



USAID | **LEBANON**
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QUARTERLY REPORT

SEPTEMBER – DECEMBER 2018
YEAR 1- QUARTER 1
USAID/COMMUNITY SUPPORT PROGRAM

January 31, 2019

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CSP IDIQ QUARTERLY REPORT

JANUARY 31, 2019

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

[REDACTED]
[REDACTED]

Cover photo: CSP Field Officer in the South, [REDACTED] and the Head of the Volunteer Firefighters in Old Saida inspect hazardous electrical wires in one of its most underprivileged neighborhoods.

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

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ACRONYMS

AAP	Activity Approval Package
BALADI	Building Alliances for Local Advancement Development & Investment
BTD	Bureau Technique pour le Développement
CO	Contracting Officer
COR	Contracting Officer's Representative
COP	Chief of Party
CSO	Civil Society Organization
CSP	Community Support Program
DCOP	Deputy Chief of Party
ELARD	Earth Link & Advanced Resources Development
ERAC	Environmental Review and Assessment Checklist
GESI	Gender and Social Inclusion
GIS	Geographic Information System
HO	Home Office
IDIQ	Indefinite Deliverable, Indefinite Quantity
IQS	Indefinite Quantity Subcontract
LED	Lebanon Enterprise Development
MEL	Monitoring, Evaluation and Learning
MOSA	Ministry of Social Affairs
MOU	Memorandum of Understanding
MSS	Mechanism for Social Stability
NGO	Nongovernmental Organization
NSSF	National Social Security Fund
PE	Public Event
PIF	Partner Information Form
PMSPL	Performance Management and Support Program for Lebanon
PMU	Project Management Unit
RPM	Regional Program Manager
STTA	Short Term Technical Assistance
TO	Task Order

UNDP	United Nations Development Program
UNHCR	Office of the United Nations Commissioner for Refugees
USAID	United States Agency for International Development
VSU	Vetting Support Unit

EXECUTIVE SUMMARY

The Lebanon Community Support Program (CSP) Indefinite Delivery, Indefinite Quantity (IDIQ) contract is designed to provide a broad range of support to municipalities and underserved and vulnerable communities to reduce tensions through the delivery of better services and enhanced economic opportunities, addressing and resolving the underlying issues contributing to conflict and violence, primarily in Lebanon's North, South, and Beqaa regions. To achieve this objective, task orders under the IDIQ will be issued to design cross-sectoral activities that address the following components:

- **Component 1, under Task Order 2:** Community Stabilization Support to assist local communities meet immediate-term stabilization needs and fill urgent gaps in access to resources to mitigate tensions with activities expected to take up to 9 months for implementation;
- **Component 2, under Task Order 2:** Community Development Support to provide medium to long-term support with implementation expected to last up to 18 months to complete activities that meet priority local development needs; and
- **Component 3, under future Task Orders:** Technical Assistance Support for Key Essential Services to municipalities and other local partners receiving assistance under Components 1 and 2.

The following quarterly report, a required deliverable under Task Order (TO) 1 of the subject IDIQ, provides details on the first four months of the project covering the period from September to December 2018. This period was primarily dedicated to starting up the project, setting up the office, submitting required deliverables, refining the community and activity selection methodology, and designing the first set of priority community activities.

This report is divided into four primary sections: Introduction and Background, Task Order 1: Management Activity, Task Order 2: Community Support Program, and Annexes. Attached to the report are seven annexes, including the Organizational Charts, Mobilization Plan, Vetting Tracker, Indicators Performance Tracking Table, Quarterly Financial Report, Activity Concept and Implementation Tracker, and Environmental Compliance Summary Report.

CONTRACTUAL REQUIREMENTS

The contractor will be responsible for reporting activities implemented under this current Management TO and all other TOs under the CSP IDIQ contract. Reporting will be at the overall CSP IDIQ level including disaggregation by IDIQ Components One, Two, and Three; and at the TO level also disaggregated by IDIQ Components One, Two, and Three. The contractor will submit to the TOCOR quarterly reports within 30 calendar days after the end of each USG fiscal quarter, with the first such report due four months after TO signing. The fourth quarterly report will be part of the annual report of the specified year.

SECTION I: INTRODUCTION AND BACKGROUND

A. BACKGROUND AND COUNTRY CONTEXT

Lebanon's political instability and lack of cohesive governance structure have been a primary impediment to its development in recent years. The country continuously suffers from political gridlock and lack of legislation and reform. Currently, it is facing significant political problems stemming from the lack of government formation since the May 2018 legislative elections. Eight months of political vacancy have resulted in further economic problems, an increase in public debts, and a significant drop in investments, pushing Lebanon further into economic stagnation, after years of low growth.

In addition, since 2011, the Syrian civil war's spillover into Lebanon has shaken its political system and security foundation. The influx of refugees into Lebanon has caused the population to balloon, with refugees now making up nearly one quarter of the population. As a result, the country's infrastructure and public services have deteriorated at an accelerated pace, exacerbated by the sustained presence of refugees.

The Lebanese government's response to the influx of Syrian refugees has been slow, partial, and inadequate. Municipalities, which were already suffering from the inability to meet their communities' needs prior to the crisis, have additionally had to shoulder the large burden of accommodating refugees, further contributing to their financial and social problems.

Because of the prolonged nature of the Syrian crisis, tensions between refugees and their Lebanese hosts have progressively amplified. One common narrative perpetuated among host communities is that Syrian refugees are stealing jobs and straining overstretched public services. As refugees are confronted with increased waves of hostility, their Lebanese hosts, among them politicians, have been calling for their return to Syria, especially in light of recent gains made by the Assad regime that have led to improved security in certain areas of the Syrian territory.

In response to the above context, CSP endeavors to be a flexible, rapid response mechanism to help vulnerable and underserved communities throughout the country. Through the program's activities, it will contribute to decreasing tensions and support local governments and organizations to better serve their communities.

B. PROGRAM OBJECTIVES

CSP aims to support municipalities and underserved and vulnerable communities in providing better services and enhanced economic opportunities to improve lives and reduce tensions that contribute to conflict and violence, primarily in Lebanon's North, South, and Beqaa regions. In partnership with local governments, civil society organizations (CSOs), and the private sector, CSP will use a fast, flexible, and locally-informed approach to address each community's unique conflict dynamics. To accomplish the program's goals, task orders under the IDIQ will be issued to design activities that will reinforce Lebanon's resilience and stability across three components:

- (1) Community Stabilization Support to assist local communities meet immediate-term stabilization needs to fill urgent gaps in access to resources to mitigate tensions with activities expected to take up to 9 months for implementation;
- (2) Community Development Support to provide medium to long term support with implementation expected to last up to 18 months to complete to meet priority local development needs; and
- (3) Technical Assistance Support for Key Essential Services to municipalities and other local partners receiving assistance under Components 1 and 2.

By implementing mostly community-led stabilization and community development service delivery improvement projects – reinforced by capacity building efforts – USAID is adding to its existing efforts to promote a stable and independent Lebanon.

SECTION II: TASK ORDER NO. 1 MANAGEMENT ACTIVITY

A. MOBILIZATION

The start-up period from September-December 2018 was marked by rapid mobilization to set up up the management, operations, and cross-cutting technical support required to serve CSP's current and future technical TOs. Within days of finalizing the CSP IDIQ contract negotiations and its first two TOs, the team mobilized in Lebanon to launch its operations. Throughout the first quarter, CSP prioritized onboarding local staff and developing and submitting contract deliverables.

A1. STAFFING AND TEAM FORMATION

Staffing Plan and Key Personnel

As per the Staffing Plan deliverable submitted to USAID on October 01, 2018, the project recommended some revisions to the staffing structure to meet the ambitious requirements of the IDIQ and its TOs. Key features included eliminating the Senior Technical Advisor position to reduce redundancies; introducing Task Order Directors to streamline communications and enhance overall TO performance; elevating the Senior Operations and Compliance Director to a Deputy Chief of Party (DCOP) to align the position's responsibility with accountability; and clarifying that the functional departments under TO 1 will be in service to all technical TOs. As a result of these changes, [REDACTED] was elevated to the dual role DCOP and TO 1 Director and [REDACTED] was introduced as an Acting TO 2 Director, both under the leadership of COP and IDIQ Director [REDACTED] who assures coordination across TOs.

Recruitment of Other Long-term Staff

During the first quarter of the program, CSP prioritized the recruitment of necessary positions to expedite the project's mobilization and quickly establish systems to serve the technical TOs. All TO1 and TO2 candidates named in the Staffing Plan were hired as planned, and the rapid onboarding of staff enabled the team to initiate its first set of activities under TO2.

Accordingly, as depicted in the below summary table, the Staffing Plan was largely implemented by the end of the quarter with nearly 65 percent of all positions filled across TOs.

	TO 01	TO 02	Total
Number of filled positions:	21	12	33
Number of vacant positions:	3	12	15
Number of open recruitments:	2	3	5

Vacant positions under TO1 include the Monitoring, Evaluation and Learning (MEL) Coordinator, Accountant, and Bookkeeper positions. The remaining vacancies are almost entirely field-based officers under TO 2 whose recruitment was strategically put on hold

to reflect the scale and pace of field implementation. Six MEL Field Officers (two in each area of implementation) and six Field Officers with engineering and livelihoods background (two in each area of implementation) will be recruited in the next quarter.

For a visualization of the team formation and reporting structure for TO1 and 2, and how they relate to each other, please refer to the Organizational Charts in Annex A.

Start-up Team and STTA

Chemonics mobilized a number of resources to expedite its start-up operations and to finalize contract deliverables. The project's COP [REDACTED] and 2-person start-up team deployed to Beirut in early September to focus primarily on recruitment, hiring and onboarding of staff, identifying office space, initial office procurements, setting up the project's banking structure, and reviewing any applicable legal requirements. To complement the team in the field, a 3-tiered Project Management Unit (PMU) was established at the Chemonics home-office (HO) to provide dedicated backstopping support.

Given the need for the almost entirely Lebanese team to give notice before starting on CSP, Chemonics took advantage of its deep HO bench to provide short-term technical assistance (STTA) to support the project and provide training in a number of areas:

- *Work Plan.* Project Design Specialist [REDACTED] accompanied the start-up team to support the drafting of early project deliverables, namely the Work Plan.
- *Gender and Social Inclusion Analysis.* Gender Specialist [REDACTED] assessed the gender and social inclusion considerations in CSP's areas of implementation. She also provided support on the design and development of the Gender and Social Inclusion (GESI) Analysis deliverable.
- *Security Plan.* Security Specialist [REDACTED] conducted security risk assessments and provided input on the Security Plan deliverable.
- *CSP Construction Protocol.* Construction Contracting Specialist [REDACTED] worked with CSP's engineering and activity fund teams to launch the process of pre-qualifying construction contractors and also produced the CSP construction protocol. The protocol aims to streamline the working relationship between various stakeholders on matters related to engineering and construction activities.
- *Activity Fund Manual and Memorandum of Understanding.* Grants Specialist [REDACTED] worked with the TO1 and TO2 teams to develop the CSP Activity Fund Manual and to update the Grants Manual. She also developed a Memorandum of Understanding (MOU) template that will be used when implementing activities with sub-national government partners and entities.
- *Information Management System.* MEL Technology Specialist [REDACTED], worked extensively with CSP's MEL Director to set up the DevResults-enabled CSP platform for MEL tracking and project information management.

A2. START-UP OPERATIONS

Chemonics used a mix of local and international resources, and benefited from its existing presence in Lebanon to rapidly mobilize and set up a solid foundation for CSP. The Mobilization Plan, submitted as part of the Management Plan deliverable and detailed in Annex B, was largely achieved during the reporting period, including the planned setup of

operational and administrative systems, team formation, and finance and accounting start-up tasks.

Operations and Administration

Chemonics has been locally registered as 'Chemonics Beirut' SARL since 2017 and is currently implementing the USAID-funded Lebanon Enterprise Development (LED) project. That pre-existing presence facilitated multiple aspects of CSP's start-up as it allowed for a faster opening of a project bank account and more effective coordination with the Ministry of Finance and the National Social Security Fund (NSSF). During project start-up, CSP occasionally leveraged LED's existing infrastructure to facilitate some start-up procurements, payments, and other administrative support.

As specified in the Management Plan, CSP identified and rented a permanent office starting November 1, 2018 on [REDACTED]. The office, which was selected in part because it is large enough to accommodate TOs 1 and 2 and any future TOs, was furnished, wired, and became operational shortly after move-in. The office is in a corporate building in close proximity to LED's offices, and is accessible to the project's areas of implementation in the North, South, and Beqaa regions..

Critical start-up procurements were promptly completed after the project began including: transportation services agreement for car rental, furniture, stationery, information technology and communication equipment, and internet and office network setup. In addition, the CSP team identified cost savings through the disposition of furniture and three vehicles from the USAID-funded Lebanon Industry Value Chain Development (LIVCD) project. Half of the expected furniture and two of the three vehicles were transferred during the quarter. The third vehicle is expected to be handed over to CSP at the end of January.

Finance and Accounting

As projected in the Management Plan, CSP successfully opened a sub-account for the project at CitiBank's Beirut branch in November. The account has been operational since and is actively being used to receive wire transfers and for executing payments.

During the week of November 12, 2019, short-term Finance and Accounting Specialist [REDACTED] provided intensive finance and accounting trainings to CSP's Senior Accountant and other members of the TOI team. The training included a general description of roles and responsibilities, the monthly financial cycle, required supporting documentation and filing procedures for financial transactions, and internal control guidelines. [REDACTED] also installed and provided training on Chemonics' accounting software, which is now operational.

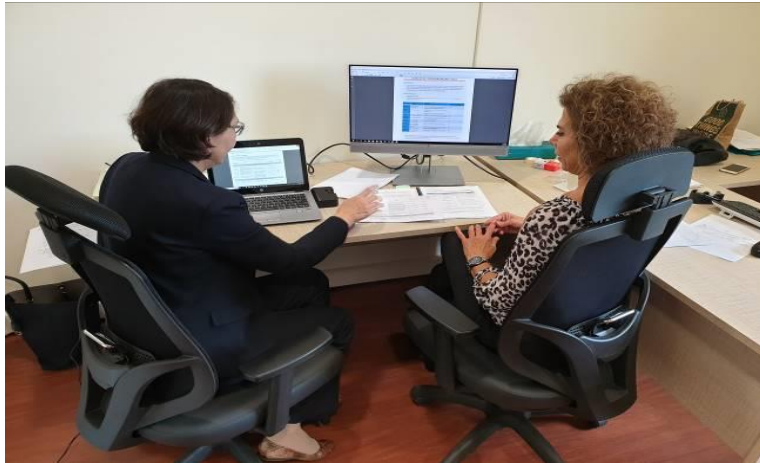


Photo 1: CSP Senior Accountant [REDACTED] receiving training on Chemonics' field accounting policies and internal controls from Finance and Accounting Specialist [REDACTED].

Security

CSP benefited from Security Specialist [REDACTED] trip to Beirut during November to conduct a Security Risk Assessment for the project, including an assessment of the CSP office, COP residence, and site visits to the program's areas of operation in the North, South, and Beqaa. These visits included meetings with key informants and security personnel who provided information about atmospheric risks, potential risks, and tension triggers in the targeted regions where CSP will be operating. Mr. [REDACTED] and the CSP DCOP (who serves as the project's Safety and Security Focal Point) also met with the U.S. Embassy's Regional Security Officer [REDACTED] on November 15. As an outcome of his trip, CSP updated and resubmitted its Security Plan on December 18, 2018.

Vetting Procedures

Shortly after contract award, CSP received and reviewed USAID/ Vetting Mission Order 15/03 related to the National Security Screening of Awards. The COP and DCOP attended a training on October 22 for USAID's implementing partners facilitated by [REDACTED], USAID Vetting Advisor. Accordingly, the project developed a systematic process for vetting CSP partners and key personnel. A Partner Information Form (PIF) template was developed and shared with the Regional Program Managers and Activity Fund team to initiate the collection of information needed to vet partners through the VSU Portal online. CSP designated Procurement Specialist [REDACTED] to serve as the primary focal point to initiate vetting requests at the field office level. All PIF submissions are tracked using the vetting tracker attached in Annex C.

A3. IMPLEMENTATION KICK-OFF WORKSHOP

On December 5-6, 2018, CSP hosted a two-day kick-off workshop with its staff, subcontractors (Bureau Technique pour le Developpement, Earth Link and Advanced Resources Development, and Quantum Communications International), and USAID to launch the project's implementation. The goal of this workshop was to achieve a shared understanding of the purpose and expected results of CSP and to foster effective working relationships amongst the team. During the workshop, participants presented key program information to introduce and familiarize the team with CSP's methodology and approach, first year work plan, and other key information such as expectations for ethical business conduct. USAID also shared a brief background of their previous investments in Lebanon and how CSP fits into their larger development portfolio. The second day of the workshop included smaller working groups, where functional teams focused on refining

CSP's activity cycle, communications and outreach plan, and construction protocol. Through this participatory and collaborative workshop, CSP was able to solicit and collect feedback from USAID, its subcontractors, and its staff, and incorporate their inputs into a series of recommendations and next steps.



Photo 2: CSP staff, CSP subcontractors, and USAID attend the CSP implementation kickoff workshop that took place in December 2018.

B. SUBCONTRACTS, GRANTS, AND PROCUREMENT ADMINISTRATION

CSP's community stabilization and community development activities under TO 2 are implemented through subcontracts, grants, and in-kind procurements, which are managed and administered by TO 1's Activity Fund team. Given restrictions on issuing grants under contract in Lebanon, the project uses MOUs to govern assistance provided to sub-national government entities.

B1. GRANTS MANUAL AND ACTIVITY FUND MANUAL

The CSP Grants Manual was first submitted to USAID for approval on October 8, 2018. The manual provided guidance on grant-making systems, from conceptualization to close-out. The project's initial intention was to issue limited scope in-kind grant agreements to sub-national government entities that were expected to constitute the majority of CSP's partners. However, after receiving guidance from USAID on the policies and practices of issuing grants in Lebanon, it was agreed that grants will only be used for non-governmental partners, whereas MOUs will be adopted when partnering with sub-national governmental entities. A revised Grants Manual was re-submitted for approval on December 11, 2018 and subsequently approved on December 31, 2018.

Although not a contract deliverable, the project decided to produce an Activity Fund Manual aiming to provide clear guidance on the various grant and non-grant mechanisms that can be used for the implementation of technical activities. The manual included an activity workflow cycle, available activity fund implementation mechanisms (grants, subcontracts, MOUs, direct procurements, and STTA) and the resources available to the Activity Fund team. The Activity Fund Manual draft was finalized at the end of this reporting period.

B2. SUBCONTRACTS WITH INSTITUTIONAL PARTNERS: BTD, ELARD, AND QUANTUM

CSP's management structure is comprised of Chemonics as the prime implementer, as well as three local institutional subcontractors: BTD for engineering design and construction supervision, ELARD for environmental mitigation and management, and Quantum for communication and outreach services. These subcontractors will provide on-going support and expertise across all CSP TOs.

All community support technical activities will be administered through the Activity Fund, whose management team is housed under TO I. The Activity Fund team will also manage pre-qualified local general contractors sourced from the program's three regions of operation in the North, South, and Beqaa. The pre-qualification process (see section B3. below) will enable CSP to quickly call upon and mobilize resources during implementation.

Throughout the reporting period, the CSP engineering team met with BTD and ELARD to revise and refine their scopes of work and the terms and conditions of their subcontracts to best fit CSP's needs and objectives. ELARD's subcontract is expected to be finalized shortly after the reporting period, followed by BTD's. Meanwhile, CSP's Communication and Outreach Director [REDACTED] [REDACTED] is leading the contract negotiations with Quantum. The subcontract's terms and scope are expected to be finalized early in the first quarter of 2019.

B3. CONSTRUCTION IQS

Given CSP's emphasis on the delivery of essential services, we expect that the majority of community support activities will include some engineering elements and/or the rehabilitation of small-scale infrastructure. While our institutional partners BTD and ELARD will provide engineering oversight and environmental compliance, respectively, the actual rehabilitation will be conducted by general contractors.

CSP aims to engage local general contractors through an indefinite quantity subcontract (IQS) in each of the targeted regions (North, South, and Beqaa) with the goal of identifying numerous pre-qualified firms that can rapidly perform construction work when called upon. As such, CSP released an Invitation to Prequalify tender during the week of December 17, 2018. The deadline for submission of proposals was set on January 15, 2019.

The solicitation was designed with parameters to ensure diversity and remain sensitive to complex local dynamics. The IQS mechanism will allow CSP to screen construction firms' presence, expertise, past performance, and planned use of labor, among other factors. As we begin activity implementation, we will issue tenders with quick response rates to the pre-qualified firms. We will evaluate responses according to the lowest price technically acceptable methodology to avoid the administrative delays associated with a full best value solicitation process. This flexible approach allows CSP to select service providers competitively and mobilize them only when needed.

C. CROSS-CUTTING TECHNICAL SUPPORT

This section is dedicated to cross-cutting technical support provided under TO I. In addition to engineering services that are described above, other technical support includes MEL, communications and outreach, and gender and social inclusion.

C1. MONITORING AND EVALUATION

In this section, we discuss the status of the MEL plan, the baseline data and targets, setting up the CSP dashboard, and progress towards digital data collection.

MEL Plan

Following the submission of the CSP MEL plan for USAID's review and approval on September 27, 2018, CSP met with USAID and its support services contractor Social Impact on December 12, 2018. The purpose of the meeting was to discuss Social Impact's feedback on the MEL plan, including the project's results framework and indicators. CSP MEL Director [REDACTED] reviewed the MEL plan and addressed Social Impact's notes and comments, making the needed amendments. As part of this process, the MEL team also met with the TO 2 technical team to validate and update where needed the set targets in light of revisions to the Year 1 approved work plan. An updated version of the MEL plan will be submitted early during Year I Q2 to USAID for final approval.

Baseline Data and Targets

As mentioned above, CSP proposed a new set of targets in light of revisions made to the Year 1 approved work plan. The proposed, but not yet approved, Indicators Performance Tracking Table (IPTT) will be submitted as an attachment to the MEL plan early next quarter for USAID consideration and approval (please refer to Annex D for further details). As activity implementation ramps up next quarter, the MEL team will be developing baseline data collection forms to measure the capabilities of CSP local partners before assistance and to report on achievements as a result of CSP community support interventions.

CSP Dashboard & Digital Data Collection

In early December 2018, working closely with CSP's MEL Director, MEL Technology Specialist [REDACTED] conducted a STTA assignment to set up CSP's DevResults platform, the CSP Dashboard, and information management system. Mr. [REDACTED] also conducted a training for all staff on how to best use and contribute to the DevResults platform that will be managed by the MEL team. Following this assignment, the MEL team started uploading community activities into the online Dashboard to facilitate data collection, analysis, and reporting. This streamlined, web-based performance management system with built-in geographic information system (GIS) functionality, will allow the activity staff to quickly and directly report on the information (see example below). This tool will also be very useful for performance management and for USAID's reporting needs.

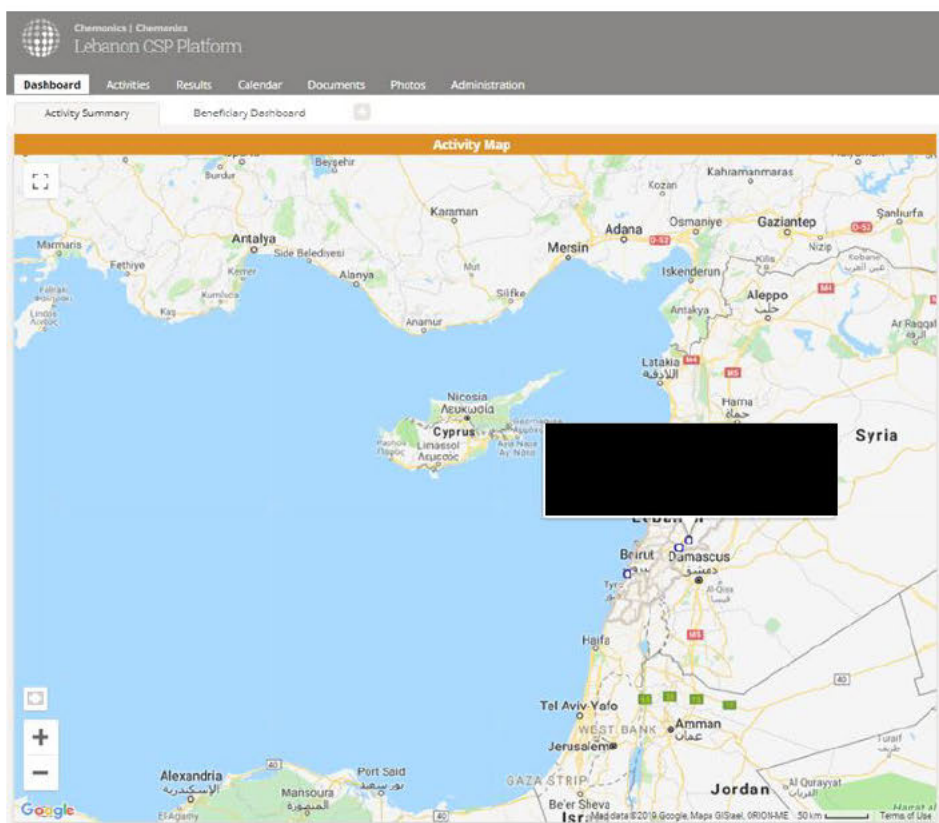


Figure 1. Extract from CSP Dashboard

C2. COMMUNICATION AND OUTREACH

In this section, we discuss the communication and outreach plan, the submission of weekly reports to USAID, and preparation for the CSP public launch .

Communication and Outreach Plan

During this quarter, and as per the contract requirements of TO I, CSP submitted its Communication and Outreach Plan to USAID on November 14, 2018, 90 calendar days after contract award. The plan was approved by USAID during the month of December 2018.

The plan detailed CSP's approach to promoting the project's impact and achievements to a wide range of local and foreign audiences and communicating with project's stakeholders. It also included the project's communication and outreach tools, USAID branding requirements, and the communication protocol CSP established with USAID, which addresses both the required reports and deliverables as well as CSP's responsiveness to ad-hoc requests from the Embassy. The plan also listed ways to measure outreach and communication success such as: number of likes on social media, testimonials, influencers, publicity and media coverage, and the number of participants in CSP's activities and their feedback on the program.

A key element of the plan is to increase CSP's visibility and impact by incorporating a communication and outreach plan into each community support activity. The project is keen on promoting USAID's support by respecting all marking and branding requirements in every activity. Branding will be visible on all purchased equipment and items provided by CSP through the USAID logo. CSP will also publicize and create awareness about the

assistance it is providing by writing success stories, including activity write-ups in the weekly reports, and promoting the impact of community support activities on social media outlets and other communication channels. CSP will also promote the project and its impact during specific events such as opening/closing ceremonies, community gatherings, etc.

Weekly Reports

CSP has been submitting weekly reports to USAID since September 2018. The weekly reports summarize TO 1 and TO 2 tasks, activities, and achievements made during the previous week. Reports also include weekly highlights and photos to demonstrate how CSP is positively affecting beneficiaries and how it is having a long-term impact on vulnerable communities.

Preparations for CSP Launch Event

CSP is planning on officially launching its project to the public during the second quarter of Year 1. Based on the Embassy's recommendations, the tentative date is scheduled for March 13, 2019. The event will focus on the challenges facing Lebanon's communities and what CSP can do to build upon previous investments. The launching event will highlight current and future work of CSP in terms of locations, types of activities/interventions, and potential beneficiaries. The event will also showcase CSP activities either completed or under implementation in terms of the impact they have achieved. During the previous quarter, CSP's Director of Communication and Outreach, started preparing for the event and its different logistical implications. A Public Event (PE) form was sent to USAID during the month of December 2018 for review and comment.

C3. GENDER AND SOCIAL INCLUSION

Gender and Social Inclusion Analysis

CSP submitted its GESI Analysis to USAID on November 14, 2018, 90 calendar days after the contract award. The analysis was approved by USAID during the month of December 2018 without any need for revision. The analysis addressed the constraints and opportunities that may be faced by different social groups relative to activities implemented by CSP. It details the rationale for the gender approach and other elements of social inclusion, and how information for the analysis was gathered. It also provides a high-level analysis of the constraints and opportunities for women and persons with disabilities to participate in and benefit from activities at the community or municipal level.

The analysis also included a strategy section, comprised of administrative and program cycle guidelines to further identify and incorporate GESI considerations into program activities as well as suggestions for stand-alone GESI activities. The plan dedicated a section on tools to identify and mainstream GESI considerations into future activities. Finally, the analysis included a GESI checklist for new activities for the CSP team to consider while designing new activities.

Gender and Social Inclusion Training

During the CSP implementation kickoff workshop that took place on December 6, 2018, the project's Gender Focal Point, [REDACTED], gave a presentation to the team about the GESI Analysis, stressing the importance of integrating the needs of vulnerable groups into activity design and implementation and beneficiary selection. As additional activities are developed under TO 2 and as future TOs are issued, it is anticipated that CSP staff

will continue to assess the potential GESI implications specific to the sector and location of new activities.



Photo 3: CSP Gender Focal Point giving her presentation to the team.

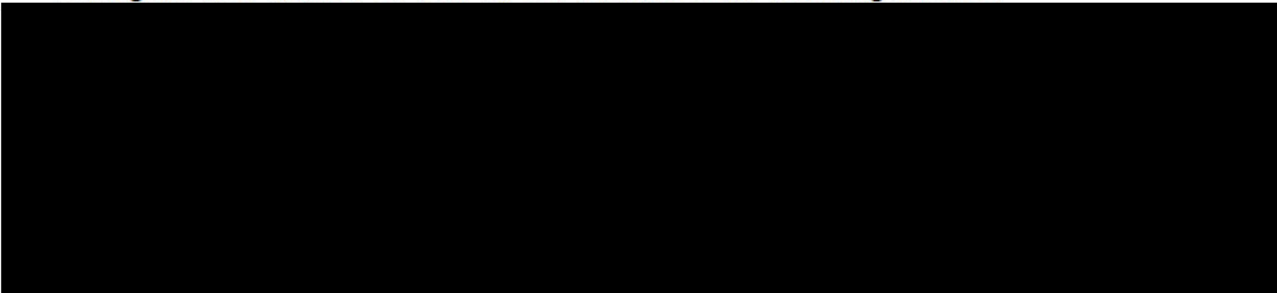
D. FINANCIAL REPORTS TRACKING

In this section, we present the status of our financial reports, which track expenditures throughout the entire CSP IDIQ, disaggregated by TO.

D.1 INVOICES

Invoices have been submitted on a monthly basis and contain detailed information on program expenditures to allow for tracking against the budget and performance expectations and for managing cost control.

During the first Quarter of Year I, CSP submitted the following invoices:



D.2 QUARTERLY ACCRUALS REPORT

On December 20, 2018, CSP submitted its first Quarterly Accrual Report. The Quarterly Accrual Report shows a summary of expenditures by major line item for the last quarter. It also shows cumulative expenditures to date, and available funding for the remainder of the program. The detailed Quarterly Financial Report, disaggregated by TO, is located in Annex E.

SECTION III: TASK ORDER NO. 2 COMMUNITY SUPPORT PROGRAM

During the first quarter of CSP's first year, the TO 2 team was staffed with an Acting TO 2 Director, Senior Program Manager, three Regional Program Managers (RPM), and two Technical Advisors. During the start-up period, this team was able to fully develop and test the Community Selection and Implementation Methodology. Based on feedback from USAID near the end of the quarter, the team revised the methodology and steered the program towards an initial emphasis on Component I Community Stabilization activities to meet current goals and objectives. With vast knowledge of field-level dynamics in Lebanon and complementary skills and backgrounds, the TO 2 team rapidly initiated community support programming to fill gaps in the delivery of essential services and economic opportunities aimed at reducing tensions in Lebanon's most vulnerable and impoverished communities.

In this section, we will discuss key deliverables accomplished during mobilization; the community selection process; progress made towards designing new activities, and the status of implementation, inclusive of recommendations and lessons learned.

A. MOBILIZATION

A1. ACTIVITY SELECTION AND IMPLEMENTATION METHODOLOGY

One of the first and most important deliverables for the TO 2 team was the development of the Activity Selection and Implementation Methodology. The methodology that was initially submitted to USAID on October 15, 2018 depicted the rigorous approach that the CSP team envisioned for community identification, activity design, and implementation. To inform the process, several internal meetings and workshops led by the COP and Acting TO 2 Director took place in early October to discuss the approach with the TO 2 team, mainly with the Regional Program Managers.

The methodology includes a number of factors that are taken into consideration for pre-selection and later community selection [REDACTED]

[REDACTED] These factors were informed by a number of criteria for community selection (see box below), which guided the development of tools and instruments used in the community identification phase.

The methodology was introduced to the USAID Contracting Officer's Representatives (CORs), CSP team, and subcontractors (BTD, ELARD, and Quantum) during the implementation kickoff workshop in early December. Participants had the opportunity to discuss and give feedback on the various elements of the methodology, including the approaches used for community selection and activity design.

Changes to the methodology were triggered by guidance received on December 13 from the USAID Mission Director to steer the program to focus more on friction reduction or Component I stabilization activities in a faster and more nimble approach. As a result, CSP revised the methodology and will resubmit it to USAID in 2019, to address the guidance about the expected focus and scale of CSP during its first year.

A2. INITIAL FIELD VISITS AND COORDINATION

Field visits

To ground-truth CSP's approach and to ensure the methodology would be feasible, the team conducted several field visits to meet with governors, mayors, heads of unions, community activists, and other entities that took part in initial interviews with Chemonics during the proposal process. This afforded the COP and other team members the opportunity to get acquainted with the areas in the North, South, and Beqaa regions that CSP is targeting. Among the visited areas were Halba, Bebnine, Sahel Akkar, Middle Dreib, Saida, Saksakiyeh, El Qrayeh, Zahle, Baalbek, Qaa, Bar Elias, and Nabatieh.

Coordination

The USAID CORs also introduced the CSP team to the implementing partners of other USAID programs in its Local Development portfolio, including Building Alliances for Local Advancement Development & Investment (BALADI), implemented by the René Moawad Foundation and Caritas Lebanon, BALADI – Capacity Building, and the Lebanon Water Project, implemented by Development Alternatives Inc., to foster collaboration and complementarity in programming. The team had also met with other stakeholders and UN agencies implementing similar programs in the field. These meetings occurred on the senior management level as well as in the field level primarily with UNDP and UNHCR.

B. COMMUNITY IDENTIFICATION

B1. SITUATION MONITORING: PRE-SELECTION

During the first quarter of Year 1, the TO 2 team gathered existing data for all the communities (municipalities and villages with no municipalities) in the following six governorates: Akkar, North Lebanon, Baalbek/Hermel, Beqaa, Nabatieh, and South

Lebanon. In total 851 communities were identified and assessed using existing datasets

[REDACTED]

All the data was entered into an MS Excel table [REDACTED]

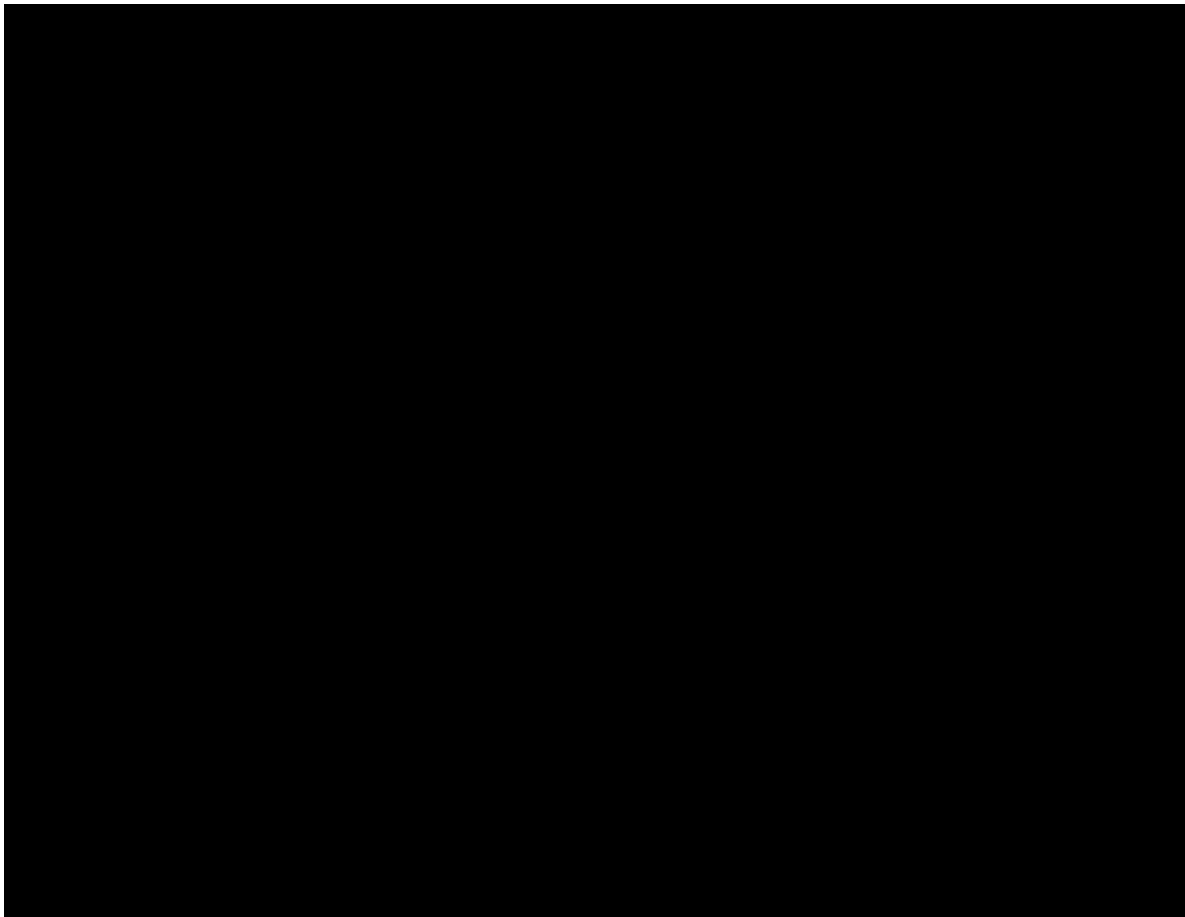
[REDACTED]g communities were mainly in the North and Beqaa [REDACTED].

[REDACTED]

[REDACTED]

Based on the above [REDACTED] the below communities were preselected for community profiling during November and early December:

[REDACTED]



[Redacted text block]

[Redacted text block]

[Redacted text block]

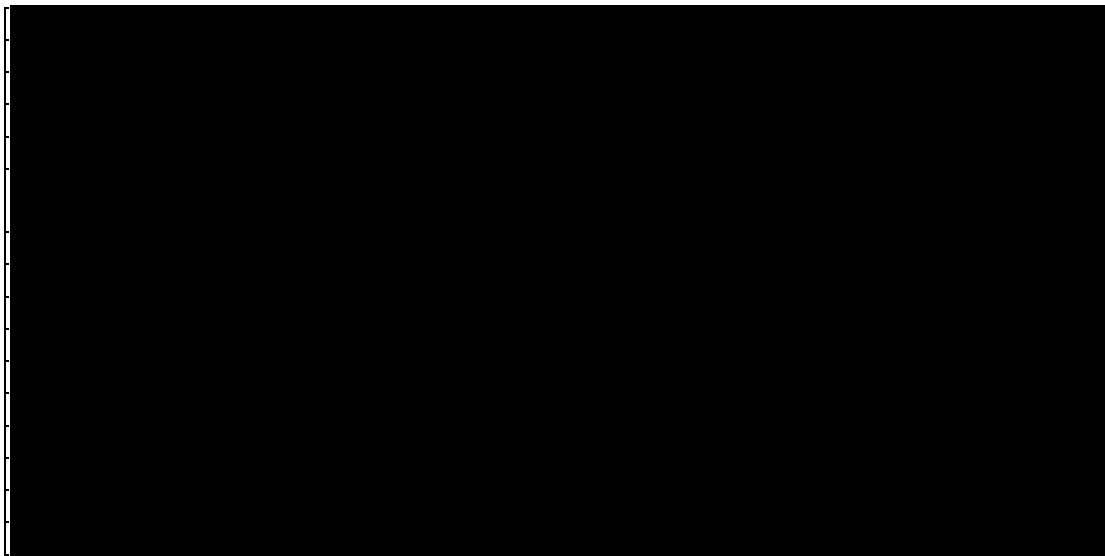
[Redacted] CSP will be prioritizing communities for preselection and community profiling [Redacted]

B2. COMMUNITY PROFILES: FINAL SELECTION

To complement the objectively verifiable pre-selection process with validated, up-to-date, and nuanced information from the field, the TO 2 team developed the community profiling instrument which collects information on each pre-selected community from at least three different sources: an elected official, a civil society or NGO representative, and a more governmental or regional office representative such as the governor, district representative or head of union. The 10-page community profiling survey instrument records general information about the community as well as the status of infrastructure,

tensions and relationships, livelihoods, municipal engagement, and services including waste water, solid waste, electricity, water, health, and roads.

During the first quarter, the TO 2 team was able to profile more than 50 communities using the survey instrument, which was further refined based on feedback from the field on how respondents were interacting with the interviewers' questions. The development and update of the questionnaire was mainly led by the Senior Program Manager [REDACTED] and Technical Advisor [REDACTED] in collaboration with the rest of the TO 2 team. The community profiling exercise helped CSP prioritize and decide on the first cohort of communities where activity design could begin. This took place through several meetings of reflections and internal discussions among the team, resulting in this final selection of villages:



The next step for these villages was to assess opportunities for the rapid design of community support activities in order to accelerate the implementation of CSPs first activities.

C. ACTIVITY DESIGN

C1. QUICK WINS

CSP designed four quick-win activities in October 2018 to test the CSP assumptions, methodology, and operational systems, as well as to establish relationships with key stakeholders. These four activities were all for program-led community stabilization activities under Component I as follows:

- 1) North (NTH001): improving sorted solid waste collection capacity of the Fayha' Union of Municipalities by providing 15 sorted waste collection points to support the launching of the new "sorting from source" initiative in Tripoli, Beddawi, Mina, and Qalamoun.
- 2) South (STH001): supplying equipment to the Old Saida Fire Brigade which is comprised of 15 volunteer firefighters who cover a condensed and congested area prone to fire and characterized by poor and badly maintained infrastructure.
- 3) Beqaa (BKA001): providing essential equipment to the Britel Public School including one 15 KVA generator, two photocopy machines, playground benches and equipment, 10 first aid kits, and 15 whiteboards.

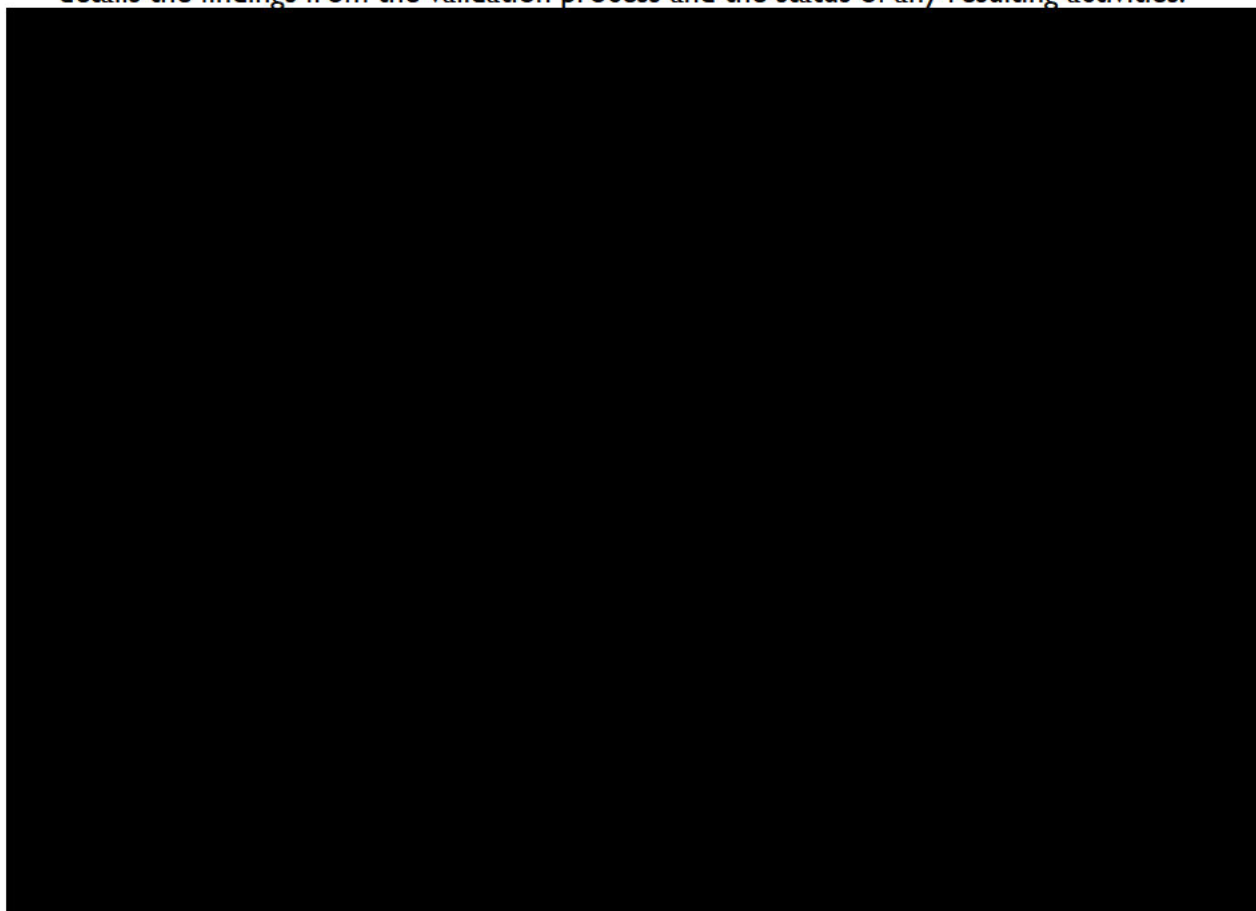
- 4) Beqaa (BKA002): providing essential equipment to Ali el Nahri Public High School including one 15 KVA generator, one photocopy machine, and 15 whiteboards.

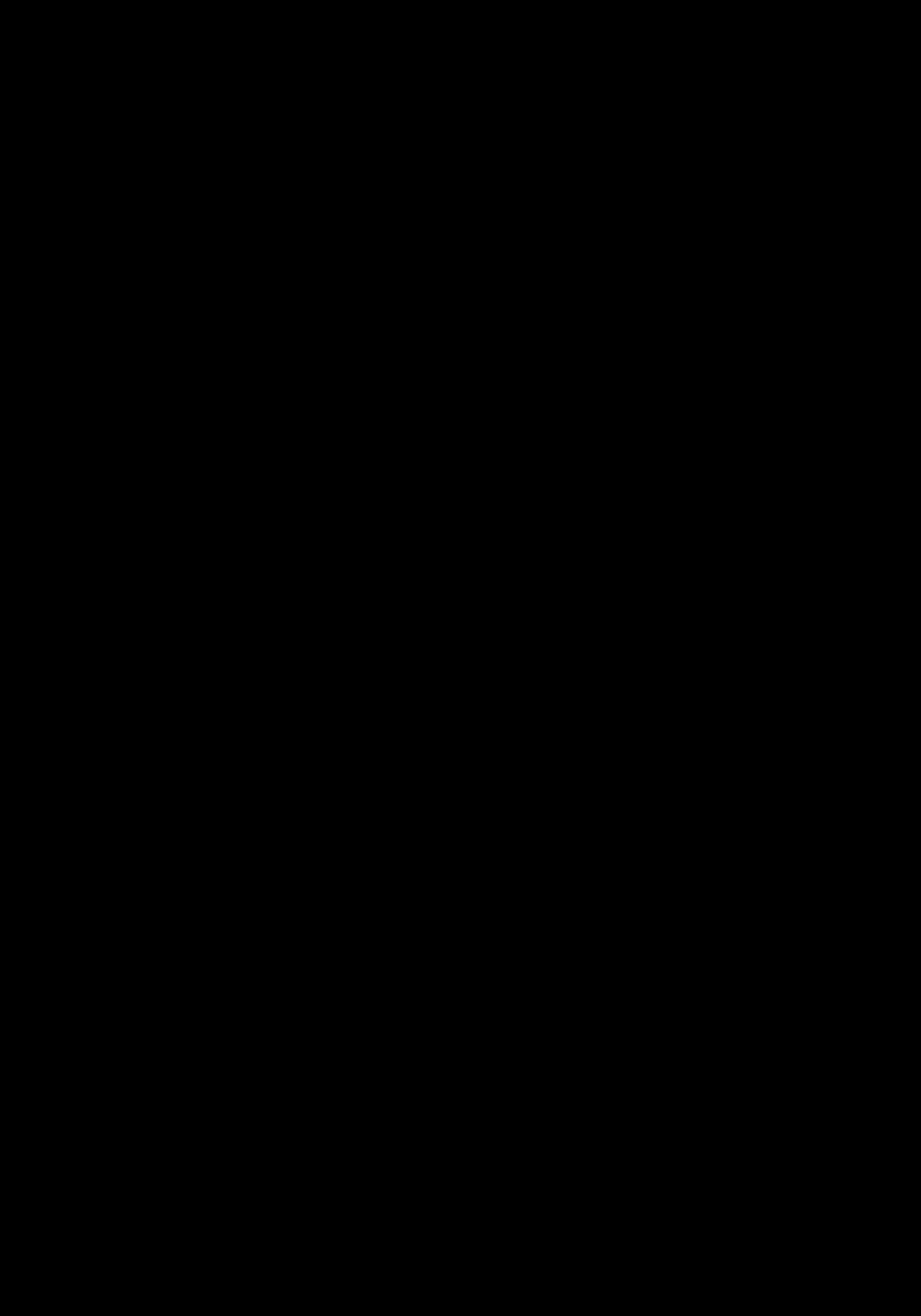
These activities were all approved by USAID in mid-December 2018, with the exception STH001 since the activity was not seen as responding to a real service delivery gap or reducing a tension trigger. To ensure equitable investments across Lebanon, the South RPM is continuing to work with key stakeholders in the area to better understand existing grievances and the status of essential services to design an appropriate intervention in Old Saida.

C2. PREVIOUSLY IDENTIFIED ACTIVITIES

During the start-up period, USAID shared a list of previously identified activities to support the rapid activation of CSP's community support activities. These activities were originally submitted to USAID for consideration through the BALADI project. Due to limited funds during the last phase of BALADI, it was recommended that CSP evaluate and assess their viability to kick-start programming. With that in mind, the TO 2 team included these municipalities in their list of communities to profile and met with most of the mayors to validate the initial requests.

At the end of this exercise, we concluded that while though most ideas seemed feasible and needed, most mayors highlighted other priorities or issues that emerged more recently and would be better opportunities for the CSP assistance. The below table details the findings from the validation process and the status of any resulting activities.

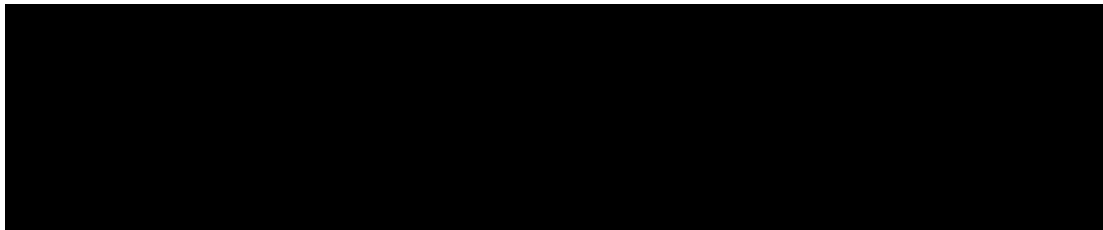




C3. OTHER COMMUNITY STABILIZATION PRIORITIES

Through the field visits and feedback from a wide-range of stakeholders – including governors, heads of unions, district representatives, UNDP area managers, and peacebuilding staff who are implementing UNDP’s Mechanism for Social Stability (MSS) – CSP was able to identify several other community stabilization priorities. These priorities have formed the basis for CSPs’ follow-up with local authorities and other key stakeholders to ramp up programming with an emphasis on Component I community stabilization and tension reduction.

Early next quarter, the RPMs will be validating the stakeholders’ stated needs and focusing on developing concept notes and AAPs for activities in the following communities:



The goal is to design a total of 15 community stabilization activities by the end of January 2019. Please refer to Annex F for additional details about all activities currently under design.

C4. OTHER COMMUNITY DEVELOPMENT PRIORITIES

During this period, the TO 2 team prioritized the design of quick-win and rapid response Component I community stabilization activities. Nevertheless, during field visits and briefing meetings, several opportunities were raised for Component 2 community development activities. These include Es Sawiri sorting facility overhaul, and Chebaa installation of irrigation and water conservation system to enhance livelihoods and better manage water resources. These, and other community development priorities, will be further developed during the second quarter of Year I. The ultimate goal is for CSP to have a 2-track system that will allow for simultaneous design and implementation of both stabilization and development activities.

D. IMPLEMENTATION

This last section is dedicated to the implementation of community support activities. It is divided into three sub-sections focusing on the overall progress and status of activities under implementation; challenges encountered; and lessons learned and recommendations going forward.

D1. SUMMARY OF COMMUNITY SUPPORT ACTIVITIES

As aforementioned, during CSP’s first quarter, USAID approved three quick-win Component I community stabilization activities. Given the nature of these activities, implementation revolves mainly around procurement or equipment drop, with MOUs being used to govern the relationship between CSP and its partners. In the Beqaa, CSP is providing material assistance to schools; in the North, the partner for the solid waste activity is the Fayha Union of Municipalities.

The engineering team and the RPMs developed Environmental Review and Assessment Checklist (ERAC) forms with guidance and support from CSP’s environmental compliance subcontractor, ELARD. CSP used these initial three activities to learn more about expectations for the management and mitigation of environmental concerns. Please refer to Annex G for the environmental compliance monitoring and mitigation summary report in accordance with the developed ERAC for each approved technical activity.

Vetting also was supported by the Chemonics HO and USAID’s Vetting Support Unit (VSU) for NTH001 since the other two activities were not subject to vetting because the estimated budget per activity was below \$25,000. Rather, all three were run on visual compliance sources¹ by the Activity Fund Team and results are saved to the file. The implementation status of all CSP activities as of December 31, 2018 is as follows:

Activity	Type	Status	Vetting	ERAC	Next Steps
NTH-001	MOU prepared, ready for signature as we receive the approved ERAC	<ul style="list-style-type: none"> - Street garbage bins and recycling cages for schools are ready to be manufactured, delivery time is two weeks - Procurement for street recycling containers ongoing 	Done	USAID approved	<ul style="list-style-type: none"> - Sign MOU - Finalize procurement process for recycling containers
BKA-001	MOUs prepared, ready for signature as we receive the approved ERAC	<ul style="list-style-type: none"> - Vendors for generator, photocopiers, and white boards selected, POs ready for signature as we sign MOUs - Quotations for playground benches during January 	N/A	USAID approved	<ul style="list-style-type: none"> - Sign MOU - Finalize procurement process
BKA-002	MOUs prepared, ready for signature as we receive the approved ERAC and MOD	<ul style="list-style-type: none"> - Vendors for photocopiers, and white boards selected, POs ready for signature as we sign MOUs 	N/A	Will be submitted to USAID with notification of scope reduction because generator was provided by another entity	<ul style="list-style-type: none"> - Receive notification approval - Sign MOU - Finalize procurement process for recycling containers

D2. CHALLENGES AND MITIGATION MEASURES

¹ Chemonics subscribes to the Visual Compliance software for comprehensive screening of vendors and partners pre-award. The system checks multiple databases, including the System for Award Management, Office of Foreign Assets Control (OFAC) list, and the UN sanctions list.

As discussed earlier, the three initial quick-win activities were expected to be pilot activities through which CSP aimed to learn and fine-tune processes surrounding the activity cycle. The goal of implementing these activities before the end of the calendar year was not met, as both Chemonics and USAID needed additional time to clarify and resolve expectations around the requirements of the AAP. However, the extra time expended was worth the investment as it resulted in additional clarity for all parties surrounding expectations, so that design of community support activities can be accelerated going forward.

Vetting, for example, can be a major source of delay, as was the case with STH001. While the substance of this activity was ultimately not approved by USAID, we learned through the process that even minor issues with a PIF submission can take several weeks to resolve. Going forward, we plan to initiate the process of vetting and visual compliance directly after the activities are yellow-lit in consultation with the COR. At this stage, CSP has a reasonable expectation that the AAP will be approved, which should facilitate the process of receiving a vetting determination in due time.

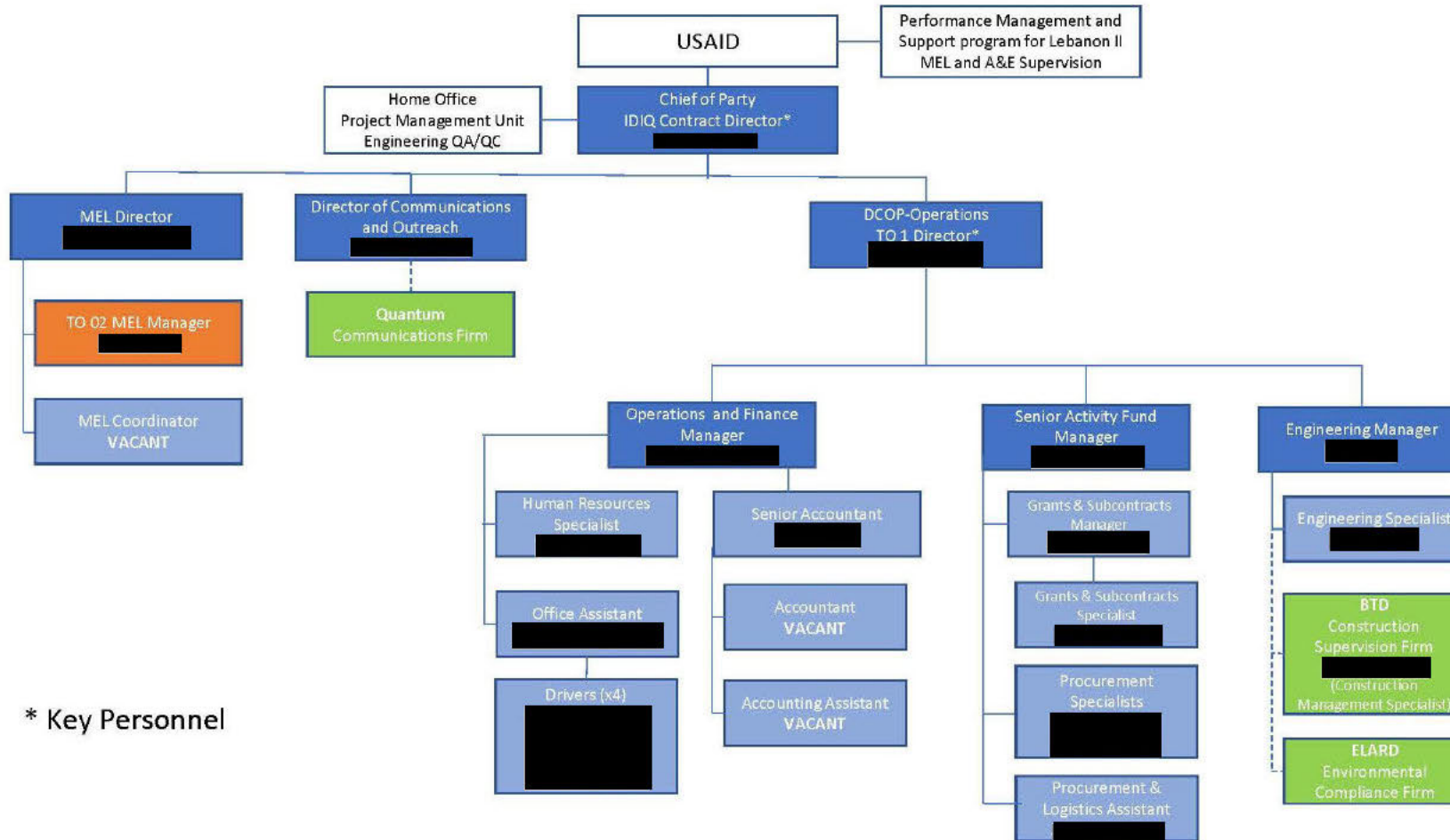
D3. LESSONS LEARNED AND RECOMMENDATIONS

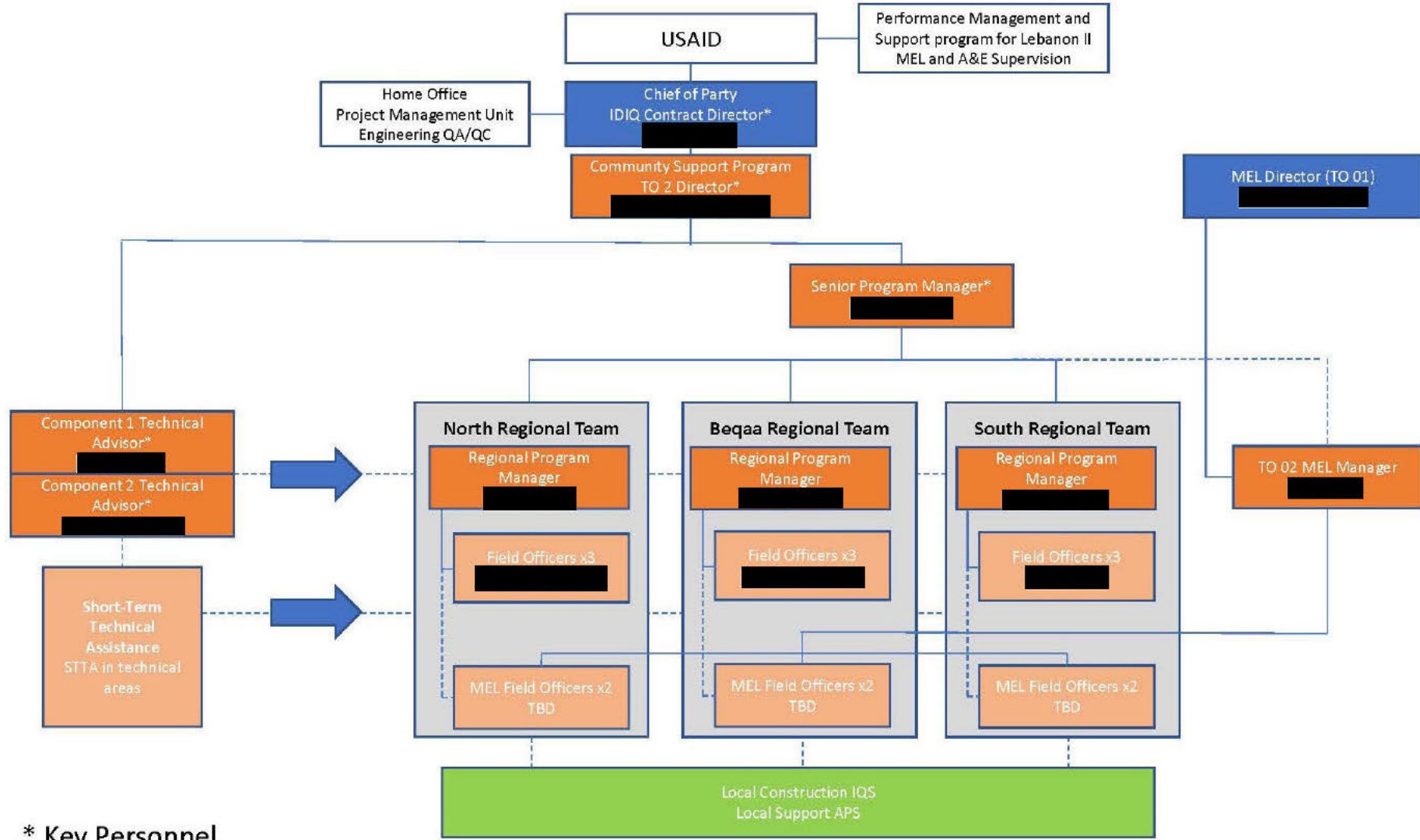
CSP was in start-up during the first quarter of Year 1, without the benefit of being able to learn from the implementation of numerous community support activities. Nevertheless, as we honed our processes through the design of early technical interventions, the team was able to capture a number of lessons learned and recommendations to improve performance in Quarter 2 and beyond:

- *Be mindful of existing sources of data.* Existing datasets are not always easy to work with and customizable according to the unique needs of CSP. This is particularly true if data owners do not share the underlying sources of data or electronic versions. This occurred with the Lebanon Support data; as a result, the RPMs had to manually record the number of incidents in each village taking more time than expected.
- *Develop flexible models.* Since [REDACTED] pre-selection was done on Microsoft Excel [REDACTED] it was straightforward to conduct edits and make changes [REDACTED] based on new guidance.
- *Invest in coordination.* Key stakeholders with experience implementing similar programs in Lebanon are integral to the success of CSP. For example, this paid off in the case of coordination with UNDP, which resulted in increased knowledge sharing throughout the regions and the Beirut Head Office, which helped CSP to ramp up and make informed decisions on which communities to select and activities to implement.
- *Test assumptions.* During start-up, the design of early activities can take more time than expected since these activities will be used as models to test our assumptions and operational capacity. However, this is a critical step for the implementation of future activities. Since the first activities normally receive more scrutiny and potential delays, it is important to carve out adequate time for this process.

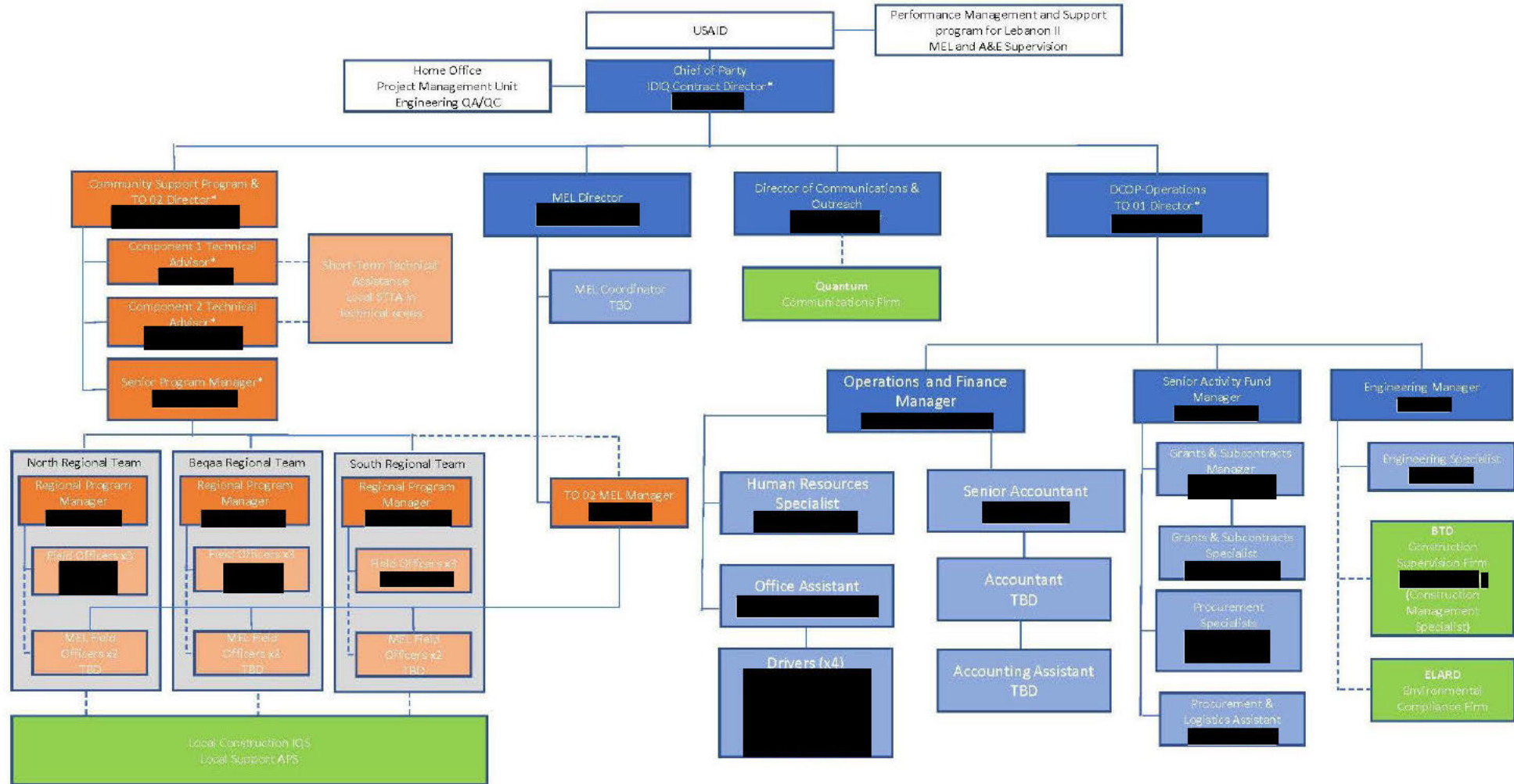
SECTION IV: ANNEXES

ANNEX A: ORGANIZATIONAL CHARTS





* Key Personnel



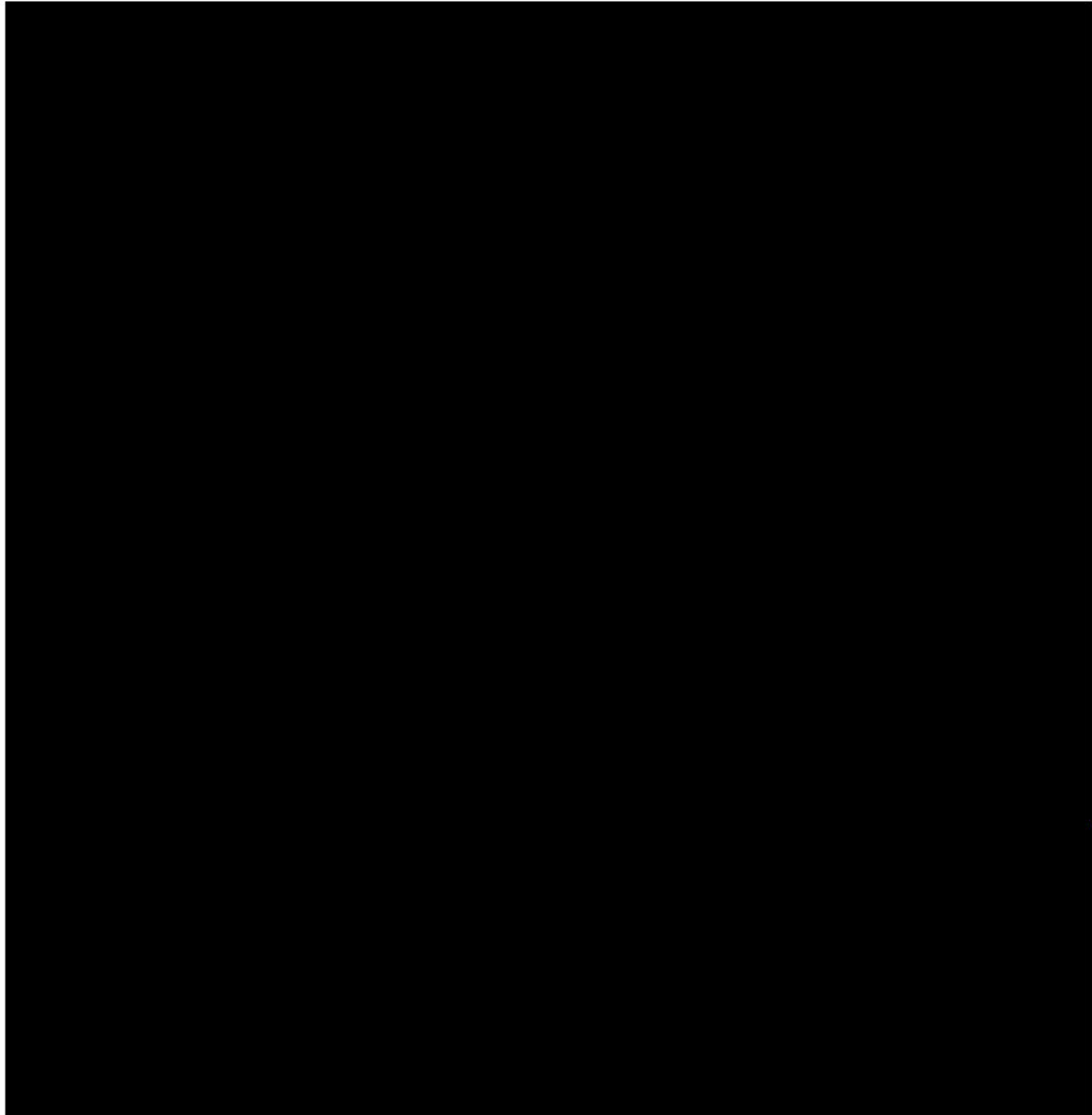
* Key Personnel



ANNEX B: MOBILIZATION PLAN

Please refer to the email attachment labeled “Annex B- YI QI- Mobilization Plan.”

ANNEX C: VETTING TRACKER



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ANNEX D: PROPOSED PERFORMANCE INDICATOR TRACKING TABLE - NOT YET APPROVED BY USAID

Task Order No.2, Community Support Program

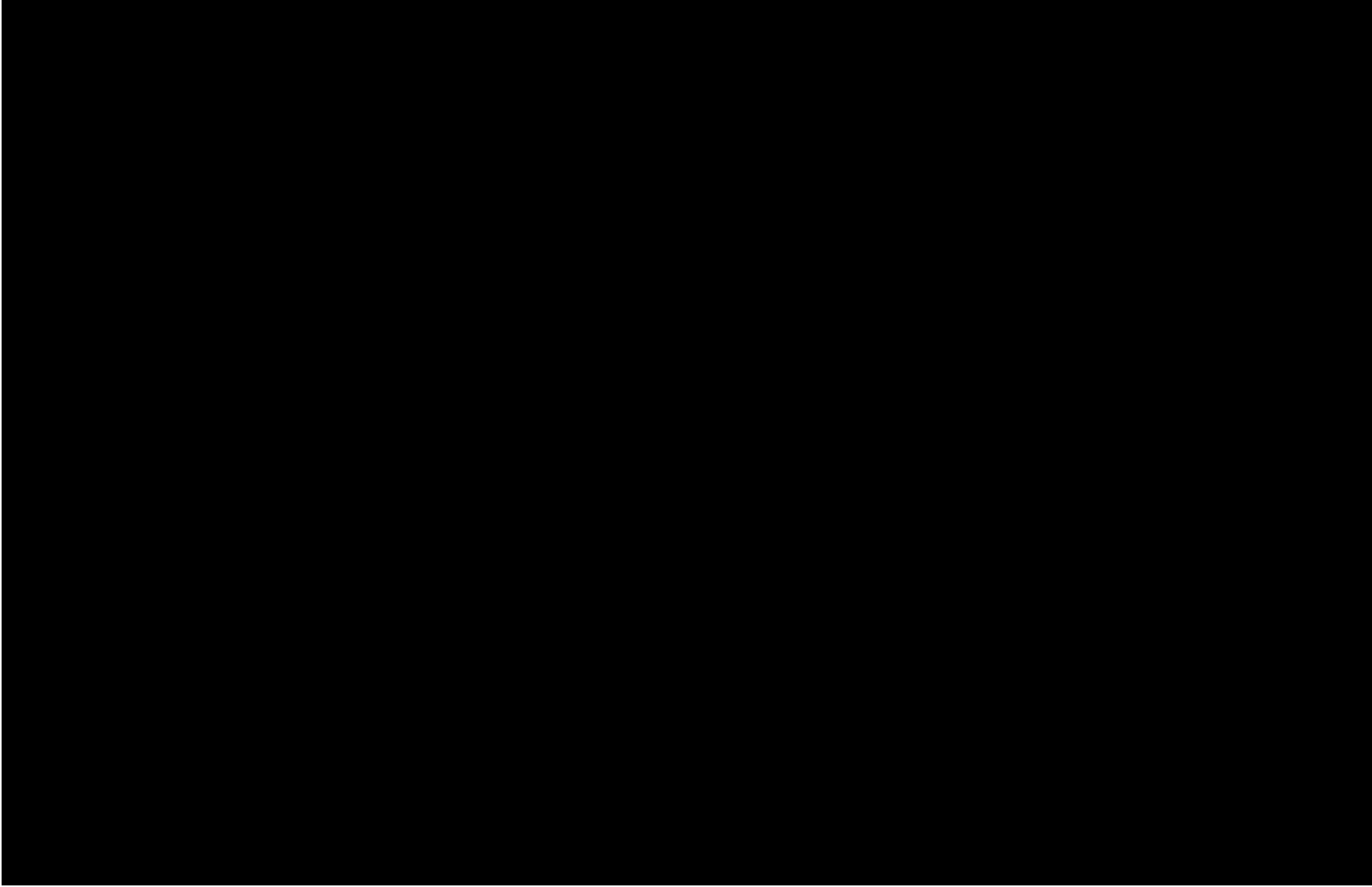
Indicator #	Reference & Indic. Level	Indicator Title	Unit of measurement	Reporting Frequency	Baseline	Y1 TO2 Target	Y2 TO2 Target	Y3 TO2 Target	TO2 LOP Total	Targets Initially set
USAID Lebanon Mission Overall CDCS Goal Objective: Improved accountability and credibility of public institutions, and broader economic prosperity						Aug2018-Sep19	Oct2019-Sep2020	Oct2020-Jan2021		
CDCS Goal: Improved capacity of the public sector in providing transparent, quality services across Lebanon										
Project Goal: Municipalities and underserved and vulnerable communities enjoy better services and enhanced economic opportunities that improve lives and reduce tensions										
Number of activities implemented with participation from local stakeholders										
1	DO1b: Output	Number of people benefiting from of USG assistance[PMP]	Number of people [individuals]	Quarterly	0	150,000	240,000	50,000	440,000	622,635
2	DO1c: Outcome	Number of local actors with enhanced abilities as result of USG support [PMP]	Number of local actors [entities]	Annual	0	75	120	25	220	151
PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met										
3	Purpose a) Outcome	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Number of people [individuals]	Quarterly	0	675	1,200	225	2,100	1,602
4	Purpose b) GNDR 2. Output	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets,	Percentage of women	Quarterly	0%	30%	30%	30%	30%	0

		credit, income or employment)								
RESULT1 LEVEL: Ability of local actors to mobilize development resources demonstrated										
5	Result 1 a) Outcome	Number of local actors who demonstrate increased ability to mobilize resources towards community needs	Number of local actors [entities]	Annual	0	15	24	5	44	151
6	Result 1 b) Output	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	USD value	Quarterly	0					TBD
IR 1.1 Level: Development resources accessed by communities										
7	IR 1.1 a) Output	Number of community resources and or assets involved in USG assisted activities	Number of assets	Quarterly	0	45	72	15	132	1,304
8	IR 1.1 b) Output	Number of community members who have participated in the CSP activity cycle	Number of people [individuals]	Quarterly	0	30,150	40,200	10,050	80,400	29,694
IR 1.2 Level: Capacity of local actors to mobilize resources developed										
9	IR 1.2 a) Output	Number of activities implemented with participation from local stakeholders	Number of activities	Quarterly	0	75	120	25	220	50
10	IR 1.2 b) Outcome	Number of institutional adaptations made as a result of learning and training	Number of institutional adaptations	Quarterly	0	n/a	n/a	n/a	n/a	TBD
RESULT2 LEVEL: Community members benefit from local development through collaboration										
11	Result 2 a) Outcome	Percentage of people confirming on having improved access to essential	Percentage of people	Annual	0%	60%	60%	60%	60%	76%

		services provided through USG assistance								
12	Result 2 b) Output	Number of USAID-assisted local actors (CSOs, Private sector organizations) engaged in community, regional and national programs	Number of local actors [entities]	Annual	0	300	480	100	880	34
IR 2.1 Level: Essential services delivered or improved										
13	IR 2.1 a) Output	Number of essential services provided, installed or upgraded	Number of essential services	Quarterly	0	50	85	15	150	50
14	IR 2.1 b) Outcome	Number of people with access to adequate levels of essential services	Number of citizens [individuals]	Annual	0	146,500	236,500	50,000	433,000	TBD
15	IR 2.1 c) Outcome	Number of assisted local actors that have improved internal systems to sustain essential services	Number of local actors [entities]	End of Project	0	n/a	n/a	n/a	n/a	TBD
IR 2.2 Level: Economic opportunities increased										
16	IR 2.2 a) Outcome	Number of jobs impacted as a result of USG assistance	Number of jobs [individuals]	Quarterly	0	1,000	1,200	244	2,444	2,444
17	IR 2.2 b) Outcome	Number of people with improved livelihoods as result of USG assistance	Number of citizens [individuals]	Annual	0	n/a	n/a	n/a	n/a	183
18	IR 2.2 c) Output	Number of MSMEs supported by USG assistance	Number of local actors [entities]	Quarterly	0	8	12	2	22	TBD
IR 2.3 Level: Community cohesion improved										
19	IR 2.3 a) Outcome	Percentage of beneficiaries' community members who believe stability has improved	Percentage [community members]	Annual	0%	50%	50%	50%	50%	TBD

20	IR 2.3 b)	Number of incidents in targeted communities [Contextual]	Number of incidents	Annual	TBD	TBD	TBD	TBD	N/A	N/A
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ANNEX F: ACTIVITY CONCEPT AND IMPLEMENTATION TRACKER





ANNEX G: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT

ERAC Number	ERAC Status	Area	Activity Number	Activity Status	Activity Brief Description	Summary of mitigation measures
ERAC_EMMP BKA001	Approved	Beqaa - Britel	BKA001	Ongoing	Support the public middle school in Britel in meeting basic services and educational needs of the large number of students that have enrolled this year. The activity intends to provide one 15 KVA generator, two photocopy machines, playground benches, 10 first aid kits (1 basic kit per 100 students also covering both shifts), and 15 whiteboards.	The suggested environmental mitigation measures will offset the risk of soil or ground water contamination and minimize the risk of human health, liquid fuel or chemical hazards. Additionally, they will minimize the risk of air and noise pollution.
ERAC_EMMP NTH001	Approved	North – Fayha	NTH001	Ongoing	The activity intends to procure 15 collection units of sorted wastes from streets, 15 collection units for sorted wastes from schools, and 40 bins for pedestrian trails of the old markets of Tripoli. The project aims at fostering the recycling efforts in the second largest city in Lebanon.	The suggested environmental mitigation measures intend to minimize any risk of odor increase and decrease the risk of human health, liquid fuel or chemical hazards.

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