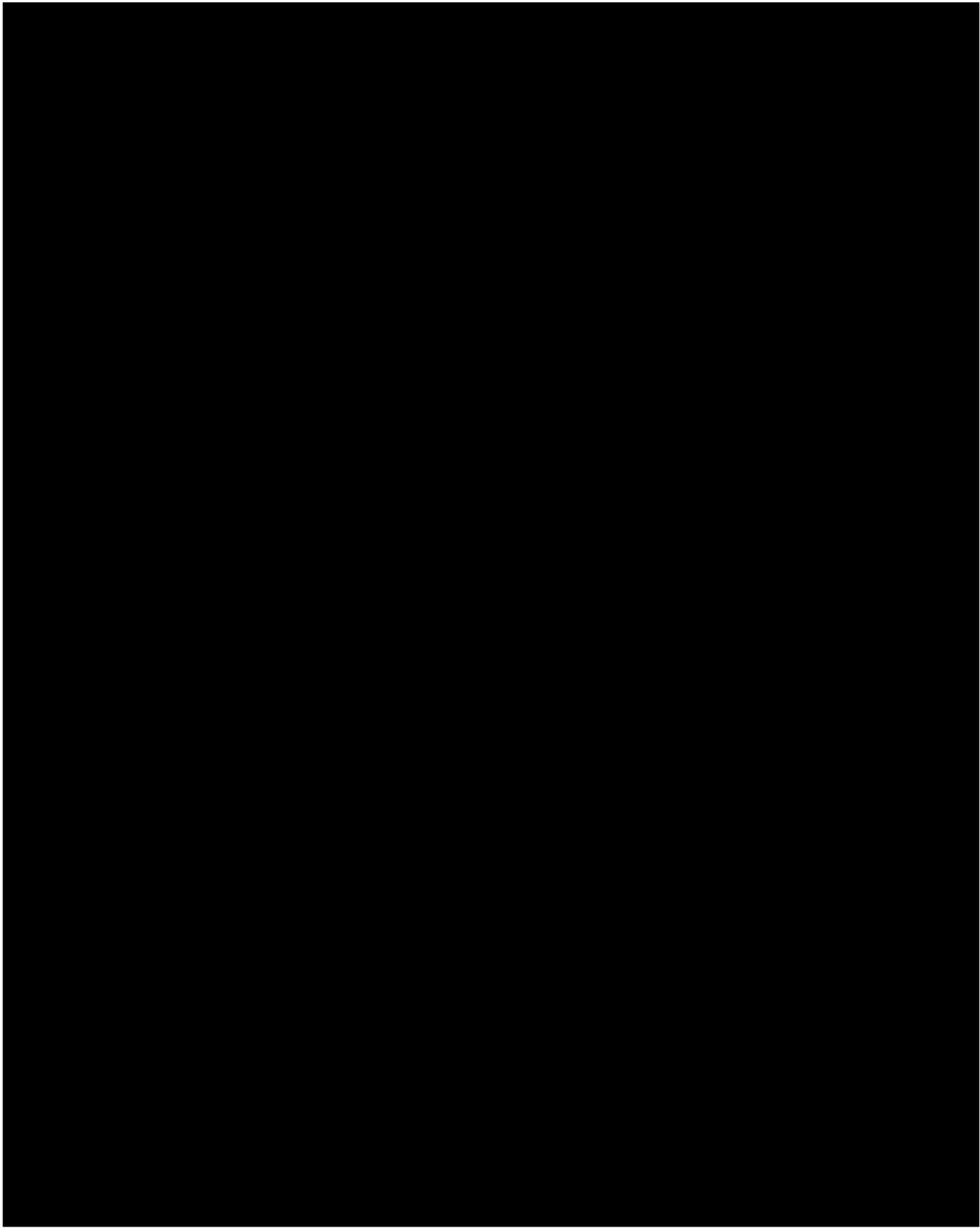
ANNEX K: VETTING TRACKER (JULY – SEPTEMBER 2020)

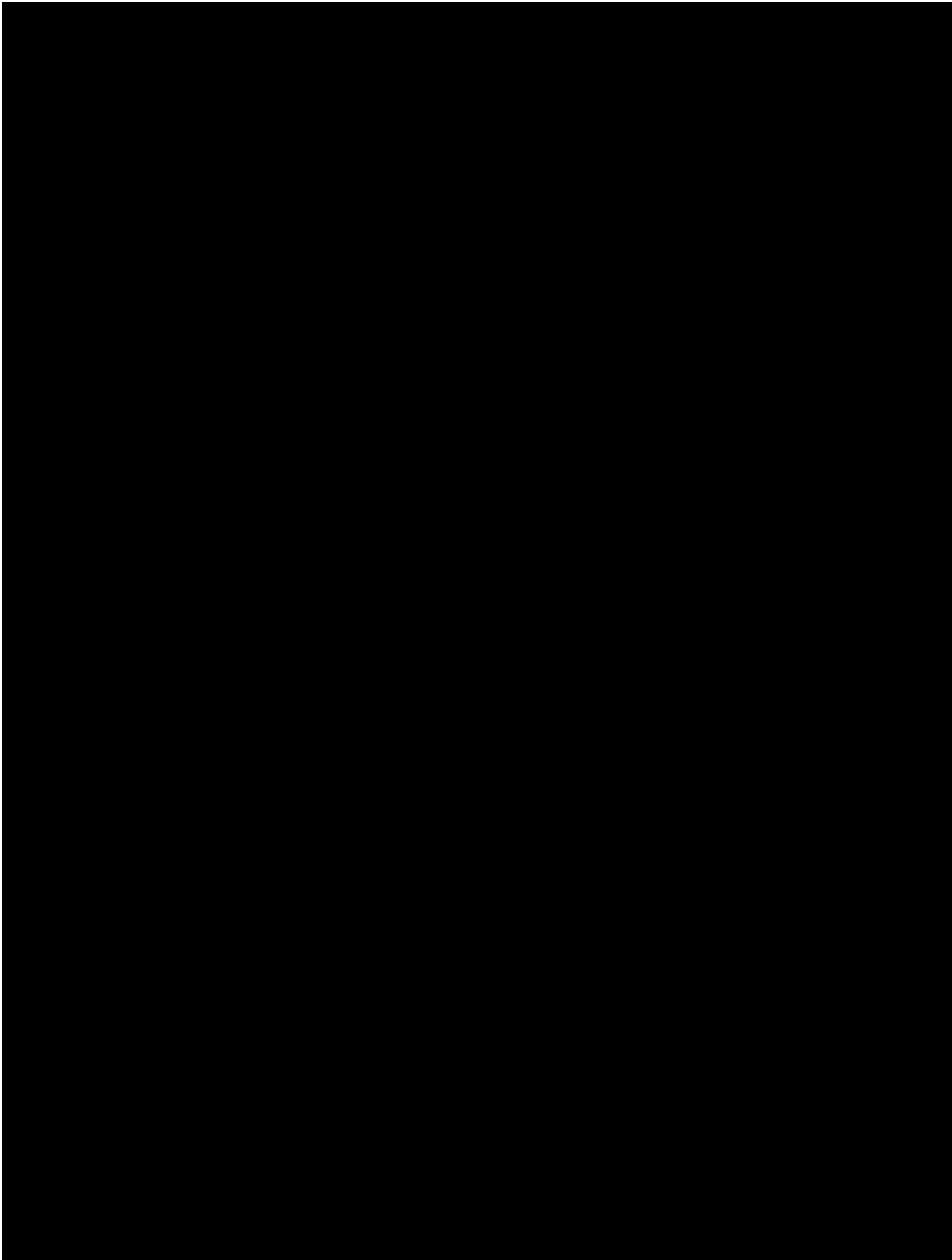












ANNEX L: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q4)

ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20Q4)							
AREA	ACTIVITY LOCATION	ACTIVITY NO.	ACTIVITY TITLE	ERAC STATUS	STATUS OF ENVIRONMENTAL COMPLIANCE ACTIONS	MAIN FINDINGS	ACTION POINTS/NEXT STEPS
Beqaa	Fissane	BQA007	Improve access to agricultural services in Fissane- Baalbek, Hermel, through provision of pruning and tilling equipment to the Fissane Agricultural Cooperative in order to improve agricultural practices and create income generating opportunities for local residents	Approved by USAID.	Implementation did not start by end of reporting period.	Environmental compliance visit not yet conducted.	Activity on hold. First environmental mitigation inspection visit to be conducted by CSP engineers when implementation resumes.
Beqaa	Ghazze	BQA012	Improving Public Safety in Ghazze through Retaining Wall	Approved by USAID	During construction phase, CSP and BTD conducted weekly environmental compliance visits.	Full compliance with ERAC/EMMP during the construction phase. Final environmental compliance visit not yet conducted	Final environmental compliance visit report was expected to be done in October 2020. The visit was postponed several times due to the health (COVID-19 pandemic)/security situation.
Beqaa	Hawch er Rafqa	BQA014	Reducing Tensions by Equipping the Intermediate Public School of Hawch El Arab	Approved by USAID	First compliance visit report done in January 2020 Second compliance visit done in June 2020	Fully compliant	CSP engineers/field officers conducted a third follow-up visit in August 2020 supporting and supervising the implementation of the remaining environmental mitigation action points.

					Third compliance visit done in August 2020.		
Beqaa	El Khiara	BQA015	Enhancing Safety and Security Through Solar Lighting in El Khiara	Approved by USAID	During construction phase, CSP conducted weekly environmental compliance visits.	Full compliance with ERAC/EMMP during the construction phase. Final environmental compliance visit not yet conducted.	Final environmental mitigation inspection visit report was to be conducted by CSP engineers /FO in October 2020. The visit was postponed due to the health (COVID-19 pandemic)/security situation.
Beqaa	Saadnayel	BQA016	Reducing Tensions by Installing Water Filtration System at Intermediate Public School of Saadnayel	Approved by USAID	First compliance visit report done in June 2020 Second compliance visit done in August 2020	Fully compliant	CSP engineers/field officers conducted a follow-up visit in August 2020 supporting and supervising the implementation of the remaining environmental mitigation action points
Beqaa	Raa s Baalback	BQA017	Rehabilitating the main irrigation network in Ras Baalbek to preserve water and improve livelihoods	Approved by USAID	Implementation not started yet.by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First compliance visit report is expected to be done in January 2021 as the implementation was postponed due to the health (COVID-19 pandemic)/security situation
North	Akroum	NTH004	Supporting Olive Tree Farmers in Akroum Through a Decanter and Generator	Approved by USAID	First compliance visit report done in December 2019.	Partially Compliant, pending points: - Improving the seepage prevention measures for the pomace drying area. (Responsibility: Cooperative) - Improving the seepage prevention measures for the canals. (Responsibility: Cooperative). - Improving the mitigation measures of the domestic wastewater being discharged into an	Second environmental mitigation inspection was done in July 2020. The corrective measures to meet full compliance are being implemented in collaboration with the beneficiaries and a third environmental mitigation inspection is expected in November 2020.

						underground hole directly in contact with the soil. (Responsibility: Cooperative).	
North	Markabta	NTH008	Building a supporting wall in Markabta	Approved by USAID	During construction phase, CSP and BTM conducted weekly environmental compliance visits.	Full compliance with ERAC/EMMP during the construction phase. Final environmental compliance visit not yet conducted	Final compliance visit report is expected to be done in October 2020 when construction is complete.
North	Kfarhilda	NTH010	Ensuring a proper water flow in the channels of Kfar Hilda	Approved by USAID	During construction phase, CSP team and BTM have conducted weekly environmental compliance visits.	Full compliance with ERAC/EMMP during the construction phase. Final environmental compliance visit not yet conducted	Final compliance visit report is expected to be done in October 2020 when construction is complete.
North	Fnaideq	NTH012	Supporting Livelihoods by Improving Sales for a Rural Cooperative in Fnaideq	Approved by USAID	During construction phase, CSP team conducted environmental compliance visit.	Full compliance with ERAC/EMMP during the construction phase. Final Environmental compliance visit not yet conducted	Final environmental mitigation inspection visit to be conducted by CSP engineers/FO in November 2020. The visit was postponed several times due to the health (COVID-19 pandemic)/security situation.
North	Mouanse	NTH013	Rehabilitation of the pumping system for the borehole feeding Mouanse village	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted	First environmental mitigation inspection visit report to be conducted by CSP engineers/FO in November 2020.
North	Bebnine	NTH016	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	Approved by USAID	During construction phase, CSP team conducted environmental compliance visit	Full compliance with ERAC/EMMP during the construction phase. Final environmental compliance visit not yet conducted	Final environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020. The visit was postponed several times due to the health (COVID-19 pandemic)/security situation.

North	Niha	NTH019	Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids	Approved by USAID	During implementation phase, CSP team conducted environmental compliance visit	Full compliance with ERAC/EMMP during the implementation phase. Final environmental compliance visit not yet conducted	Final environmental mitigation inspection visit to be conducted by CSP engineers/FO in November 2020. The visit was postponed several times due to the health (COVID-19 Pandemic)/security situation).
North	Berqayel	NTH024	Supporting Solid Waste Management in Berqayel Village	Approved by USAID	During implementation phase, CSP team conducted environmental compliance visit	Full compliance with ERAC/EMMP during the implementation phase. Final Environmental compliance visit not yet conducted	Final environmental mitigation inspection visit to be conducted by CSP engineers/FO in November 2020 The visit was postponed several times due to the health (COVID-19 pandemic)/security situation.
North	Bechmezzine	NTH025	Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmezzine Material Recovery Facility in Al Koura through equipment provision and technical assistance.”	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020.
North	Kherbet Daoud	NTH029	Enhancing the Quality Voltage of the Electrical Service in Khirbet Daoud	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First compliance visit report is expected to be done in January 2021
North	Haret Fourar	NTH031	Completing the Sewage Network in Haret el Fouwar Village	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First compliance visit report is expected to be done in January 2021 while the implementation is on-going

South	Saida	STH001	Installing solar Led lights in Old Saida alleys to enhance sense of security	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020
South	Bqosta	STH006	Providing better water services in Bqasta	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020
South	Tanbourit	STH009	Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters	Approved by USAID	First compliance visit report done in May 2020	Partially Compliant, pending points: - Safe disposal of the batteries: the batteries were sold to an undisclosed vendor (No Action is required)	
South	Qariyyeh	STH017	Improving Economic Opportunities in El Qariye by Supporting Community Investments	Approved by USAID	Implementation/delivery of equipment on-going	Routine and final environmental compliance visits not yet conducted.	First compliance visit report is expected to be done in November 2020
South	Jinsnaya	STH018	Building a new elevated reinforced concrete water tank of 300 cubic meters of capacity	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020 when implementation is ongoing.
South	East Saida	STH020	Supporting the Solid Waste Management Initiatives in East Saida by providing bins and expanding the awareness-raising campaign.	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First compliance visit report is expected to be done in January 2021

South	LRI-Chouf	STH021	Labor-intensive Forest Management Activities in Chouf area	Approved by USAID	Implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020. Visits may be delayed due to COVID 19 pandemic
Beirut	East Beirut	BEI001	Emergency Response Community Clean-up in Marfaa, Rmeil, and Medawar Neighborhoods in Response to Beirut Blast	Approved by USAID	Implementation on-going	Routine environmental monitoring conducted daily by CSO FO engineers.	Final environmental compliance to be conducted in December 2020
Beirut	Karantina	BEI002	Fixing damaged streetlight bulbs and replacing traditional bulbs with LED bulbs to promote Safety in damaged neighborhoods surrounding the Beirut Port Explosion Area.	Approved by USAID	Implementation pending coordination with municipality	Routine and final environmental compliance visits will be conducted during and after implementation.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in November 2020.
Beirut	Port of Beirut	BEI003	Improving Hygiene and Sanitary Conditions for Workers at the Port of Beirut	Approved by USAID	Under implementation	Routine and final environmental compliance visits will be conducted during and after implementation. Implementation not completed yet.	First environmental mitigation inspection visit to be conducted by CSP engineers/FO based on vendor reports in October 2020

ANNEX M: CSP TO 2 PROGRESS MADE AGAINST TARGET SET (FY2020)

No.	Indicator Title	Reporting Frequency	Baseline	FY2019 TO2 Results	FY2020 TO2 Targets	FY2020 TO2 Results	10% ± Deviation	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								
1	Number of people benefiting from of USG assistance [PMP]	Quarterly	0	44,291	234,540	75,644	(67.7%)	<p>CSP reached 32.25% from the annual target. The achieved results are the outputs of the 19 activities that were, or are about to be, completed during year2.</p> <p>The deviation from the target is because 26 ongoing activities include construction work that need to be completed prior to reporting results. These also include Solid / water waste management targeting large numbers of beneficiaries.</p> <p>In addition to the above, activities related to schools or dependent on social events or gatherings cannot be reported until they occur which was not possible during year 2 due to the COVID- 19 pandemic.</p> <p>The targets will be achieved as soon as each implemented activity is operational, and people can benefit from it.</p> <p>During year 2, CSP is reporting the results of 19 completed or about to be completed activities.</p>

2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	9	49	17	(65.3%)	<p>CSP reached 34.7% from its year 2 target.</p> <p>19 completed or about to be completed are reported during year 2 out of which enhanced 17 were planned to have enhanced ability.</p> <p>Although, the CSP technical team consider activity completed when all equipment is delivered, the MEL team reports result on local actors with enhanced abilities, only when beneficiaries have access to the supported services and when activities are functioning and successfully operated by supported local actors.</p>
3	Proportion of female participants in USG assisted programs	Quarterly	0	61%	30%	57%	+90%	<p>CSP exceeded the target set for year 2 target.</p> <p>Most of the reported beneficiaries are from household data presented by municipalities of Ghazze and Berqayel.</p>
PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met								
6	Percentage of people confirming on having improved access to essential services and/or increased economic opportunities provided through USG assistance	Annual	0%	100%	60%	78%	+30%	<p>CSP exceeded the target set for year 2 target.</p> <p>This number portrays the average results of the questionnaire conducted for 8 activities. While few activities scored below the 60% target, the overall percentage prove that the majority of these activities</p>

								provided an improved access to essential service to the beneficiaries.
RESULT I LEVEL: Ability of local actors to mobilize development resources demonstrated								
7	Number of local actors who demonstrate increased ability to mobilize resources towards community needs	Annual	0	1	17	4	(76.5%)	CSP reached 23.5% from its year 2 target. 4 of the completed activities reported mobilized resources towards community needs. As the prevailing economic situation continuous less partners were able to contribute to CSP activities.
8	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	Quarterly	0	\$ 3,821.44	\$ 68,545	\$ 5,165	(92.5%)	CSP reached 7.5% from its year 2 target. same as above.
IR 1.1 Level: Development resources accessed by communities								
10	Number of community resources and or assets involved in USG assisted activities	Quarterly	0	2	56	6	(89.3%)	CSP reached 10.7% from its year 2 target. Same as above
11	Number of community members who have participated in the CSP activity cycle	Quarterly	0	48	1,144	956	(16.5%)	CSP reached 83.5% from its year 2 target. 19 completed or about to be completed are reported during year 2. Results reported are collected from the completed activities as well as from the community engagement grants' participants. More results will be reported in the coming

								quarters as more activities reach its completion phase.
IR 1.2 Level: Capacity of local actors to mobilize resources developed								
15	Number of activities implemented with participation from local stakeholders	Quarterly	0	10	49	19	(61.3%)	<p>CSP reached 38.7% from its year 2 target. 19 completed or about to be completed are reported during year 2.</p> <p>The deviation from the target is because 26 ongoing activities include construction work that need to be completed prior to reporting results.</p> <p>In addition to the above, activities related to schools or dependent on social events or gatherings cannot be reported until they occur which was not possible during year 2 due to the COVID- 19 pandemic.</p>
RESULT2 LEVEL: Community members benefit from local development through collaboration								
17	Number of USAID-assisted local actors (CSOs, Private sector organizations) engaged in community, regional and national programs	Quarterly	0	9	49	19	(61.3%)	<p>CSP reached 38.7% from its year 2 target. 19 completed or about to be completed are reported during year 2.</p> <p>Although, the CSP technical team consider activity completed when all equipment is delivered, the MEL team reports result on local actors engaged in community, regional and national programs, only when beneficiaries have access to the supported services and when activities are functioning</p>

								and successfully operated by supported local actors.
IR 2.1 Level: Essential services delivered or improved								
18	Number of essential services provided, installed or upgraded as a result of USG assistance	Quarterly	0	10	32	14	(56.25%)	<p>CSP reached 40.5% from its year 2 target.</p> <p>14 completed or about to be completed activities were essential services. MEL team reports result on essential services, only when beneficiaries have access to the supported services and when activities are functioning and successfully operated by supported local actors.</p>
19	Number of people with access to adequate levels of essential services	Quarterly	0	21,940	239,570	73,460	(69.4%)	<p>CSP reached 30.6% from its year 2 target. 19 completed or about to be completed are reported during year 2.</p> <p>The deviation from the target is because 26 ongoing activities include construction work or agricultural seasons that need to be completed prior to reporting results. These also include Solid / water waste management targeting large numbers of beneficiaries.</p> <p>In addition to the above, activities related to schools or dependent on social events or gatherings cannot be reported until they occur which was not possible during year 2 due to the COVID- 19 pandemic.</p>

								The targets will be achieved as soon as each implemented activity is operational, and people can benefit from it.
IR 2.2 Level: Economic opportunities increased								
21	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Quarterly	0	1	814	2,185	+168%	CSP reached 168% from its year 2 target. this indicator is to be collected mainly from activities involving construction work, such as retaining walls and or water tanks, as well as livelihoods activities targeting women cooperatives to increase their income. The excess results mainly came from the 2 activities: - BEI001 -Emergency Response Community Clean-up in the Marfaa, Rmeil, and Medawar Neighborhoods in Response to Beirut Blast - STH021 -Labor-intensive Forest Management Activities in Chouf area
22	Number of Micro, Small or Medium enterprises supported by USG assistance	Quarterly	0	0	8	0	(100%)	Although no results are reported for year 2, out of the 44 approved activities, 3 activities were approved and are under implementation supports rural cooperatives to enhance the produced goods and increase their income. Results will be reported as soon as these three activities are completed.
IR 2.3 Level: Community cohesion improved								

23	Percentage of beneficiaries' community members who believe stability has improved	Annual	0%	94%	60%	66%	+6%	<p>CSP exceeded the target set for year 2 target.</p> <p>This number portrays the average results of the questionnaire conducted for 7 activities. The overall percentage prove that the majority of these activities provided an improved access to essential service to the beneficiaries.</p>
24	Number of incidents/conflicts in targeted communities [Contextual]	Annual	89	18	n/a	n/a	--	<p>Contextual indicator. This index was developed by the UNDP-funded geo-located mapping of conflict project at the Civil Society Knowledge Centre (CSKC) (Lebanon Support). URL: https://civilsociety-centre.org/cap/map</p> <p>It is supposed to be populated on a rolling basis by CSKC's team based on news media and social media reports. This index is also the only existing tracker of incidents in Lebanon. MEL team is only reporting on completed activities in selected communities with data fully collected and reported.* It was noticed that data has not been updated since August 2019.</p>

* CSP is using the same source of information as the baseline numbers were taken however data on this website is only available for the period between (Aug. 2018 and June 2019). Data is no longer available on “Lebanon Support” website.

ANNEX N: INDICATORS PERFORMANCE TRACKING TABLE

Please refer to the email attachment labeled “Annex N: Indicators Performance Tracking Table.”

ANNEX O: CSP TO 3 PROGRESS MADE AGAINST TARGET SET (FY2020)

No.	Indicator Title	Reporting Frequency	Baseline	FY2020 Targets	FY2020 Results	10% ± Deviation	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							
1	Number of people benefiting from of USG assistance [PMP]	Quarterly	0	150	45	(70%)	Numbers coming from training indicator and interns contribute directly to this indicator, however only unique beneficiaries not already counted under TO 2 will be considered as they are duplicates. If all beneficiaries of TO 3 are to be considered, the annual target would have been exceeded.
2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	3	3 Already counted under TO2	0%	No Deviation
3	Proportion of female participants in USG assisted programs	Quarterly	0	30%	34%	+4%	Deviation less than 10%
PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met							
4	Percent of USG-assisted Organizations with improved performance.	Annual	0	0	0	0%	No Deviation
5	Number of local actors maintaining CSP-funded equipment, infrastructure, or facility operations for at least two years after the completion of CSP intervention	Annual	0	0	0	0%	No Deviation
RESULT1 LEVEL: Ability of local actors to mobilize development resources demonstrated							
7	Number of local actors who demonstrate increased ability to mobilize resources towards community needs	Annual	0	0	0	0%	No Deviation
8	Value of resources and or assets mobilized by local	Quarterly	0	0	0	0%	No Deviation

	actors to respond to communities' priority needs						
9	Number of local actors who apply USAID-funded training to community-based projects	Annual	0	0	0	0%	No Deviation
IR 1.1 Level: Development resources accessed by communities							
12	Number of people who have participated in USAID-funded training	Quarterly	0	150	337	+124%	Number of trainees represents 20 completed trainings within 11 TAARs that are either completed or ongoing. The large number of trainees is the result of TAAR037 "Technical Assistance to the CSP's Workers and USP Students to Safely Participate in Rubble Removal and Street Cleaning, following Beirut's Blast" which explains exceeding the target by more than 100%.
13	Number of days of USG-funded training	Quarterly	0	450	375	(16.6%)	Results for only completed trainings are to be considered. 15 trainings that already started in year 2 were not considered as results as they are still ongoing.
14	Number of people who have participated in USAID-funded awareness sessions	Quarterly	0	125	0	(100%)	Results under this indicator depend on TO 2 activities that needs awareness. No awareness sessions took place during year 2.
IR 1.2 Level: Capacity of local actors to mobilize resources developed							
15	Number of activities implemented with participation from local stakeholders	Quarterly	0	3	3 Already counted under TO2	0%	No deviation
16	Number of institutional adaptations made as a result of learning and training	Quarterly	0	0	0	0%	No deviation
RESULT2 LEVEL: Community members benefit from local development through collaboration							
17	Number of USAID-assisted local actors (CSOs, Private sector organizations)	Quarterly	0	3	3 Already counted under TO2	0%	No deviation

	engaged in community, regional and national programs						
IR 2.1 Level: Essential services delivered or improved							
20	Number of assisted local actors that have developed or improved internal systems to sustain essential services	Quarterly	0	0	0	0%	No deviation
IR 2.2 Level: Economic opportunities increased							
21	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Quarterly	0	10	3	(-70%)	11 interns were already contracted during Year 2, however only three have concluded their internship before the end of September. The remaining eight internships are still ongoing.
22	Number of Micro, Small or Medium enterprises supported by USG assistance	Quarterly	0	1	0	(-100%)	Results for only completed TAARs are reported; We do not have completed TAARs with SME local actor so far. There are already some TAARs currently working with SMEs; these will show in Y3Q1 results.

ANNEX P: CSP-USP REPORT

SOUTH				
South Lebanon	Jezzine	Chwaliq	2.4	Proceed with program-led
All CSP Working Areas	Ahmad Hamza	AUB	Asset Management	"CSP TO3 Support: Asset Management
	Riham Saleh	LAU	Procurement	CSP TO2/TO3 Support: Working on the procurement of CSP activities in the field
Beirut	Ali Chouman	AUB	Quality Control	BEI001 - Emergency Response Community Clean-up in the Marfaa, Rmeil, and Medawar Neighborhoods in Response to Beirut Blast
North Lebanon	Hisham Masri	AUB	Pricing	NTH001 - Supporting the Cooperative for Production and Processing of Olives in Akroum and Surroundings
	Maria Sarhan	AUB	Equipment Operation & Maintenance	NTH001 - Supporting the Cooperative for Production and Processing of Olives in Akroum and Surroundings
	Mohammad Charafeddine	LAU	Branding	NTH009 - Supporting Jdaidet El Qaitaa Women Cooperative for Agricultural Products
	Mona Al Shayyah Al Masri	AUB	Accounting Software	NTH001 - Supporting the Cooperative for Production and Processing of Olives in Akroum and Surroundings
	Nour Ardo	AUB	Organizational Development	NTH001 - Supporting the Cooperative for Production and Processing of Olives in Akroum and Surroundings
	Rawad Kais	AUB	Olive Oil Production Process	NTH001 - Supporting the Cooperative for Production and Processing of Olives in Akroum and Surroundings
	Rawan Azzam	AUB	Organizational Development	NTH001 - Supporting the Cooperative for Production and Processing of Olives in Akroum and Surroundings
	North Lebanon/Beqaa	Houssein Yassin	LAU	Equipment Operation & Maintenance

ANNEX Q: CSP TRANSFORMS LIVES IN NIHA (NORTH)



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FROM THE AMERICAN PEOPLE

SNAPSHOT

Fulfilling Essential Public Service Needs in North Lebanon

“We overcame the scary darkness we used to live in. Women and children are not afraid to go out after dark like before. Finding Niha is not a challenge anymore for a new visitor; we’re using the streetlights as a way to identify the location of the village.”



Photo credit: Community Support Program (CSP)
The skid snowblower provided by USAID through CSP plows roads for the first time after a snowstorm in the mountain village of Niha.

After losing his job during Lebanon’s economic crisis, ██████ returned to his hometown of Niha to discover that it lacked basic services and had no municipal council to advocate on behalf of the residents. In the small village, which has fewer than 30 permanent households, extensive power cuts meant that residents would go up to 16 hours a day without street lighting. At night, the dark streets made residents feel unsafe. In addition, the village could afford garbage collection services only once a week, leaving trash to fester in the open and attracting wild animals. After heavy winter snowstorms, Niha did not have the equipment to plow roads properly; adults missed work and kids missed school, sometimes for up to a month.

Mr. ██████ who is a member of a small committee that manages Niha’s affairs in place of a municipal council, sensed frustrations growing in his community as the residents saw neighboring areas benefiting from the same services that they lacked. Worried that the dilapidated infrastructure could lead to bigger problems in the village, he reached out to a local NGO called Footprints to seek USAID’s assistance.

Together with Footprints, CSP stepped in to address Niha’s public service needs. In the winter, the program provided the village with a skid snowblower to plow its roads, which ██████ committee was able to put to use immediately following an unexpected snowstorm. “It was the first time in our lives snow was removed from the narrow roads,” ██████ says.

In the months that followed, USAID’s Community Support Program (CSP) fixed the village’s 45 steel waste barrels and made lids for them to stop the smell of trash and prevent wild animals from getting into them. The program also installed 85 LED streetlights to illuminate the roads and improve residents’ sense of security. To better ensure the equipment’s long-term sustainability and give residents a sense of ownership in the project, CSP trained local workers to safely operate and maintain the lights.

A few months after the activity’s completion, Mr. ██████ says CSP’s intervention has directly improved the lives of at least 540 residents. He expects another 500 people to benefit from it as Lebanon’s economic crisis compels others like him to return to Niha from urban areas.



In the winter, he says, “we were able to remove the snow on a daily basis.” When the snow melts, the village is now open and accessible. “Lighting starts from the entrance of Niha and goes to all the houses, and the kids are not afraid to stay out and play basketball after sunset. People are keeping the bins next to their houses and throwing the garbage inside because the bins no longer smell,” [REDACTED] says.

This activity is part of a larger USAID-backed initiative to provide a broad range of support to underserved and vulnerable communities to improve the delivery of essential services and enhance economic opportunities, primarily in Lebanon’s North, South, and Beqaa regions.



Photo credit: Community Support Program (CSP)
An aerial view of Niha’s streets before and after CSP installed 85 LED streetlights.