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CSP IDIQ ANNUAL REPORT

October 2018 – September 2019


USAID/Lebanon Community Support Program (CSP)

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CSP IDIQ ANNUAL REPORT

OCTOBER 30, 2019

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



FRONT COVER PHOTO: A worker installs a 250-kilovolt-ampere generator donated by CSP to the Tannoura Municipality, located in Rashaya, Beqaa region, which will benefit Tannoura's entire population by providing a backup source of electricity to the entire village.

BACK COVER PHOTO: A resident of Mieh w Mieh using garbage bins newly donated by USAID through CSP. Located near the area of Saida, in southern Lebanon, Mieh w Mieh is experiencing a major trash crisis, which CSP stepped in to resolve by distributing a large number of garbage bins.

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ACRONYMNS

AAP	activity approval package
AUB	American University of Beirut
ASI	Association of Lebanese Industrialists
BTD	Bureau Technique pour le Développement
COR	contract officer's representative
CSP	Community Support Program
ELARD	Earth Link & Advanced Resources Development
ERAC	environmental review and assessment checklist
GESI	gender and social inclusion
IDIQ	indefinite delivery, indefinite quantity
IQS	indefinite quantity subcontract
LAU	Lebanese American University
LSA	local systems approach
MEL	monitoring, evaluation, and Learning
MOSS	minimum operating security standards
MSS	mechanism for social stability
QCP	quality control plan
RAD	rapid analysis design
RFA	request for application
RPM	regional program manager
SI	social impact
STTA	short-term technical assistance
TO	task order

I. EXECUTIVE SUMMARY

COMMUNITY SUPPORT PROGRAM OVERVIEW

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

To achieve this objective, USAID issues task orders 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 authorities, civil society organizations, educational and training institutions, and the private sector to implement four main activities in the short and long term: community-support projects, technical assistance and capacity building, workforce development, and wastewater management (see text box).

Under the community-support activity, CSP carries out rapid stabilization interventions that may include repairing and rehabilitating light infrastructure or procuring equipment such as water tanks, generators, and electrical transformers. Longer-term interventions are geared toward improving quality of life and livelihoods to achieve sustainable community development. These may include solid waste management, solar energy solutions, agricultural equipment, and job support. CSP selects target communities on a rolling basis, according to the urgency of their needs, the presence of refugees, the prevalence of tensions over limited resources, and other priorities specified by the communities. Interventions are carried out based on an inclusive and participatory approach that involves a wide variety of community members who help CSP better understand challenges and opportunities, followed by the collaborative design of sustainable solutions.

Where appropriate, CSP complements infrastructure- and equipment-assistance interventions with targeted and specialized technical expertise and capacity building support to enhance the sustainability of those interventions. Under the technical assistance activity, beneficiaries receive technical assistance to properly utilize, operate, and maintain the investments offered through USAID's community support projects.

The workforce development activity provides technical assistance and other support to improve labor skills and job placement through partnerships with technical and vocational education and training (TVET) organizations, municipal governments, and the private sector. The main objective of this activity is to improve employment opportunities, mainly for beneficiaries from rural communities.

CSP is also implementing a wastewater management activity to identify and implement sustainable interventions that mitigate the pollution resulting from untreated domestic and industrial wastewater being discharged into the environment.

CURRENT CSP TASK ORDERS	
TO 1: Management	
• [REDACTED]	– 5 years
TO 2: Community Support	
• [REDACTED]	30 months
TO 3: Technical Assistance	
• [REDACTED]	– 5 years
TO 4: Workforce Development	
• [REDACTED]	– 3 years
TO 5: Wastewater Management	
• [REDACTED]	– 4 years

KEY ACHIEVEMENTS AND PROGRESS TOWARD RESULTS

During the first fiscal year of the project, CSP focused mostly on the mobilization and operational startup of Task Order (TO) 1 so that it could support the different technical task orders going forward. This year was marked by a fully equipped and functional TO 1 team providing operational and cross-cutting technical support to the community stabilization and development activities under TO 2, and assisting in the mobilization of the other technical task orders: technical assistance (TO 3), workforce development (TO 4), and wastewater management (TO 5). The last three task orders were awarded at the end of July 2019 and were completing their startup and inception periods near the end of the fiscal year.

During this period, CSP focused on the implementation of all the activities and tasks designated in the Year 1 work plan. Under TO 1, CSP made significant progress on the recruitment of staff for vacant positions and finalized all subcontracts with its institutional partners. CSP also advanced its communications and outreach through its social media presence and trainings. A key monitoring, evaluation, and learning (MEL) achievement was the approval of the program's MEL plan. Additionally, CSP held a midyear review to celebrate the program's accomplishments, discuss challenges and lessons learned, and recommend improvements to facilitate the achievement of the program's ambitious expected results.

Under TO 2, CSP used its community profiling exercise to identify the most underserved and vulnerable communities in the program's areas of operation. The team designed an initial set of about 30 technically sound assistance interventions through continuous coordination and collaboration with multiple stakeholders in the field and made incremental progress toward expected results. This annual report will focus mainly on TO 2's achievements and highlight several successful interventions.

This report is organized by task order and divided into four primary sections: country context, program details, lessons learned and best practices, and next steps. Because no results were reported under CSP's newest task orders during FY2019, this annual report is focused on TO 1 and TO 2 only. A summary of notable Year 1 CSP achievements can be found in the infographic on page 9. The report also includes a series of annexes, including financial reports and a series of maps of selected communities and interventions.

Year 1 Progress Update

USAID/LEBANON COMMUNITY SUPPORT PROGRAM (CSP)



In its first year, CSP implemented 28 community support projects. Of those, 10 were either completed or near completion by year-end.

Here are some highlights from Year 1, and a look ahead:

1

Total value of activities approved in FY2019



2

Focus of implemented activities according to sector:



3

44,291

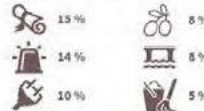
No. of Lebanese who benefited from US government assistance through CSP in FY 2019



4

40% of funds dedicated to activities — a clear priority need among communities

Funding also concentrated on:



5

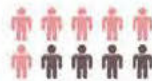
58,186

No. of people expected to benefit from CSP activities

No. of people other CSP activities are expected to benefit:



6



61%

of beneficiaries were female, more than double the target set by CSP.

7

100% of beneficiaries surveyed said CSP interventions had improved their access to essential services.



8

YEAR 2 GOALS:

110 communities engaged
72 activities identified
99 activities implemented

EXHIBIT I: NOTABLE CSP ACHIEVEMENTS, OCTOBER 2018 — SEPTEMBER 2019

II. COUNTRY CONTEXT

During the FY2019 reporting period from October 2018 to September 2019, Lebanon faced several issues related to its political stability, security, and economy. The main challenges included the formation of a new government, the consequences of the adoption of the national budget, ongoing issues related to the sustained presence of Syrian refugees, and several security-related incidents.

POLITICAL CONTEXT

The Lebanese political context was unstable not only throughout the reporting period but also in the years preceding it. Since 2011, the Syrian Civil War's impact on Lebanon has shaken the country's political system and security foundation. An influx of refugees has caused the population to balloon, with refugees now being estimated to constitute as much as a quarter of the population. Because of the sustained presence of the refugees, the country's infrastructure and public services have deteriorated at an accelerated pace. The Lebanese government's response to the refugee influx has been slow, partial, and inadequate. Municipalities, many of which were already unable to meet their communities' needs before the crisis, have had to shoulder the burden of accommodating the refugees, which has further contributed to their financial and social problems.

As a result, tensions between refugees and their Lebanese hosts have exacerbated. A common narrative among host communities is that Syrian refugees are taking jobs and putting additional strain on already overstretched public services. Therefore, many Lebanese have called for them to return to their country, especially in light of recent gains made by Syrian President Bashar al-Assad's regime, which have led to improved security in certain areas of Syria.

Throughout the reporting period, in addition to Syrian refugee-related problems, Lebanon continued suffering from political gridlock and a lack of legislation and reforms. Political instability increased because of the delay in the Cabinet formation process, which lasted about 10 months, from the parliamentary elections in May 2018 to January 2019. Once formed, the new government, headed by Prime Minister Saad Hariri and including the major political powers and parties, faced several pressing issues, including the need for socioeconomic reforms and the impact of the ongoing presence of the Syrian refugees on the local economy. Recently, Hariri's government took tough actions against refugees by dismantling permanent structures and closing unregistered foreign-owned (primarily Syrian and Palestinian) businesses. Additionally, the Ministry of Labor gave employers deadlines to either bring their foreign employees in line with regulations or face harsh penalties. If they did not meet the deadline, their company faced closure.

Beyond the political and economic challenges, Lebanon is facing major environmental problems, also exacerbated by the refugees' presence, including a significant rise in pollution. Trash and untreated waste are spoiling the natural environment and contaminating water across the country.

SECURITY CONTEXT

Like the political context, the security situation throughout Lebanon experienced instability during the reporting period. Notably, tensions between Hezbollah and Israel heightened after two Israeli drones crashed into Beirut's southern suburbs, known as a party stronghold. In June, an attack in the Northern city of Tripoli that was later claimed by the Islamic State (ISIS) militant group resulted in the deaths of four members of the Lebanese Security Forces. Finally, an incident in Lebanon's

Chouf area exacerbated tensions between two rival political parties associated with the Druze sect. Despite the threat of escalation, the fallout from all three of these security episodes simmered before any major conflict broke out.

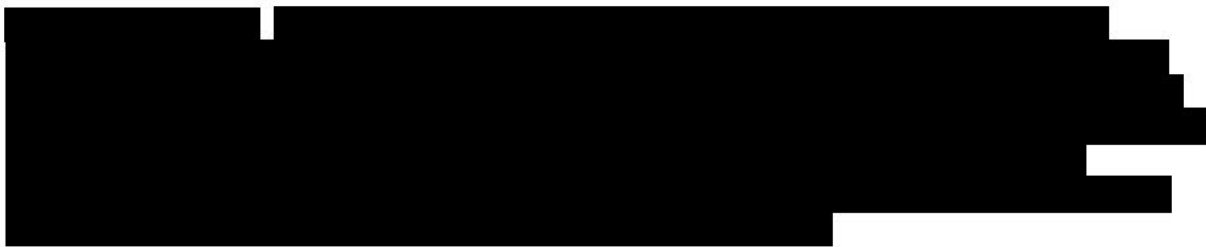
ECONOMIC CONTEXT

For the past few years, Lebanon's financial situation has deteriorated amid the continued political unrest. Lebanon has one of the world's heaviest public debt burdens, at 150 percent of GDP, and has suffered from years of little economic growth. Government finances are strained by an inefficient public sector and debt-servicing costs, as well as corruption and waste. International financial institutions have emphasized that the country must restore trust and overcome the current liquidity crisis. However, the 10-month government vacuum led to more economic problems, an increase in public debts, and a significant drop in investments, pushing Lebanon further into economic stagnation. Recently, a shortage of US dollars in the country has forced Lebanese authorities to work on new financial and trade mechanisms for wheat, medicine, and fuel imports, triggering internal tensions and a confidence crisis. Additional economic austerity measures would negatively affect many citizens, pushing more Lebanese into poverty.

TASK ORDER I: MANAGEMENT

During its first year, CSP set up and mobilized a functional TO 1 team and established an operational platform to support the startup and implementation of the four technical task orders under CSP. Given the diverse nature of the various task orders, and the broad spectrum of activities under the community support projects of TO 2, CSP has adopted an adaptive management approach, which enables it to continuously assess and adjust its internal processes and systems to provide agile and effective support.

OPERATIONS, HUMAN RESOURCES, AND STAFFING ACHIEVEMENTS



FINANCE AND ACCOUNTING Shortly after starting up, CSP opened a bank account for the project at CitiBank’s Beirut branch to receive wire transfers and make payments. CSP also set up Chemonics’ accounting software, Abacus, and trained the accounting team on how to use it to record and track financial transactions.

STAFFING As depicted in the table below, during Year 1 CSP recruited and onboarded most of the positions anticipated under the program, but has intentionally held off on the following recruitments for programmatic or strategic reasons:

- Procurement specialist (under TO 1, dedicated to TO 5): This position was put on hold until the second year of the program, at which time the infrastructure projects under TO 5 are expected to have been identified and will require substantial procurement and contracting efforts.
- Three capacity building technical officers (under TO 3): These positions will help facilitate interactions with local partners and provide targeted technical assistance to CSP partners to help sustain the assistance provided under the other TOs. Recruitment will take place in Q1 of FY2020 so that the long-term TO 3 team can participate.
- Construction supervisor (under TO 5): This engineering position will oversee the TO 5 construction and infrastructure works, which are expected to take place during Year 2 of the project. Therefore, recruitment has been delayed until then.

RECRUITMENT SUMMARY TABLE

	TO 1	TO 2	TO 3	TO 4	TO 5	TOTAL
Number of Positions Filled	25	19	5	6	6	61

Number of Vacant Positions			3			7
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GRANTS, SUBCONTRACTS, AND PROCUREMENT ADMINISTRATION

CSP’s community stabilization, community development, and capacity building activities are being 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.

SUBCONTRACTS Under the IDIQ, CSP is partnering with and issuing several work orders to its three Lebanese subcontractors to augment its in-house technical capabilities: the Bureau Technique pour le Développement (BTD) for the provision of engineering design and construction supervision services, Earth Link & Advanced Resources Development (ELARD) for environmental management services, and Quantum Communications to support and augment CSP’s strategic communication and outreach efforts. In Year 1, Quantum provided training to CSP staff on photography and the use of social media, and is making videos of high-profile activities that merit higher visibility.

Under TO 4, CSP will be working with the American University of Beirut (AUB) to support the development and administration of a scholarship program, which represents a major component of the TO 3 workforce development activity.

PROCUREMENT CSP administers and manages procurement and subcontracts through the TO 1 activity fund team. In addition to processing procurement requests for ongoing activities across technical TOs, CSP has shortlisted 27 construction and infrastructure firms across Lebanon with the aim of accelerating the tender process for future activities requiring construction or engineering services.

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 of the submissions of partner information forms during this quarter were tracked using the vetting tracker, as shown in Annex B.

CROSS-CUTTING TECHNICAL SUPPORT

ENGINEERING AND ENVIRONMENTAL COMPLIANCE From May – June, CSP worked on its quality control plan (QCP) to lay out the quality control processes for the infrastructure, rehabilitation, and construction projects that CSP will implement in the coming years under TOs 2 and 5. USAID approved the QCP in July 2019, which now enables CSP to distinguish between light infrastructure activities implemented according to the QCP and higher-risk construction activities requiring third-party quality assurance.

In May 2019, CSP’s environmental compliance subcontractor, ELARD, conducted a training on the purpose and usage of the environmental review and assessment checklist (ERAC) for the staff of TOs 1 and 2. The training highlighted how the checklist is the first step to managing and mitigating potentially adverse impacts on the environment. It pushed the teams to design program interventions that have an environmental management perspective from the start. An environmental compliance summary report, consisting of a consolidated list of all the ERACs submitted to USAID this year, can be found in Annex C.

MONITORING, EVALUATION, AND LEARNING During Year 1, the MEL team developed its system, which included the following:

Initiating the CSP DevResults Platform. The system enables the CSP team to monitor, share, and manage the progress of work; map activities in their geographic context; and manage activities by type of sector, geographic area, and their status. The platform also allows CSP’s senior team to generate real-time reports that are accompanied by maps of the activities’ locations.

Submitting a Revised CSP MEL Plan. Following several meetings with USAID contract officer’s representatives (CORs), the social impact (SI) team, and the TO 2 implementation team, the MEL team submitted an updated MEL plan, including a table for tracking performance indicators (see Annex D), and received USAID’s approval in July 2019.

Developing CSP Maps and Data Collection Forms. In close coordination with CSP management and the TO 2 implementation team, CSP’s dynamics of CSP are currently being overlaid on maps to illustrate the activities being implemented, their geographic distribution, status, and level of funds invested per district and/or governorate. Simultaneously, the MEL team developed and tested the data collection forms related to the approved indicators, which supported all the reported achieved reports.

Data Quality Assessment. During Q4, the MEL team worked closely with the SI team over three days to assess the MEL system, data flow, data collection forms, data processing, and reporting. The feedback report is anticipated during Q1 of Year 2.

COMMUNICATIONS AND OUTREACH

Promoting CSP Activities. CSP continued focusing on promoting its activities and program impact, as well as the profile of CSP’s local partners, through social media, particularly Facebook and Instagram. The pages showcase field events such as equipment delivery, important meetings, and activity-related updates.



EXHIBIT 3: CSP’S INSTAGRAM PAGE SHOWCASING PROGRAM UPDATES

Submission of Required Deliverables. CSP has submitted weekly and quarterly reports to USAID since September 2018. The weekly reports summarize tasks related to the various TOs, activities, and achievements from the previous week, and include highlights, photos, and quotes and testimonials to demonstrate how CSP’s interventions are helping vulnerable communities and other beneficiaries.

Starting in June, following a request from USAID, CSP began conducting atmospheric reporting from field-based staff about tensions in communities in CSP's areas of operation.

The quarterly reports were submitted at the end of January, April, and July, and highlighted the program's main achievements and challenges during their respective reporting periods.

Photography Training Provided for CSP Field Staff. On May 30, CSP provided a daylong photography training to its field-based staff and regional program managers (RPMs). The training was conducted by CSP's communications and outreach support subcontractor, Quantum, and focused on storytelling, taking photos, disseminating information, and producing short videos. The trainer informed the team about useful apps that can enhance the quality of videos and photos.

GENDER AND SOCIAL INCLUSION (GESI)

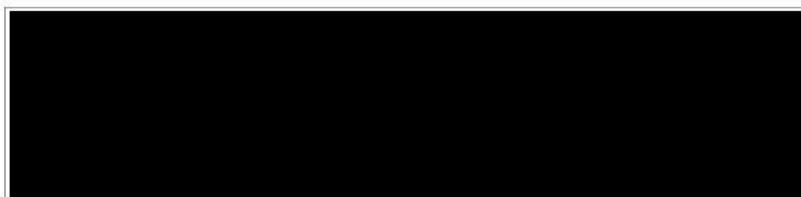
Women-focused Programming. While designing several new community assistance interventions under TO 2 this year, CSP took into consideration women's vulnerable status in Lebanon, and tailored some of the activities to respond specifically to their needs, including support for a woman's agricultural cooperative that supported the livelihoods and self-sufficiency of women in Jdaidet el Qaitaa. For all activities, CSP is taking into consideration opportunities for, and constraints on, women to participate in and benefit from the assistance. CSP will continue identifying and mainstreaming GESI considerations in future activities' design.

USAID Gender Training. On June 26 and 27, CSP's community stabilization technical adviser attended the USAID Gender Integration Workshop, which discussed key concepts and policy recommendations regarding gender integration and women's economic empowerment. The attendees learned how to identify opportunities and approaches to better integrate gender considerations in the programming cycle. Throughout the sessions, the participants had reflected on and discussed how their programs each integrated gender considerations. As a result of the workshop, and in conjunction with the ramping up of CSP's technical activities, the program will conduct a GESI training for its field staff, and another training for prospective grantees undertaking community engagement (CE) work.

TASK ORDER 2: COMMUNITY SUPPORT

COMMUNITY SELECTION

During Year 1, the TO 2 team gathered data on villages in the North, South, and Beqaa regions. In total, 851 communities were identified and assessed using existing datasets that included the number of voters and registered refugees; the number of reported incidents, which enabled tension mapping; the number of applicants to the Ministry of Social Affairs' "poorest families" program; the UN interagency list of the 251 most vulnerable cadasters; and the local governance status of each area (existing or dissolved municipal council, or no council). Later in the year, after the team conducted community profiling, some of these communities were combined, and the final number of communities was reduced to 846, [REDACTED]



[REDACTED] communities were chosen for a profiling stage, during which the field teams used a survey instrument to collect further information about each community, [REDACTED]. In total, 144 communities were profiled during Year 1 (see Annex E) — 35 in the Beqaa, 51 in the North, and 58 in the South (see Annex F).

ACTIVITY DESIGN

During Year 1, CSP's TO 2 team submitted 105 concept notes as follows:

- 38 in the Beqaa
- 41 in the North
- 26 in the South

The quarterly breakdown of the concept notes is as follows:

- 4 in Q1
- 41 in Q2
- 24 in Q3
- 36 in Q4

The rejection rate of these concept notes was 20 percent. Only 21 concept notes were red-lit from the start, but seven other activities were added to the list in their later phases, including those retracted by the CSP team for technical and feasibility reasons. Eighty-four activities were yellow-lit.

Of the 84 yellow-lit activities, 54 were developed into AAPs and submitted to USAID for approval, along with two CE grants. Twenty-nine AAPs have been approved (one was later canceled), while 18 are pending approval or require additional documentation for the AAP to be completed, such as legal documentation, an eligibility notice, or environmental requirements. Seven activities were rejected.

UPDATE ON COMMUNITY ENGAGEMENT GRANTS On April 30, 2019, CSP issued a request for applications (RFA) seeking grant applications for the implementation of local systems-based CE and the design of community assistance interventions. The purpose of these grants is to bolster TO 2's efforts to identify and design relevant and effective activities through CE that accurately capture sources of tensions or conflict. The RFA requested that applications present proposed implementation modalities for CSP's two CE and activity selection and design methodologies: a fast-tracked community-based rapid analysis and design (RAD) methodology, or the local systems approach (LSA).

[REDACTED]

The six CE grants are expected to be active in 78 communities over a six-month period. Once USAID approves all six grants, CSP will hold a six-day training and planning workshop on RAD, systems analysis, conflict sensitivity, and activity design.

IMPLEMENTATION STATUS AND RESULTS

Of the 54 AAPs developed and submitted in Year 1, 28 had been approved by the end of September 2019. Ten of those were either completed or near completion, while the remaining 18 were still being implemented at the year’s end.

The figures below show the distribution of activities by component and sector, with the corresponding total value of projects and number of expected beneficiaries. For details about each activity conducted during Year 1, please see the Activity Concept and Implementation Tracker in Annex G. For maps showing the geographical distribution of CSP activities and funding levels, please see annexes H and I, respectively.

YEAR 1 APPROVED ACTIVITIES			
	NUMBER	VALUE	BENEFICIARIES
Component 1			
Component 2			
Totals			

TO2 activities by sector

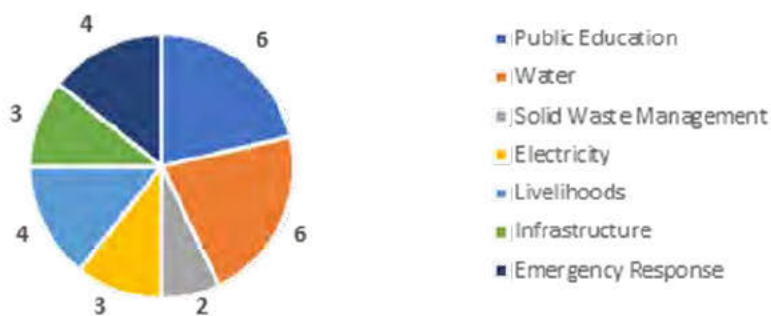


EXHIBIT 4: TO 2 ACTIVITIES BY SECTOR

Water was a clear priority need across communities. Activities in the water sector are the highest in value and are expected to reach the largest number of beneficiaries, but they also have the longest

implementation timeframe. These tend to be large construction projects for which the construction quality control protocol is activated. The technical design and implementation of these activities also require close coordination with various stakeholders, such as the water establishments and local municipalities, and multiple engineering firms.

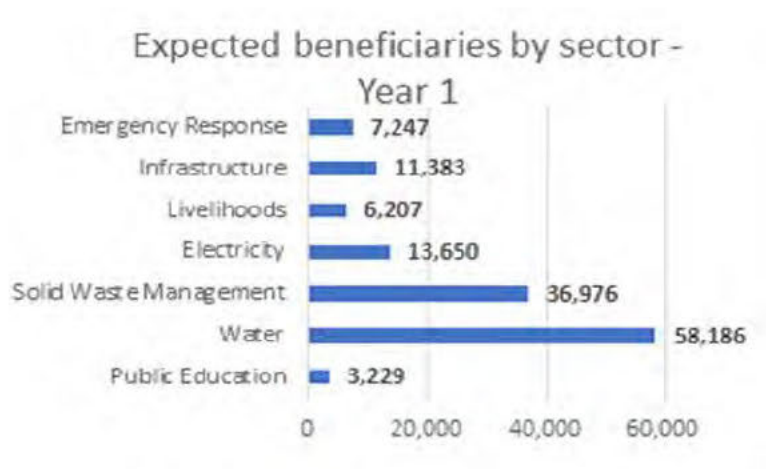


EXHIBIT 5: EXPECTED BENEFICIARIES BY SECTOR AT THE END OF YEAR 1

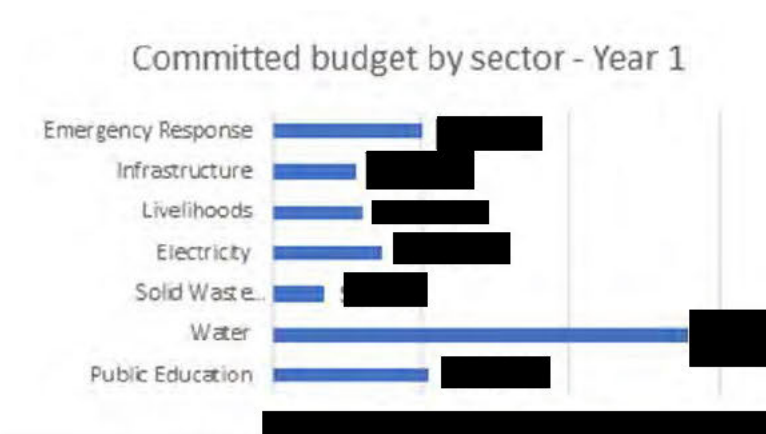


EXHIBIT 6: BUDGET COMMITTED BY SECTOR

Given the lengthy design and implementation timeframes for water activities — typically from 12 to 18 months — TO 2 can implement only a limited number of water interventions, given its 30-month mandate and budget relative to the target number of activities. Therefore, the CSP team decided at the midyear review to strategically select large water interventions throughout the second half of the year, while continuing to prioritize smaller, quicker impact initiatives in the water sector and other sectors.

Summary of results. While some of the annual results do not meet the targets set, the deviations in large part result from the fact that many activities, including water, electricity, and infrastructure repair projects, are still being implemented. Others, like support to agricultural livelihoods, depend on seasonal factors before their results can be recorded.

The following notable results were recorded from Year 1:

- 44,291 of a targeted of 212,250 people benefited from US government assistance.

- 61 percent of the beneficiaries of US government-assisted programs were female (against a target of 30 percent).
- 48 of a targeted 600 community members participated in the CSP activity cycle.
- 21,941 of a targeted 141,500 people reported having access to essential services.
- According to the results of a questionnaire answered by beneficiaries of the activity providing a generator the Tannoura Municipality, **100 percent** of respondents confirmed having access to improved essential services (against a targeted 60 percent), and **94 percent** said they believed that stability had improved (against a targeted 60 percent).

Annex J provides additional details on progress on Year 1 targets and provides justification for any deviation from targets.

ACTIVITY HIGHLIGHTS

CSP RESPONDS TO EMERGENCIES CSP designed and implemented six rapid interventions in response to a series of severe weather emergencies in the Beqaa in the fall and winter of 2018 into 2019. The activities, valued at more than [REDACTED], directly supported more than 9,445 households, or 47,225 people, resulting in the reestablishment of or upgrades in essential services related to electricity, education, humanitarian aid, and disaster response.

In projects in Tannoura, Al Qaa, Joub Janine, Britel, and Ali Nahri, totaling [REDACTED], CSP assisted vulnerable Lebanese communities and Syrian refugees by restoring access to services that had been interrupted by severe storms. After flooding damaged schools in Britel and Ali Nahri, CSP provided a generator, white boards, first aid kits, playground benches, and photocopy machines so that students could return to improved learning environments. The SADA center in Joub Janine also suffered heavy damage from flooding. Assistance from CSP enabled the center to resume its activities, benefiting 367 community members and refugees who rely on the center for key services such as trainings and logistics services. In Tannoura, the storms damaged the village's only backup generator, resulting in a complete blackout during government power cuts. In response, CSP provided a generator, reconnecting 1,150 people to an alternative power supply. In Al Qaa, CSP supplied the municipality with water drains and pumps to enable it to respond to flash flooding, help protect citizens' property, and maintain road access.

For another successful emergency response intervention that CSP implemented in the Beqaa, in Aarsal, see Annex K.



Children sit on a bench donated by USAID through CSP to mitigate the effects of flooding in early 2019 that damaged schools in the Beqaa, which helps reduce tensions by ensuring a more equal distribution of resources between Lebanese and Syrian refugee students.

COMMUNITIES IMPROVE SOLID WASTE MANAGEMENT In both Tripoli and Mieh w Mieh, CSP supported communities in their efforts to improve solid waste management and mitigate intercommunal tensions resulting from the enduring solid waste crisis. Together the two activities reached 36,976 beneficiaries, totaling [REDACTED]. In both areas, CSP leveraged existing subregional initiatives such as Al Fayhaa' Sorts and Saida Knows How to Sort to increase reach and impact. Working with the Al Fayhaa' Union of Municipalities, CSP provided 30 sorting cages, distributed across 15 locations, including schools, university campuses, and strategic public spaces in the city. Thirty large bins were also distributed to 15 locations in the city and its surroundings, as were 30 smaller garbage bins, which were placed in public gardens and on public staircases and in pedestrian areas. This significantly enhances local authorities' capacity to serve citizens in the underserved areas of Tripoli, El Mina, Qalamoun, and Beddawi, and respond to priority needs in Lebanon's second-largest city and its suburbs. In Mieh w Mieh, CSP enabled the underfunded municipality to participate in the Saida area municipal union's solid waste management initiative by providing it with 446 bins for citizen use: 200 red bins and 246 gray bins for sorting recyclable and organic solid waste, respectively.



Solid waste sorting cages donated by USAID through CSP are distributed to improve waste management in Lebanon's second-largest city, Tripoli, and its suburbs, helping reduce tensions resulting from the waste crisis in the area.

In both areas, CSP successfully galvanized local stakeholders for collective action. For example, CSP's North team facilitated joint planning sessions among the union, the Tripoli Municipality, and various local civil society organizations to amplify the impact of the assistance intervention. The meetings resulted in agreement on the location of the sorting points across the three cities and a timeline for the delivery of the large containers and bins to those points. The participants also agreed to develop a marketing strategy and action plan to publicize the efforts of the sorting initiative. In Mieh w Mieh, CSP facilitated coordination between the municipality and the majority-Christian village on the one hand, and local CSOs and the majority-Muslim neighborhood on the other hand. The coordination brought local actors together to agree on a joint plan for commencing the sorting initiative in the densely populated Muslim neighborhood, with which the municipality has not engaged significantly in the past. As a result, local CSOs agreed to conduct sessions in that community to raise awareness on sorting.

IV. LESSONS LEARNED AND BEST PRACTICES

IMPLEMENTATION CHALLENGES AND RESPONSES

During Year 1, CSP tested and piloted several systems, approaches, and interventions, which provided strong evidence of what is working and potential areas of improvement.

TECHNICAL TO 2 was CSP's only technical task order under implementation in Year 1. TO 2's rigorous approach to community engagement is CSP's first point of entry into many communities, followed by community stabilization and community development assistance interventions, offering valuable insights and lessons learned that can be applied to all future task orders under the IDIQ.

The key technical challenge TO 2 faced was related to the lengthy design and implementation process. Understanding the root causes of resource-based tensions requires intensive, participatory, and inclusive community engagement, which can take up to three months, according to an LSA. After community engagement, the technical design of tangible and visible assistance interventions to improve the delivery of services (as well as economic opportunities) typically requires construction quality control and assurance and rigorous environmental compliance. This process can take three to six months per activity. Once all the design requirements have been fulfilled, implementation begins. This stage includes everything from the procurement of commodities to tendering for the acquisition of a general contractor to implementation to final acceptance. Together, the design and implementation of a single, relatively large-scale community support assistance intervention can take 18 months or longer, although this timeline can be shortened as the quality of submissions is improving.

In response to this lengthy process, CSP introduced the RAD approach as an alternative to the LSA. Inspired by the LSA, RAD still ensures a relatively high level of community engagement but at an accelerated pace. CSP is also steering community stabilization activities away from interventions that have engineering or construction elements. Examples of more rapidly implemented stabilization activities during Year 1 include the distribution of fuel vouchers in Aarsal, the provision of equipment to schools damaged by storms in the Beqaa, and the provision of agricultural or emergency response equipment like rotary tillers in Akkar and water suction pumps in Al Qaa.

OPERATIONAL Under the CSP IDIQ, TO 1 is expected to provide a broad range of operational and cross-cutting technical support to all technical task orders, including everything from grants, procurement, and subcontract administration to MEL and engineering support. Given the unique nature of CSP, a significant amount of learning, trial and error, and testing of different processes took place during Year 1. Some key responses to address coordination challenges included introducing weekly region-specific implementation meetings and revising the

CLA in Action: CSP Midyear Review

CSP held a midyear review in May 2019 to celebrate the program's achievements and discuss implementation challenges. Taking time for this type of self-reflection and introspection is a key element of CLA, which calls for iterative learning and adaptive management during implementation.

The main findings from the midyear review were that pressure to meet targets was driving CSP to emphasize program-led activities. In addition, the time needed to fulfill requirements (related to vetting, environmental compliance, and construction quality control and assurance) was deterring the team from designing and implementing rapid-response stabilization activities to address acute tensions.

In response, CSP took several actions and made several management adaptations, including reallocating workloads and seeking a more balanced portfolio of TO 2 activities. Additionally, CSP sought guidance from USAID on the definitions of *tension*, *stabilization*, and *development* in the context of CSP.

activity cycle and design flow. The weekly implementation meetings, led by the TO 2 director and attended by the relevant RPM and TO 1 department heads, include an activity-by-activity discussion of project status, next steps, and action items. The implementation meetings have increased the visibility and accountability of all staff involved in the activity cycle. Similarly, following the midyear review (see text box), the activity cycle was revised to engage the engineering team, activity fund team, and procurement teams earlier in the design process to prevent design flaws.

V. NEXT STEPS

EXPECTATIONS FOR YEAR 2

SUMMARY OF MAJOR TO 2 TASKS FOR 2019 – 2020

During Year 2, the TO 2 team will continue implementing the approved activities and propose others. Currently, about 90 activities have been completed, are being implemented, or pending development. The CE partners will work on engaging 78 communities during Year 2 to identify and design at least 50 new activities, with the expectation that about 40 will be approved.

As the activities will seek to balance components 1 and 2, the portfolio will continue to include larger activities based on the needs identified from the field during the CE process.

SUMMARY OF MAJOR TO 3 TASKS FOR 2019 – 2020

The TO 3 team joined CSP on October 1, 2019. The team intends to design and implement technical assistance interventions in 28 communities already served through TO 2. The team also plans to accompany new TO 2 interventions not conducted during Year 1. Technical assistance will be implemented through local service providers, who will provide solutions to such challenges as equipment maintenance and operations, the transfer of skills, and the sustainability and institutionalization of change. Furthermore, early in Year 2 the TO 3 team will launch two programmatic tracks within the framework of the collaboration between CSP and the University Scholarship Program, aimed at providing students from AUB and the Lebanese American University (LAU) with more internships, volunteer work, and CE opportunities.

SUMMARY OF MAJOR TO 5 TASKS FOR 2019 – 2020

During the upcoming fiscal year, TO 5 will focus primarily on wastewater infrastructure interventions and wastewater investment interventions.

Under the wastewater infrastructure component, the TO 5 team will implement the following tasks:

- Identify key wastewater stakeholders and their interests
- Develop a scoring matrix for the evaluation and selection of the wastewater interventions
- Collect and assess data on potential wastewater systems and possible interventions
- Conduct prefeasibility and initial sustainability studies of potential projects and finalize a list of selected wastewater projects
- Perform detailed feasibility studies and environmental assessments of selected wastewater projects
- Perform environmental assessments of selected wastewater projects
- Develop engineering designs, specifications, bills of quantity, and tender documents for selected wastewater projects

Under the wastewater investment component, the TO 5 team will hold consultation meetings and secure at least one letter of interest from the private sector, confirming its readiness to engage in internal awareness on wastewater topics among the company's employees and/or external awareness on wastewater topics among the general public.



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VI. ANNEXES

ANNEX A: YEAR I FINANCIAL REPORT (OCTOBER 2018 – SEPTEMBER 2019)



ANNEX C: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT

Area	Activity Number	Activity Title	ERAC status	Comments
Beqaa Britel	BQA001	Providing Essential Equipment to the Britel Public School	Approved by USAID	
Beqaa Tannoura	BQA004	Providing the Municipality with 250-KVA Generator and Replacing Storm-Affected Accessories	Approved by USAID	
Beqaa Joub Jannine	BQA005	Reequipping SADA NGO Center in Joub Jannine After Norma Storm Damages	Approved by USAID	
Beqaa El Fourzol	BQA006	Enhancing Water Supply by Constructing a Water Tank	Under CSP review	Activity design on hold due to location ownership issues
Beqaa Fissane	BQA007	Expanding Fissane Cooperative	Under CSP review	
Beqaa Al Qaa	BQA009	Equipping Al Qaa Municipality for Storm Response	Approved by USAID	
Beqaa Deir El Ahmar	BQA011	Enhancing the Efficiency of Water Provision to Reduce Tensions in Deir el Ahmar	Under CSP review	Activity design on hold due to substandard water quality supplied by the well receiving the assistance
Beqaa Ghazze	BQA012	Improving Public Safety in Ghazze Through Retaining Wall	Approved by USAID	
Beqaa Souaih and Chehairy	BQA013	Enhancing Economic Opportunities for Farmers in Hermel Outskirts	Pending USAID feedback	Activity design on hold until further guidance is received
Beqaa Hawch er Rafqa	BQA014	Reducing Tensions by Equipping the Intermediate Public School of Hawch El Arab	USAID feedback received, CSP to review and resubmit	
Beqaa El Khiara	BQA015	Enhancing Safety and Security Through Solar Lighting in El Khiara	USAID feedback received, CSP to review and resubmit	

Beqaa	Saadnayel	BQA016	Reducing Tensions Through Installation of Water Filtration System at Intermediate Public School of Saadnayel	Pending USAID feedback	
North	Tripoli	NTH001	Improving Sorted Solid Waste Collection Capacity of the Union of Al Fayhaa' Municipalities	Approved by USAID	
North	Qabaait	NTH002	Supporting Qabaait Public Middle School	Approved by USAID	
North	Jabal Akroum	NTH003	Enhancing Strained Water Services in Jabal Akroum	Approved by USAID	
North	Akroum	NTH004	Supporting Olive Tree Farmers in Akroum with a Decanter and Generator	Approved by USAID	
North	El Mahmra	NTH007	Supporting the Wastewater Management System in El Mahmra	USAID feedback received, CSP to review and resubmit	
North	Markebta	NTH008	Building a Supporting Wall in Markebta	Approved by USAID	
North	Jdaidet el Qaitaa	NTH009	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products	USAID feedback received, CSP to review and resubmit	
North	Kfar Hilda	NTH010	Ensuring Proper Water Flow in the Kfar Hilda channels	USAID feedback received, CSP to review and resubmit	
North	Fnaideq	NTH012	Supporting Livelihoods by Improving Sales for a Rural Cooperative in Fnaideq	Approved by USAID	
North	Mouanse	NTH013	Rehabilitation of the Pumping System for the Borehole Feeding the Village of Mouanse	USAID feedback received, CSP to review and resubmit	
North	En Noura	NTH015	Providing Support for Farmers in Noura Affected by the Syrian Conflict	Approved by USAID	
North	Bebnine	NTH016	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	USAID feedback received, CSP to review and resubmit	Reviewed and sent to TO 2

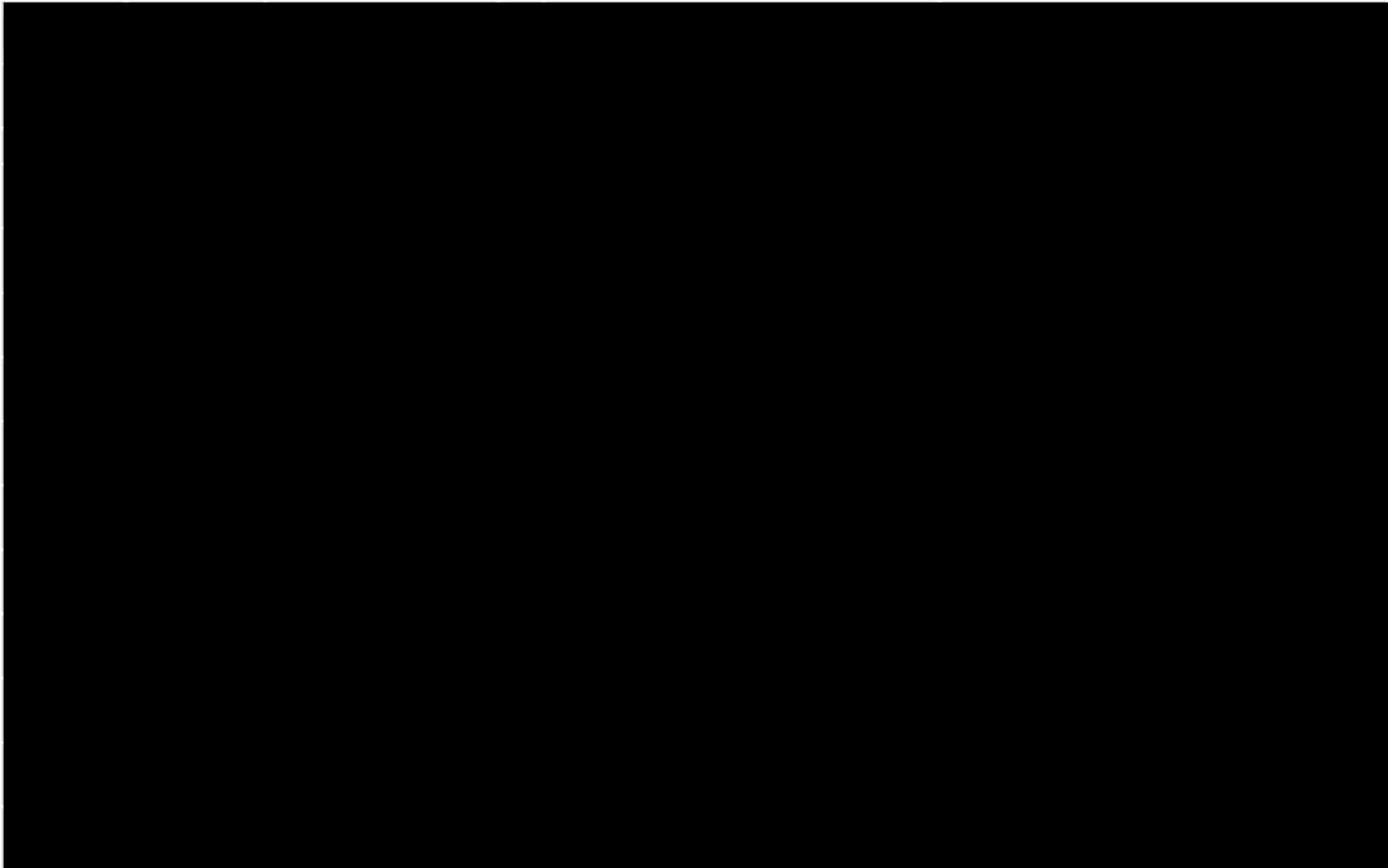
North	Bebnine	NTH017	Supporting Salam Mixed Public School in Bebnine	USAID feedback received, CSP to review and resubmit	Reviewed and sent to TO 2
North	Barghoun and Badbhoun	NTH026	Supporting Farmers from Barghoun and Badbhoun by Providing Mechanical Harvesters	Under CSP review	
South	Saida	STH001	Installing Solar LED Lights in Old Saida Alleys to Enhance Sense of Security	Under CSP review	Pending finalization of design with STTA
South	Mieh w Mieh	STH002	Enhance Solid Waste Collection and Sorting from Source Efforts in Mieh w Mieh	Approved by USAID	
South	El Qariye	STH003	Equipping the Municipality with a Generator to Reduce Cost and Enhance Sense of Safety	Activity canceled	
South	Hasbaiya	STH005	Providing Water Filtration for Hasbaiya Water Tank	USAID feedback addressed and ERAC resubmitted, pending approval.	
South	Bqasta	STH006	Providing Better Water Services in Bqasta	USAID feedback addressed and ERAC resubmitted, pending approval.	
South	Tanbourit	STH009	Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters	Pending USAID feedback	
South	Jinjlaya	STH010	Enhancing the Provision of Water in Jinjlaya	Pending USAID feedback	

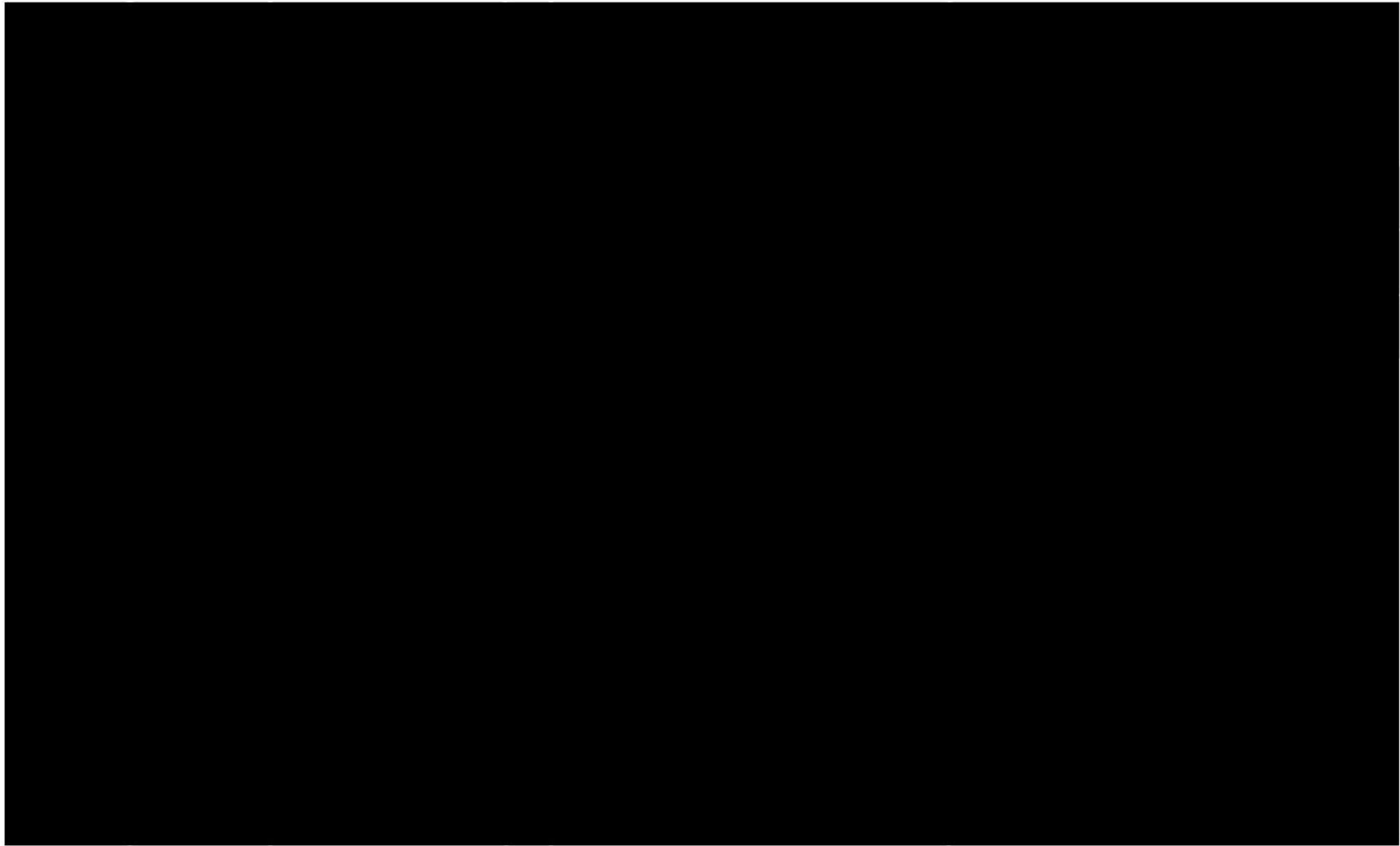
ANNEX D: INDICATORS PERFORMANCE TRACKING TABLE

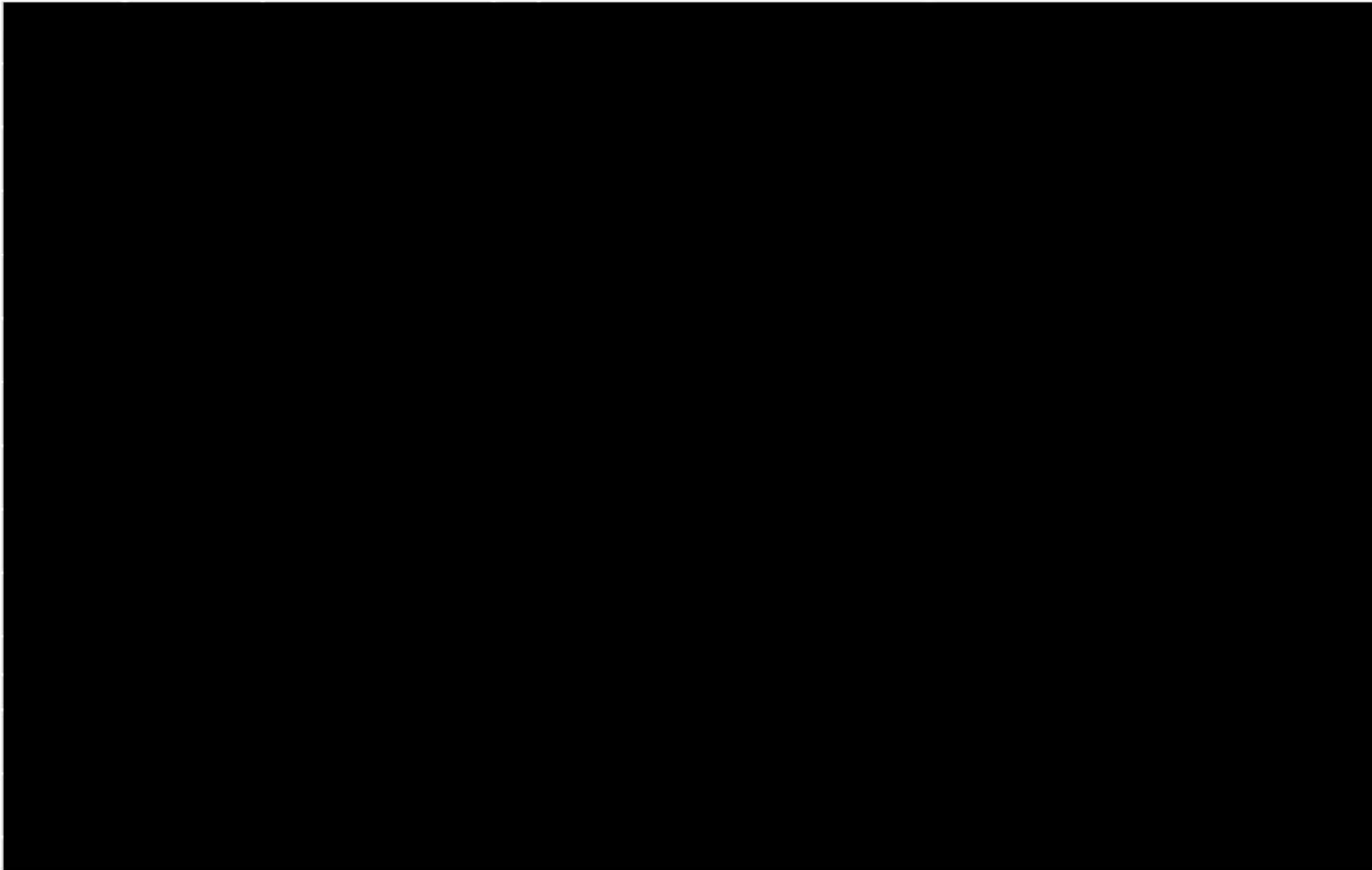
Please refer to the email attachment labeled “Annex D. Indicators Performance Tracking Table.”

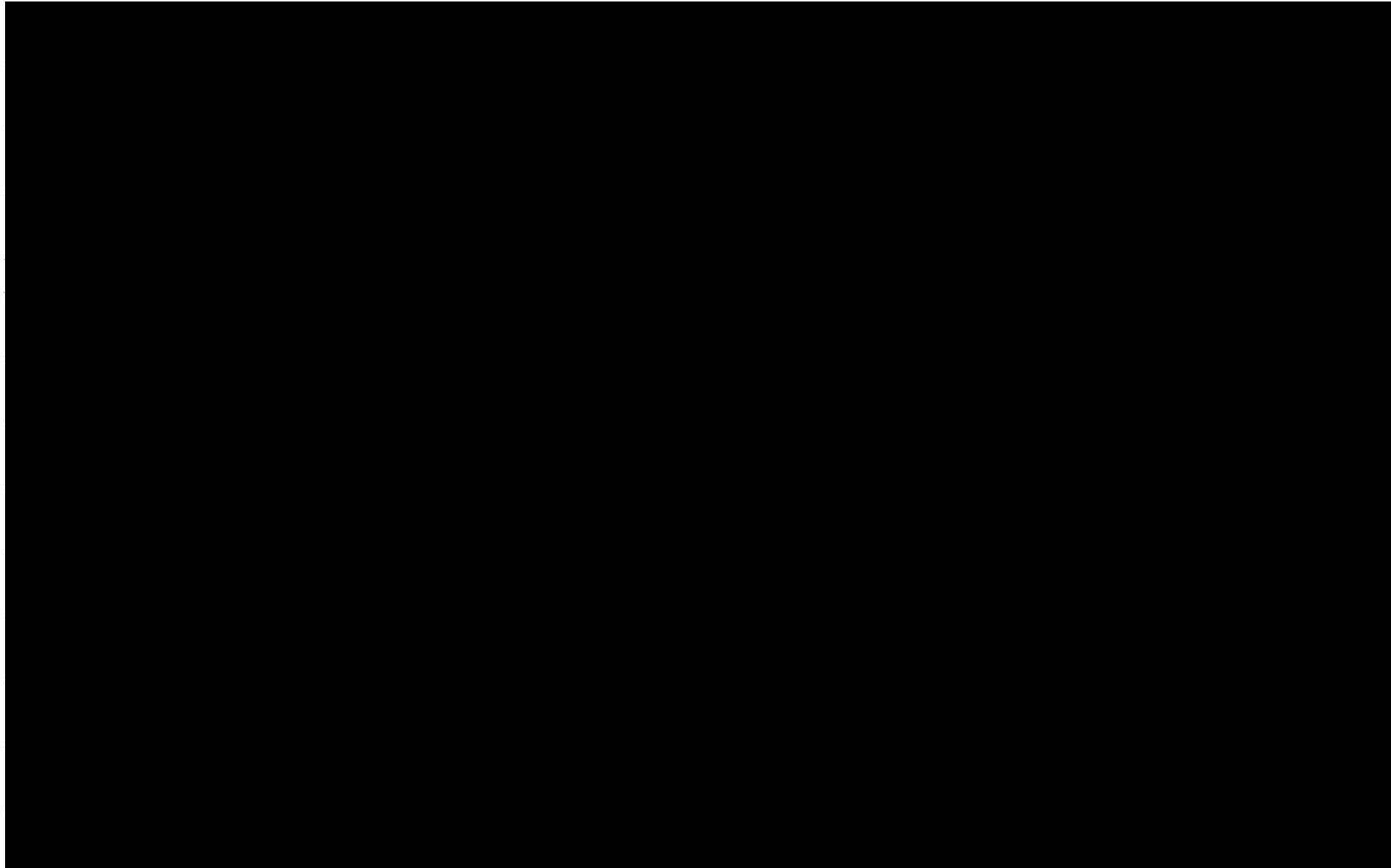
ANNEX E: YEAR I COMMUNITY PROFILES

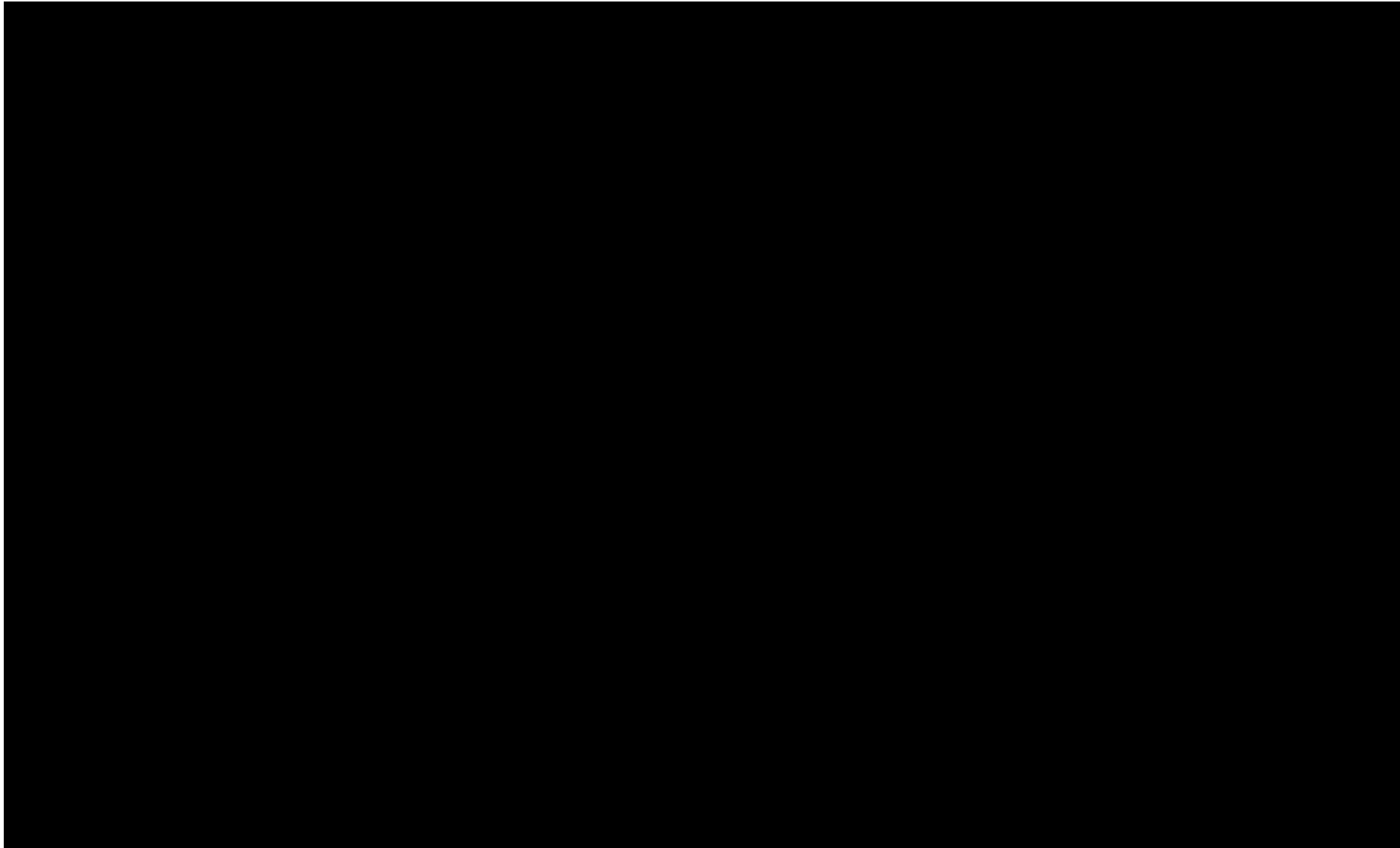


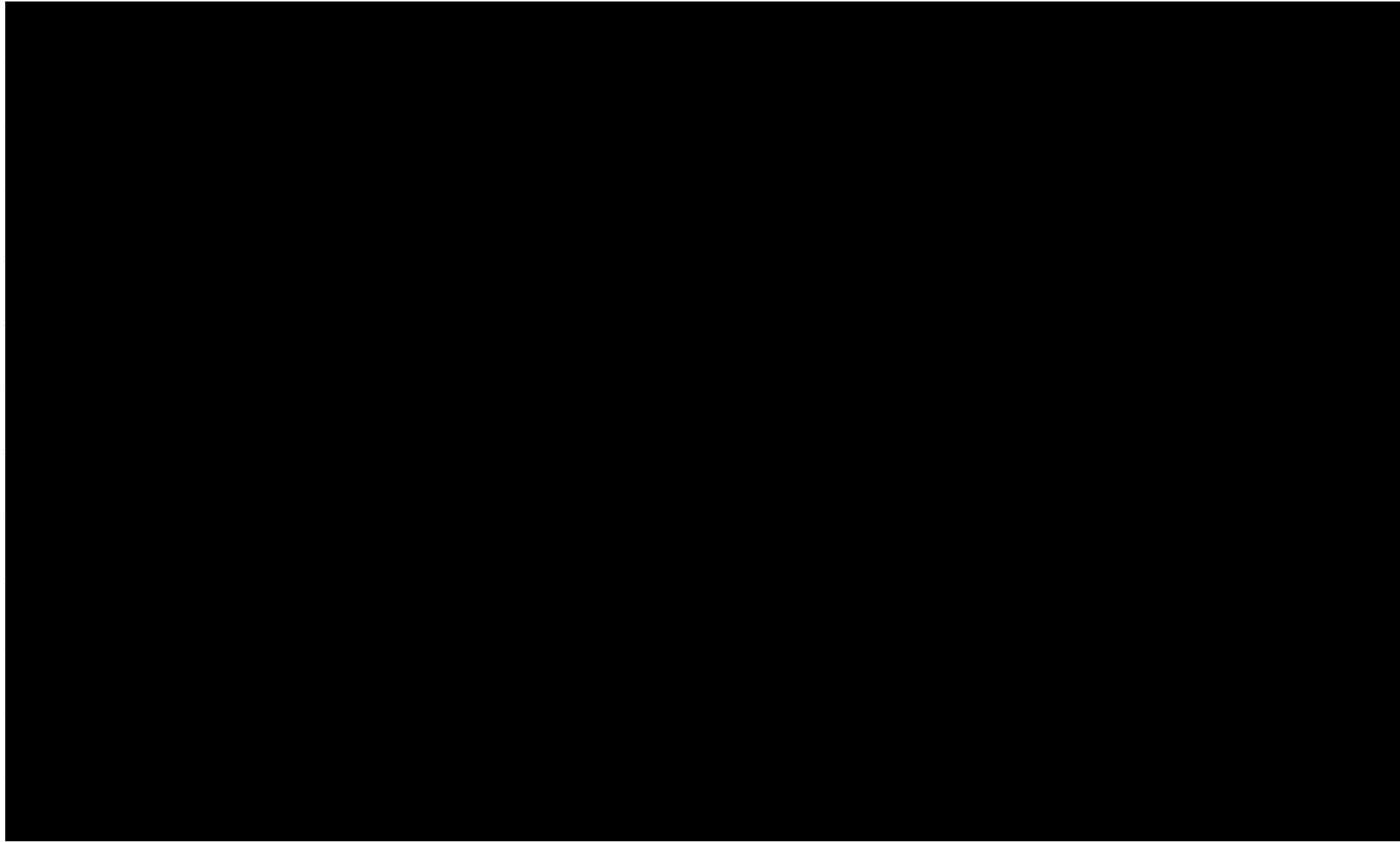


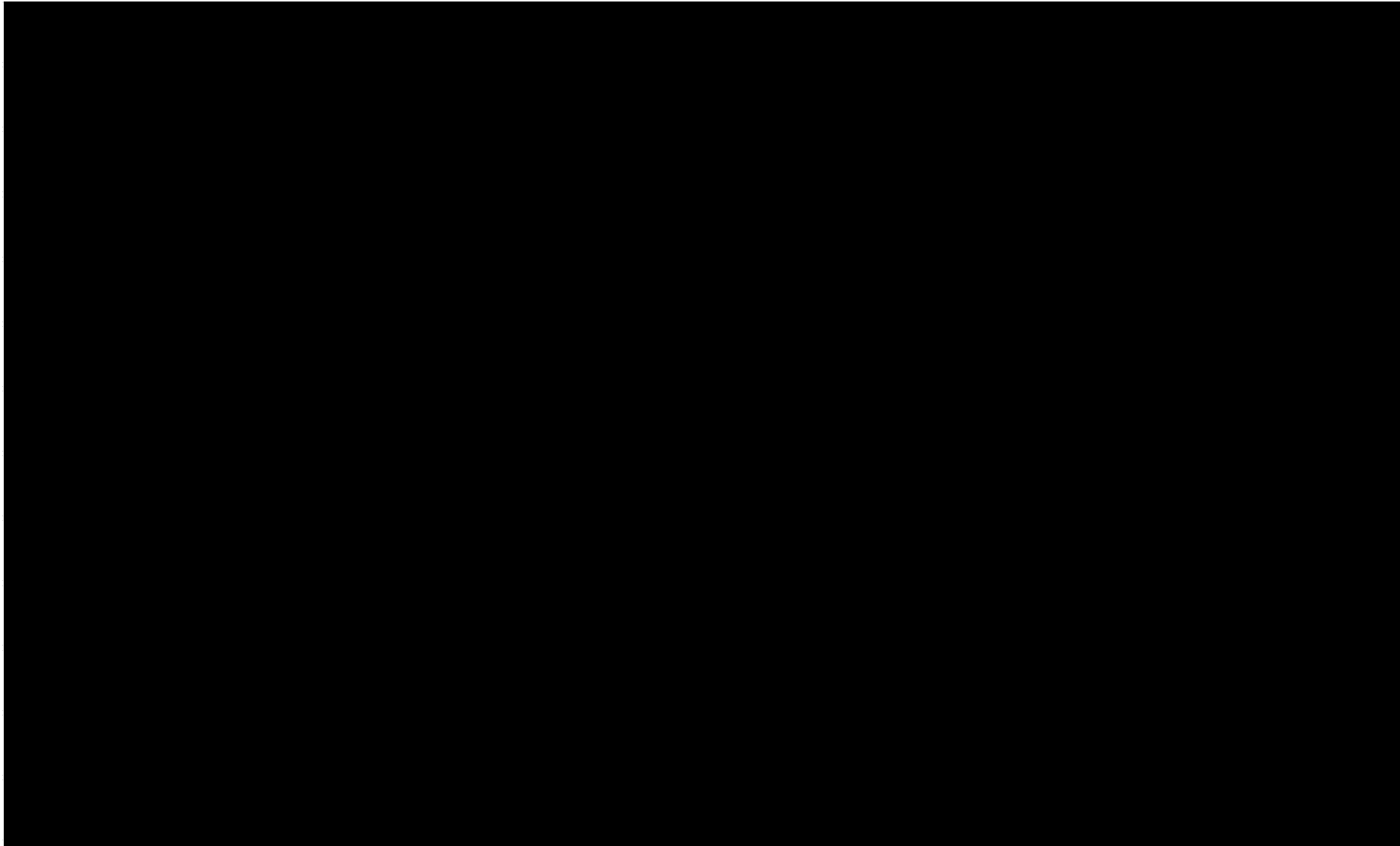


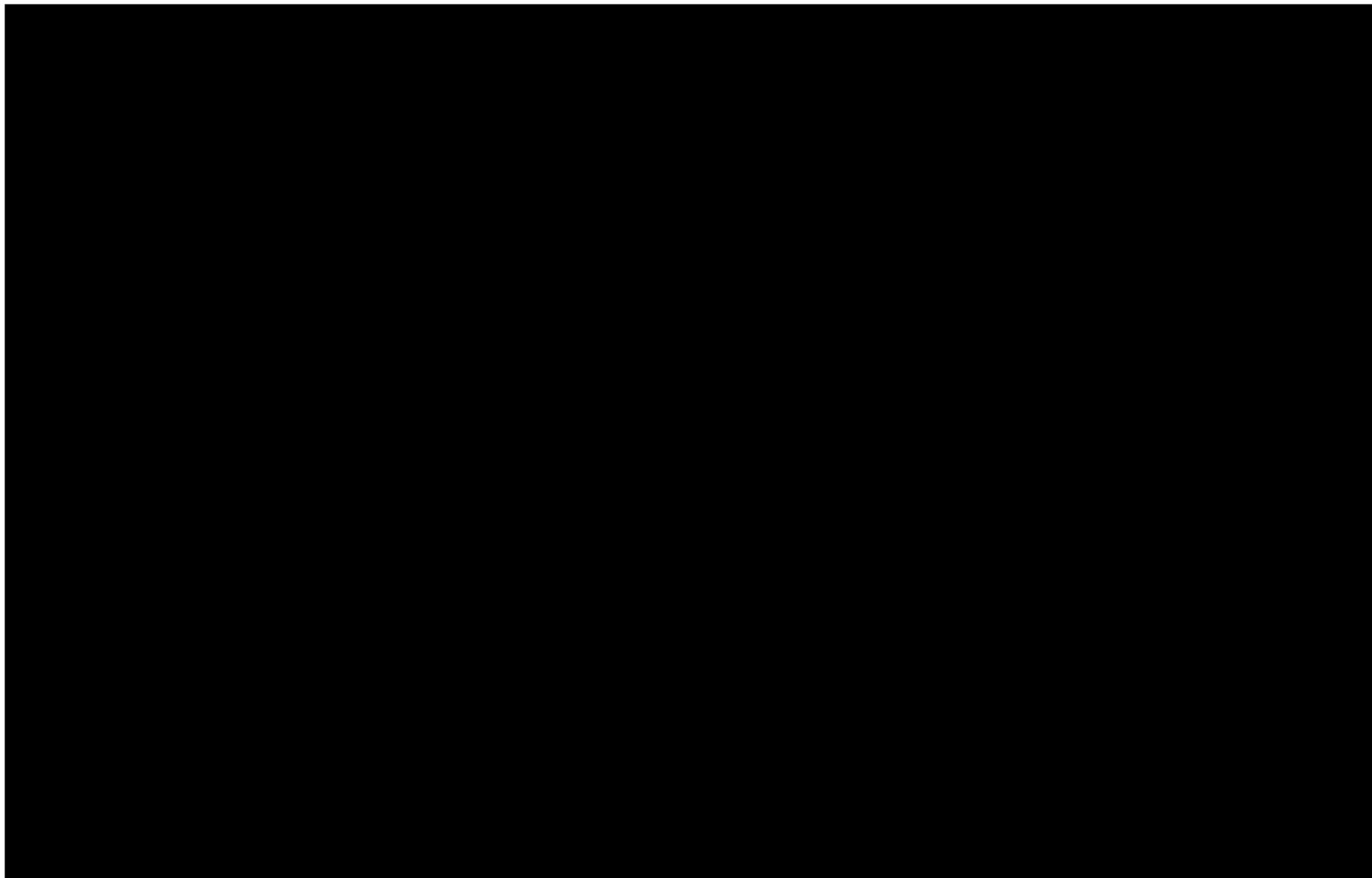


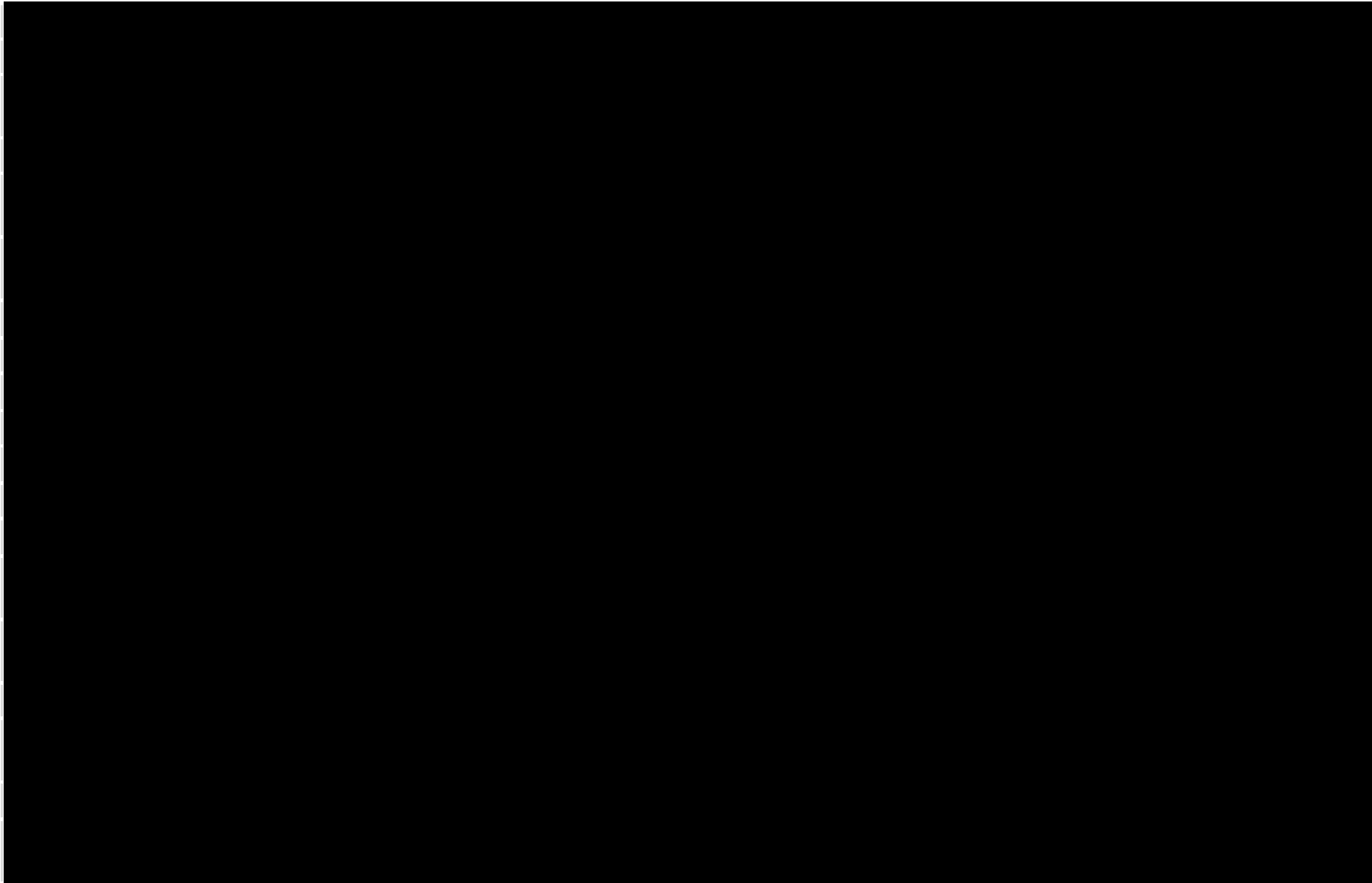


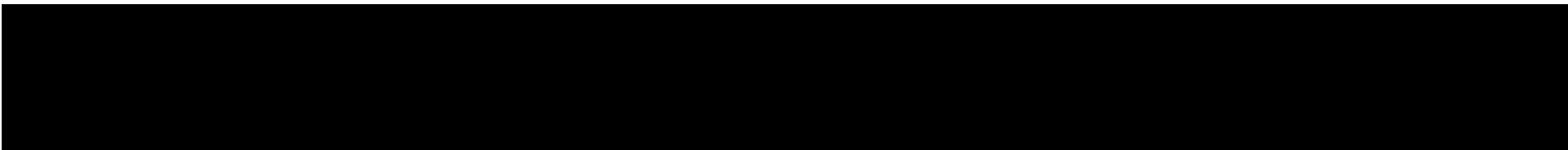












ANNEX G: ACTIVITY CONCEPT AND IMPLEMENTATION TRACKER

Lebanon CSP Activity Concept, Design, and Implementation Tracker									
Code	Location	Dist.	Gov.	Region	Activity Description	Comp	Estimated/ Final Value	Status	No
BQA001	Britel	Baalbek	Baalbek-Hermel	Beqaa	Providing Essential Equipment to the Britel Public School	1		Completed	Closed additio
BQA002	Ali en Nahri	Zahleh	Beqaa	Beqaa	Providing Essential Equipment to Ali Nahri Public High School	1		Completed	Closed additio
BQA003	Aarsal	Baalbek	Baalbek-Hermel	Beqaa	Provision of Fuel Vouchers in Response to Local Grievances	1		Completed	ACP s feedba
BQA004	Tannoura	Rachaya	Beqaa	Beqaa	Providing the Municipality with 250-KVA Generator and Replacing Storm-Affected Accessories	1		Completed	ACP s feedba
BQA005	Joub Jannine	West Beqaa	Beqaa	Beqaa	Reequipping SADA NGO Center in Joub Jannine After Norma Storm Damages	1		Completed	Closed
BQA006	El Fourzol	Zahle	Beqaa	Beqaa	Enhancing Water Supply by Constructing a Water Tank	2		AAP submitted	Feedb USAID
BQA007	Fissane	Hermel	Baalbek-Hermel	Beqaa	Expanding Fissane Cooperative	1		Under implementation	ELAR enviro measu change change
BQA008	Aarsal	Baalbek	Baalbek-Hermel	Beqaa	Provision of Fuel Vouchers in Response to Local Grievances II	1		Completed	ACP s feedba
BQA009	Al Qaa	Baalbek	Baalbek-Hermel	Beqaa	Equipping Al Qaa Municipality for Storm Response	1		Completed	ACP s feedba
BQA011	Deir El Ahmar	Baalbek	Baalbek-Hermel	Beqaa	Enhancing the Efficiency of Water Provision to Reduce Tensions in Deir El Ahmar	1		Under implementation	CSP a sourc Pendir change
BQA012	Ghazze	West Beqaa	Beqaa	Beqaa	Improving Public Safety in Ghazze Through Retaining Wall	1		Under implementation	Design USAID
BQA013	Souaih and Chehairy	Hermel	Baalbek-Hermel	Beqaa	Enhancing Economic Opportunities for Farmers in Hermel Outskirts	1		AAP submitted	Activit guidan vetting
BQA014	Hawch Er Rafqa	Baalbek	Baalbek-Hermel	Beqaa	Reducing Tensions through Equipping the Intermediate Public School of Hawch El Arab	1		Under implementation	Equipm levelin
BQA015	El Khiara	West Beqaa	Beqaa	Beqaa	Enhancing Safety and Security Through Solar Lighting in El Khiara	1		Under implementation	Pendir and Al
BQA016	Saadnayel	Zahleh	Beqaa	Beqaa	Reducing Tensions by Installing Water Filtration System at Intermediate Public School of Saadnayel	1		AAP submitted	Pendir
BQA017	Majdel Aanjar	Zahleh	Beqaa	Beqaa	Equipping Majdel Anjar Agricultural Produce Cooperative	1		Yellow light pending	More develo AAPs.

Pending	Kfar Michke	Rachaya	Beqaa	Beqaa	Optimizing Irrigation for Farmers in Kfar Michke	1		Yellow-lit	Pending
Pending	Kfar Zabad	Zahleh	Beqaa	Beqaa	Improving Safety and Security Through Street Lighting in Kfar Zabad	1		Yellow-lit	Pending
Pending	Al Qaa	Baalbek	Baalbek-Hermel	Beqaa	Expanding the Capacity of CLAC Qaa	1		Yellow-lit	Pending
Pending	Ras Baalbek	Baalbek	Baalbek-Hermel	Beqaa	Rehabilitating the Main Irrigation Channel in Ras Baalbek to Preserve Water and Improve Livelihoods	1		Yellow-lit	Pending
Pending	Deir El Ahmar Union of Municipalities	Baalbek	Baalbek-Hermel	Beqaa	Support the Union of Municipalities of Deir El Ahmar in Optimizing Irrigation Practices	2		Yellow light pending	More developed AAPs.
Pending	Aita el Foukhar	Rachaiya	Beqaa	Beqaa	Supporting the Women's Cooperative of Aita el Foukhar	1		Yellow-lit	Pending
Pending	Ainata	Baalbek	Baalbek-Hermel	Beqaa	Creating Environmentally Sustainable Maintenance System for Ainata Farmers	1		Yellow-lit	Pending
Pending	Nabha el Qeddam	Baalbek	Baalbek-Hermel	Beqaa	Enhancing Security and Service Delivery Through Solar Street Lighting in Nabha El Qeddam	1		Yellow-lit	Pending
Pending	Es Swairi	West Beqaa	Beqaa	Beqaa	Expanding Services Provided by Es Swairi Municipality	1		Yellow-lit	Pending
Pending	Ras Baalbek	Baalbek	Baalbek-Hermel	Beqaa	Improving Water Efficiency and Agricultural Production Through Drip Irrigation Infrastructure in Ras Baalbek	2		Yellow-lit	Pending
Pending	Central Beqaa	Zahleh	Beqaa	Beqaa	Providing Equipment to Central Beqaa Public Schools	1		Yellow-lit	Pending
Pending	Ammiq	West Beqaa	Beqaa	Beqaa	Providing Generator to Ammiq Municipality	1		Pending yellow light	More developed AAPs.
Pending	Loussiya	West Beqaa	Beqaa	Beqaa	Reducing Tensions Through Operating Water Supply Pump on Solar Energy and Upgrading the New Water Network in Loussiya	1		Yellow-lit	Pending
NTH001	Tripoli	Tripoli	North	North	Improving Sorted Solid Waste Collection Capacity of the Union of Al Fayha' Municipalities	1		Completed	ACP s feedback
NTH002	Qabaait	Akkar	Akkar	North	Supporting Qabaait Public Middle School	1		Completed	ACP s feedback

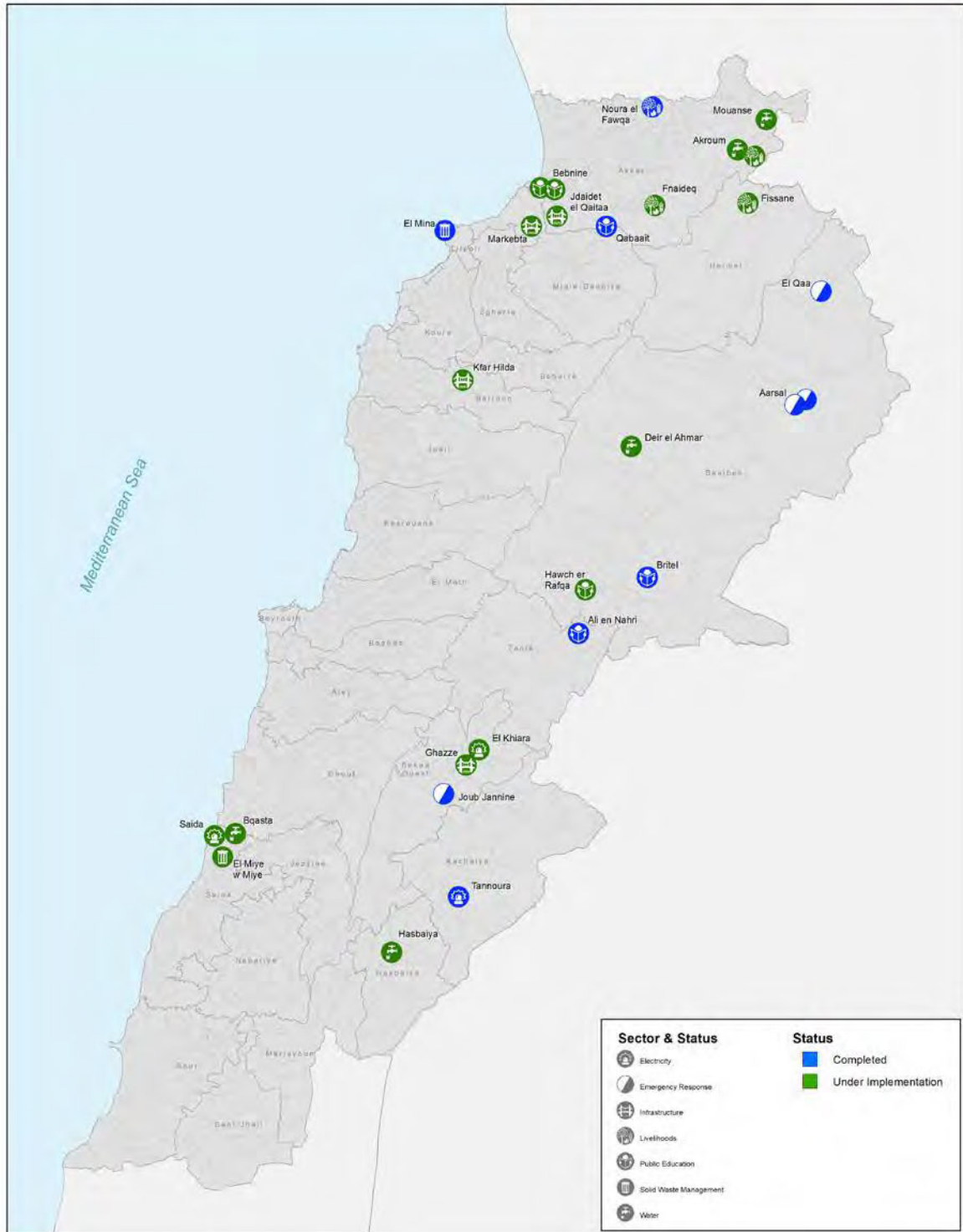
NTH003	Jabal Akroum	Akkar	Akkar	North	Enhance Strained Water Services in Jabal Akroum	1		Under implementation	Budget by US\$ implem
NTH004	Akroum	Akkar	Akkar	North	Supporting Olive Tree Farmers in Akroum Through a Decanter and Generator	1		Under implementation	Center under
NTH007	El Mahmra	Akkar	Akkar	North	Supporting the Wastewater Management System in El Mahmra	2		AAP submitted	Pending
NTH008	Markebta	Minieh-Dannieh	Akkar	North	Building a Supporting Wall in Markebta	1		Under implementation	Design
NTH009	Jdaidet el Qaitaa	Akkar	Akkar	North	Supporting Jdaidet el Qaitaa Women's Cooperative for Agricultural Products	2		Under implementation	Design
NTH010	Kfar Hilda	Batroun	Akkar	North	Ensuring a Proper Water Flow in the Kfar Hilda channels	1		Under implementation	Pending and Al
NTH011	Tall Aabbas ech Charqi	Akkar	Akkar	North	Construction of a Reinforced Concrete Water Irrigation Channel for Tall Aabbas ech Charqi Village	1		AAP submitted	Pending
NTH012	Fnaideq	Akkar	Akkar	North	Supporting Livelihoods Through Improving Sales for a Rural Cooperative in Fnaideq	1		Under implementation	ERAC approval launch
NTH013	Mouanse	Akkar	Akkar	North	Rehabilitating the Pumping System for the Artesian Well Feeding Mouanse and Nsoub Villages	1		Under implementation	Feedback receive accor
NTH015	En Noura	Akkar	Akkar	North	Providing Support for Farmers in Noura Affected by the Syrian Conflict	1		Completed	ACP s feedback
NTH016	Bebnine	Akkar	Akkar	North	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	1		Under implementation	ERAC CSP to
NTH017	Bebnine	Akkar	Akkar	North	Supporting Salam Public Mixed School in Bebnine	1		Under implementation	ERAC CSP to
NTH019	Niha	Batroun	Akkar	North	Enhancing Services and Improving Lives in the Village of Niha	2		AAP submitted	Feedback will receive
NTH020	Aachach	Zgharta	Akkar	North	Rehabilitation of the Irrigation Channel for Aachach	1		Yellow-lit	Pending
NTH021	Meriata	Zgharta	Akkar	North	Rehabilitation of the Irrigation Channel for Meriata	1		Yellow-lit	Pending
NTH022	Arde	Zgharta	Akkar	North	Rehabilitation of the Irrigation Channel for Arde	1		Yellow-lit	Pending
NTH023	Arde (central)	Zgharta	Akkar	North	Rehabilitation of the Irrigation Channel for Arde	1		Yellow-lit	Pending

NTH024	Berqayel	Akkar	Akkar	North	Supporting Solid Waste Management in Berqayel Village by Waste Bins, Broom, and Two Recycling Points	1		AAP submitted	Pending
NTH025	Bechmizzine	Koura	North	North	Providing a Sustainable Waste Management Solution in Al Koura	2		Yellow-lit	Pending
NTH026	Barghoun	El Koura	North	North	Supporting the Olive Farmers in Barghoun by Providing Mechanical Harvesters	1		AAP submitted	Pending
NTH027	Badbhoun	El Koura	North	North	Supporting the Olive Farmers in Badbhoun by Providing Mechanical Harvesters	1		AAP submitted	Pending
Pending	Bechmizzine	Koura	North	North	Providing a Sustainable Waste Management Solution in Al Koura	2		Yellow-lit	Pending
Pending	Kfar Aaqqa	Koura	North	North	Water Treatment System in Kfar Aaqqa to Produce Drinking Water	1		Yellow-lit	Pending conce
Pending	Mechmech	Akkar	Akkar	North	Providing Electrical Station (Transformer) for Mechmech Sorting Facility	1		Yellow-lit	Pending
Pending	Rmoul	Akkar	Akkar	North	Supporting Women of Rmoul Cooperative in Processing Potato	2		Yellow-lit	Pending
Pending	Tarane	Donnieh	North	North	Connecting Irrigation Canals to Water Sources in Taran	1		Yellow-lit	Pending
Pending	Menjez	Akkar	Akkar	North	Addressing Irrigation Water Shortages in Menjez to Improve Livelihoods	1		Yellow-lit	Pending feasi develop
Pending	Haret el Fouwar	Zgharta	North	North	Completing the Sewage Network Lines in Haret el Fouwar Village	2		Yellow-lit	Pending
Pending	Khirbet ej Jendi	Akkar	Akkar	North	Supporting Khirbet ej Jendi Electrical Backup System	1		Yellow light pending	More develop
Pending	Beit Hawik	Minieh-Dannieh	North	North	Supporting Beit Hawik Public School	1		Yellow-lit	Pending
Pending	Khirbet Daoud	Akkar	Akkar	North	Enhancing Electricity Provision in Khirbet Daoud	1		Yellow-lit	Pending
Pending	Hasroun	Bcharreh	North	North	Supporting the Litter Collection System in Hasroun Village	1		Yellow light pending	More enviro before
Pending	Tripoli	Tripoli	North	North	Installing Two Transformers for Tabbane, Jabal Mohsen, and Qobbe After Performing a GIS Study of the Region	2		Yellow light Pending	Pending stakeh and th
STH001	Saida	Saida	South	South	Installing Solar LED lights in Old Saida Alleys to Enhance Sense of Security	1		Under implementation	STTA soon.
STH002	Mieh w Mieh	Saida	South	South	Enhance Solid Waste Collection and Sorting	1		Under implementation	Pending

					from Source Efforts in El Mieh w Mieh				
STH005	Hasbaiya	Hasbaiya	Nabatieh	South	Providing Water Filtration for Hasbaiya Water Tank	1		Under implementation	Design
STH006	Bqasta	Saida	South	South	Providing Better Water Services in Bqasta	2		Under implementation	ERAC process
STH007	El Ghazieh	Saida	South	South	Enhancing Water Provision in El Ghazieh Region Through Construction of a Water Tank	2		AAP submitted	Pending owner
STH008	Ain Ebel	Bent Jbeil	Nabatieh	South	Upgrade the Municipal Festival Grounds to Support Local Economic Integration and Cultural Events	2		AAP submitted	COR Pending
STH009	Tanbourit	Saida	South	South	Supporting the Cooperative of Olive Growers in Tanbourit	1		AAP submitted	Pending
STH010	Jinjlaya	Saida	South	South	Enhancing the Provision of Water in Jinjlaya	1		AAP submitted	Pending
Pending	Ain Ebel	Bent Jbeil	Nabatieh	South	Improving Economic Opportunities in Ain Ebel by Supporting Community Investments II	2		Yellow light pending	Further needed
Pending	Chebaa	Hasbaiya	Nabatieh	South	Supporting Farmers Through Providing Water Irrigation Systems	2		Yellow-lit	Pending
Pending	Kfaroue	Nabatieh	Nabatieh	South	Reducing Tensions over Waste Crisis in the Village of Kfaroue	1		Yellow-lit	Pending
Pending	Ain Arab	Marjayoun	Nabatieh	South	Installing Hybrid Solar System for Electrical Power Supply in Ain Arab Public School	1		Yellow-lit	Pending
Pending	El Khalwet	Hasbaiya	Nabatieh	South	Equipping the Public Intermediate School in Al Khalwet	1		Yellow-lit	Pending
Pending	Jinsnaya	Jezzine	South	South	Constructing an Elevated Water Tank in Jinsnaya	2		Yellow-lit	Pending
Pending	El Qariyeh	Saida	South	South	Improving Economic Opportunities in El Qariyeh by Supporting Community Investments	1		Yellow-lit	Pending
Pending	Qawzah	Bint Jbeil	Nabatiye	South	Installing Irrigation Network for Farmers in Qawzah	2		Yellow-lit	Pending
Pending	Rachaiya el Foukhar	Hasbaiya	Nabatieh	South	Enhancing Security and Service Delivery Through Efficient Street Lighting in Rachaiya El Foukhar	2		Yellow light pending	Pending before weakn
Pending	Maghdouche	Saida	South	South	Equipping the Elementary and Intermediate Public Schools of Maghdoucheh	1		Yellow-lit	Pending
Pending	Kfar Hamam	Hasbaiya	Nabatieh	South	Rehabilitating the Wastewater Treatment Facility in Kfar Hamam	1		Yellow-lit	Pending
Pending	Majdelyoun	Saida	South	South	Supply of Two Electric Power Generators to the Majdelyoun Municipality	1		Yellow light pending	Pending feasibility interv

ANNEX H: GEOGRAPHIC DISTRIBUTION OF TO 2 ACTIVITIES

TO 2 CSP ACTIVITIES
Sector & Status

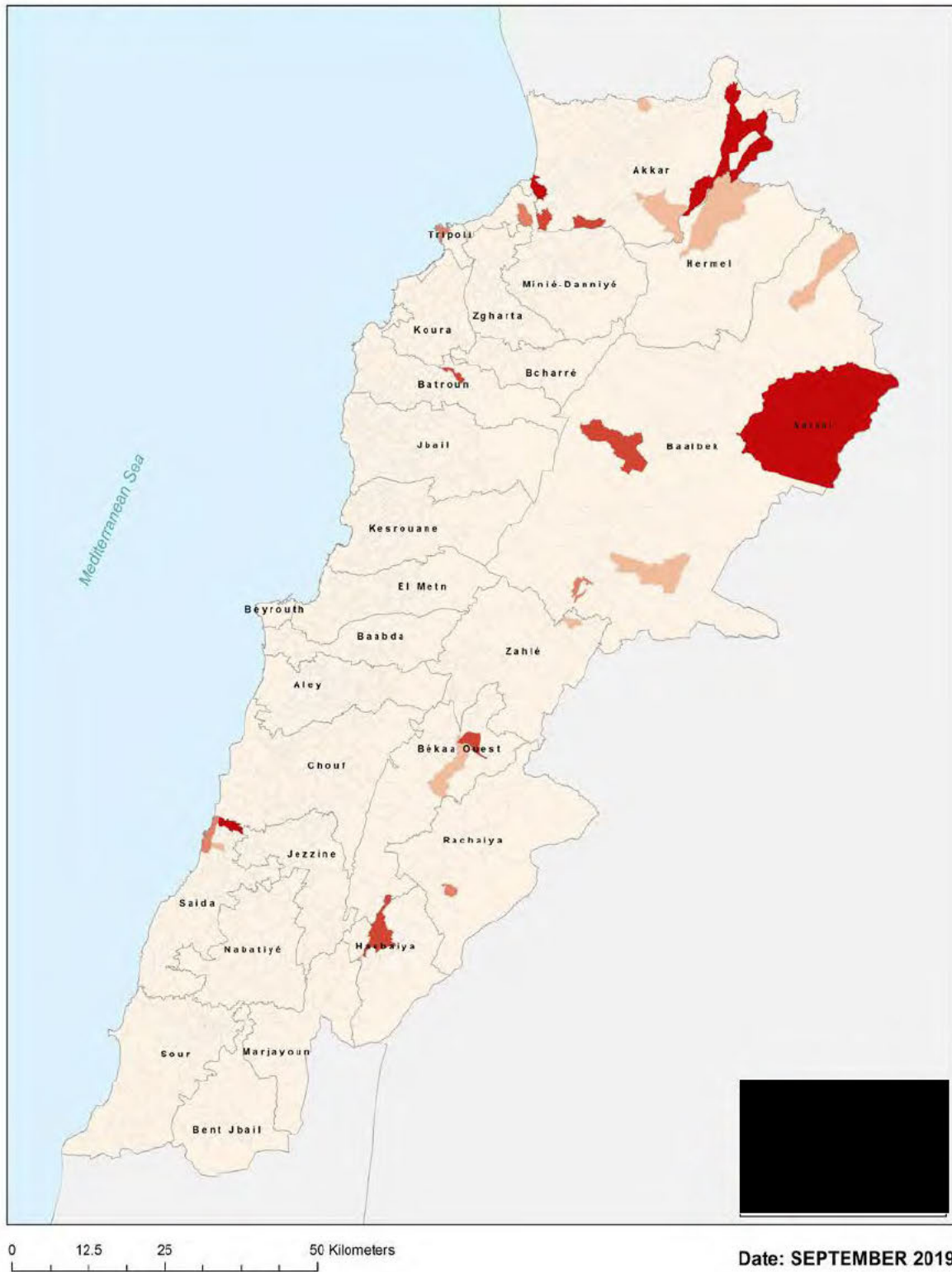


Date: SEPTEMBER 2019

ANNEX I: GEOGRAPHIC DISTRIBUTION OF TO 2 FUNDING

TO 2 CSP ACTIVITIES

Funding Levels



ANNEX J: YEAR I PROGRESS MADE TOWARD TARGETS

No.	Indicator Title	Reporting Frequency	Baseline	Y1 TO 2 Targets	Y1 TO 2 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 USG assistance [PMP]	Quarterly	0	212,250	44,291	(79.13%)	<p>CSP reached 20.87 percent of the annual target. The achieved results are the outputs of the 10 activities that either were implemented during Year I, or are soon to be implemented.</p> <p>The deviation from the target is because 18 ongoing activities depend on agricultural seasons or include construction work that need to be completed before results can be reported, i.e. water tank, retaining walls, and olive harvesting. The MEL team will report results as soon as the targeted community/people start having access to essential service. The targets will be achieved as soon as each implemented activity is operational and people can benefit from it.</p> <p>Of the 28 approved activities, 10 either were completed during Year I, or are soon to be completed.</p> <p>*CSP completed or will soon complete 10 activities from Year I, including two implemented through the Aarsal Municipality that are counted once by CSP's MEL system. In some cases, the numbers reported in the technical narrative section may differ slightly from the numbers reported in the MEL tables. This is because the technical team considers an activity completed when all equipment is delivered, while the MEL team reports results only when beneficiaries have access to the services provided. The discrepancy occurs mainly when the activity depends on an agricultural season. Additionally, the MEL team does not report local actors who received support and were reported on during previous reporting periods. For example, the MEL team reported on the Aarsal activity</p>

							once, though the community received assistance twice, in two reporting periods.
2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	75	9	(88%)	<p>CSP reached 12 percent of its Year 1 target. Of the 28 approved activities, 10 either were completed during Year 1, or are soon to be completed. Although the CSP technical team considers activities completed only once all equipment is delivered, the MEL team reports results on local actors with enhanced abilities, when beneficiaries have access to the supported services and when activities are functioning and successfully operated by supported local actors.</p> <p>*CSP either completed or will soon complete 10 activities from Year 1, including two implemented through the Aarsal Municipality that are counted once by CSP's MEL system. In some cases, the numbers reported in the technical narrative section may differ slightly from the numbers reported in the MEL tables. This is because the technical team considers an activity completed when all equipment is delivered, while the MEL team reports results only when beneficiaries have access to the services provided. The discrepancy occurs mainly when the activity depends on an agricultural season. Additionally, the MEL team does not report local actors who received support and were reported on during previous reporting periods. For example, the MEL team reported on the Aarsal activity once, though the community received assistance twice, in two reporting periods.</p>
3	Proportion of female participants in USG-assisted programs	Quarterly	0	30%	61%	103.3%	<p>CSP exceeded the target set for Year 1. Most of the reported beneficiaries are women heads of household supported by emergency response in the Beqaa area or female students in schools, associations, and/or universities who benefited from the activity to improve the sorted solid waste collection capacity of the Union of Al Fayhaa' Municipalities activity and the Mieh w Mieh activity in the south.</p>
PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met							
4	Percentage of people confirming having improved	Annually	0%	60%	100%	66.6%	CSP exceeded the target set for Year 1.

	access to essential services and/or increased economic opportunities provided through USG assistance							This number portrays the results of the questionnaire conducted for BQA004: Providing a Generator to Tannoura Municipality. This intervention yielded these results as it provided an essential service to Tannoura. The results prove that this activity provided improved access to an essential service to the beneficiaries, as most of them confirmed having a better quality of electricity provided and increased hours of power supply.
RESULT 1 LEVEL: Ability of Local Actors to Mobilize Development Resources Demonstrated								
5	Number of local actors demonstrating increased ability to mobilize resources toward community needs	Annually	0	15	1	(93.33%)		CSP reached 6.66 percent of its Year I target. Only one of the completed activities reported mobilized resources toward community needs, BQA004: Providing a Generator to Tannoura Municipality.
6	Value of resources and/or assets mobilized by local actors to respond to communities' priority needs	Quarterly	0	\$99,000.00	\$3,821.44	(96.13%)		CSP reached 3.86 percent of its Year I target. Same as above.
IR 1.1 Level: Development Resources Accessed by Communities								
7	Number of community resources and/or assets involved in USG-assisted activities	Quarterly	0	45	2	(95.55%)		CSP reached 4.44 percent of its Year I target. Same as above.
8	Number of community members who have participated in the CSP activity cycle	Quarterly	0	600	48	(92%)		CSP reached 8 percent of its Year I target. Of the 28 approved activities, 10 either were completed during Year I, or are soon to be completed. Results reported are collected from the completed activities. More results will be reported in the coming quarters as more activities reach completion.
IR 1.2 Level: Capacity of Local Actors to Mobilize Resources Developed								
9	Number of activities implemented with participation from local stakeholders	Quarterly	0	75	10	(86.66%)		CSP reached 13.33 percent of its Year I target. Of the 28 approved activities, 10 either were completed during Year I, or are soon to be completed. 1. BQA001: Providing Essential Equipment to Britel Public School 2. BQA002: Providing Essential Equipment to Ali Nahri Public High School

							<p>3. BQA003: Provision of Fuel Vouchers in Response to Local Grievances</p> <p>4. BQA004: Providing a Generator to Tannoura Municipality</p> <p>5. BQA005: Equipping SADA NGO Center in Joub Jannine in response to latest storm</p> <p>6. BQA008: Provision of Fuel Vouchers in Response to Local Grievances II</p> <p>7. BQA009: Providing Essential Equipment to Al Qaa Municipality for Improved Storm Response</p> <p>8. NTH001: Improving Sorted Solid Waste Collection Capacity of Union of Al Fayhaa' Municipalities</p> <p>9. NTH002: Improving Services of Qabaait Public Mixed School</p> <p>10. STH002: Supplying Plastic Waste Bins to the Municipality of El Mieh w Mieh</p>
10	Number of institutional adaptations made as a result of learning and training	Quarterly	0	n/a	n/a	--	Not applicable under TO 2.
RESULT 2 LEVEL: Community Members Benefit from Local Development Through Collaboration							
11	Number of USAID-assisted local actors (CSOs, private sector organizations) engaged in community, regional, and national programs	Quarterly	0	75	9	(88%)	<p>CSP reached 12 percent of its Year 1 target. Of the 28 approved activities, 10 either were completed during Year 1, or are soon to be completed.</p> <p>Although the CSP technical team considers activities completed only once all equipment is delivered, the MEL team reports results on local actors with enhanced abilities — when beneficiaries have access to the supported services and activities are functioning and successfully operated by supported local actors.</p> <p>*CSP either completed or will soon complete 10 activities during Year 1, including two implemented through the Aarsal Municipality that are counted once by the CSP MEL system (number reported: 9, not 10).</p> <p>In some cases, the numbers reported in the technical narrative section may differ slightly from the numbers reported in the MEL tables. This is because the technical team considers an activity completed when all equipment is</p>

							delivered, while the MEL team reports results only when beneficiaries have access to the services provided. The discrepancy occurs mainly when the activity depends on an agricultural season. Additionally, the MEL team does not report local actors who received support and were reported on during previous reporting periods. For example, the MEL team reported on the Aarsal activity once, though the community received assistance twice, in two reporting periods.
IR 2.1 Level: Essential Services Delivered or Improved							
12	Number of essential services provided, installed, or upgraded as a result of USG assistance	Quarterly	0	50	10	(80%)	<p>CSP reached 20 percent of its Year I target.</p> <ol style="list-style-type: none"> 1. BQA001: Providing Essential Equipment to Britel Public School 2. BQA002: Providing Essential Equipment to Ali Nahri Public High School 3. BQA003: Provision of Fuel Vouchers in Response to Local Grievances 4. BQA004: Providing a Generator to Tannoura Municipality 5. BQA005: Equipping SADA NGO Center in Joub Jannine in response to latest storm 6. BQA008: Provision of Fuel Vouchers in Response to Local Grievances II 7. BQA009: Providing Essential Equipment to El Qaa Municipality for Improved Storm Response 8. NTH001: Improving Sorted Solid Waste Collection Capacity of Union of Al Fayhaa' Municipalities 9. NTH002: Improving Services of Qabaait Public Mixed School 10. STH002: Supplying Plastic Waste Bins to the Municipality of El Mieh w Mieh
13	Number of people with access to adequate levels of essential services	Quarterly	0	141,500	21,940	(84.5%)	<p>CSP reached 15.50 percent of its Year I target. Of the 28 approved activities, 10 either were completed during Year I, or are soon to be completed. Results reported are collected from the completed activities. More results will be reported in the coming quarters as more activities are completed.</p>

14	Number of assisted local actors that have improved internal systems to sustain essential services	End of Project	0	n/a	n/a	--	Not applicable under TO 2.
IR 2.2 Level: Economic Opportunities Increased							
15	Number of people benefiting directly from increased economic opportunities as a result of USG assistance in local communities	Quarterly	0	675	1	(99.85%)	CSP reached 0.15 percent of its Year 1 target. This indicator is to be collected mainly from activities involving construction works, such as retaining walls and water tanks, as well as livelihood activities targeting women cooperatives to increase their income. These activities are being implemented. The results are expected to be reported during Year 2.
16	Number of micro, small, or medium enterprises supported by USG assistance	Quarterly	0	8	0	(100%)	Although no results are reported for Year 1, of the 28 approved activities, three that support rural cooperatives to enhance the produced goods and increase their income are being implemented. BQA007: Increasing Women's Economic Opportunities Through Fissane Agricultural Cooperative NTH012: Supporting Livelihoods Through Improving Sales for a Rural Cooperative in Fnaideq NTH009: Supporting Jdaidet El Qaitaa Women Cooperative for Agricultural Products Results will be reported as soon as these three activities are completed.
IR 2.3 Level: Community Cohesion Improved							
17	Percentage of beneficiaries' community members who believe stability has improved	Annually	0%	60%	94%	56.66%	CSP exceeded the target set for Year 1. This number portrays the results of the questionnaire conducted for BQA004: Providing a Generator to Tannoura Municipality. These results show that 94 percent of the population (as per the sample) believe that stability has improved. Had the generator not been provided through USG assistance, they think that tension would have been created. The other 6 percent are divided between those who responded that they believe that there are no tensions in Tannoura, and those who said they think that tension is still there due to other factors.

18	Number of incidents/conflicts in targeted communities [contextual]	Annual	814	n/a	18	--	Contextual indicator. This index was developed by the UNDP-funded geolocated mapping of conflict project at the Civil Society Knowledge Centre (CSKC) (Lebanon Support). It is 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. The MEL team is reporting only on completed activities in selected communities where data has been fully collected and reported. ¹
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¹ CSP is using the same source of information as that which provided the baseline numbers. However, data on this website is available only for the period from August 2018 to June 2019. As long as data is available on the “Lebanon Support” website, MEL will use it to report on Ind. 18 results.

ANNEX K: ACITIVITY HIGHLIGHT — BRINGING HOPE AND SUPPORT TO VULNERABLE FAMILIES IN AARSAL



USAID | **LEBANON**
FROM THE AMERICAN PEOPLE

SNAPSHOT

Bringing Hope and Support to Vulnerable Families in Aarsal

USAID is reducing tension and responding to urgent needs by distributing fuel vouchers to families in need



Photo credit: Community Support Program (CSP)

Lebanese beneficiaries in Aarsal receive their fuel vouchers at the municipality premises during the month of March 2019. The high level of community interest demonstrate the need for this CSP intervention in the village.



Photo credit: Community Support Program (CSP)

Khadija Hujjeiri sitting next to her heater in her modest house in Aarsal. CSP's fuel intervention managed to keep her warm during the harsh winter of 2019.

"USAID's support providing fuel vouchers came at the right time. Not only did it respond to urgent needs by keeping people warmer during this cold winter, but it also reassured Lebanese beneficiaries who were feeling abandoned despite carrying the incredible burden and responsibility of sheltering so many refugees," said Bassel Hujjeiri, the Mayor of Aarsal. "This kind of support is even more appreciated with the current economic crisis and the high level of unemployment existing in Aarsal," added the mayor.

The town of Aarsal, located in northern Beqaa, is close to the Syrian-Lebanese border. Like many villages in that area, Aarsal has been historically underserved and suffers from a severe lack of development. The situation further deteriorated after the outbreak of the Syrian crisis. The town, which has around 50,000 Lebanese inhabitants, currently hosts more than 60,000 refugees. This has generated competition between refugees and Lebanese residents over scarce resources and jobs.

In response to this difficult situation, the USAID Community Support Program (CSP) distributed fuel vouchers to defray the costs of home heating during the cold winter months. During the 2019 winter, CSP supported around 4,250 households, totaling more than 22,000 beneficiaries. The distribution of vouchers took place in coordination with the Aarsal municipality and several fuel stations.

This support has a great impact on the community, including Khadija Hujjeiri, a disabled woman who lives alone in a very modest house, Khadija is compelled to stay home as she is unable to work and relies on her relatives and neighbors for financial support. "I am not sure what I would have done without this support, this assistance allowed me to stay warm and reduce some of my daily burdens," said Khadija.

By intervening in Aarsal, CSP managed to respond directly to the population's needs, while also managing to diffuse tensions caused by local competition over resources.

The Community Support Program (CSP) in Lebanon is an \$80 million 5-7 year activity funded by the United States Agency for International Development (USAID). It is designed 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.