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# QUARTERLY REPORT

**JANUARY – MARCH 2019**

**YEAR 1- QUARTER 2**

**USAID/LEBANON COMMUNITY SUPPORT PROGRAM**

April 30, 2019

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# CSP IDIQ QUARTERLY REPORT

**APRIL 30, 2019**

**IDIQ Contract No. 72026818D00005**

**Task Order No. 1 72026818F00002**

**Task Order No. 2 72026818F00003**

**USAID/Lebanon Community Support Program (CSP)**

**Chemonics International**

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**Front cover photo:** Distribution of plastic recycling bins in Miye w Miye in southern Lebanon in March 2019. The purpose of this activity is reduce tensions over solid waste management through improved community recycling.

**Back cover photo:** Delivery of recycling cages to Rawdat Al-Fayhaa to improve sorting from source capacity of Al Fayhaa' Union of Municipalities in northern Lebanon.

## DISCLAIMER

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# CONTENTS

<b>Acronyms</b> .....	<b>3</b>
<b>Executive Summary</b> .....	<b>4</b>
<b>Section I. Introduction and Background</b> .....	<b>6</b>
A. <u>Background and Country Context</u> .....	<u>6</u>
B. <u>Program Objectives</u> .....	<u>6</u>
<b>Section II: Task Order No. 1 Management Activity</b> .....	<b>8</b>
A. <u>Management and operation tasks</u> .....	<u>8</u>
A1. Human Resources .....	8
A2. Accounting and Finance .....	████████████████████
A3. Grants, Subcontract, and Procurement Administration .....	9
A4. Other Administrative Tasks .....	10
B. <u>Cross-Cutting Technical Support</u> .....	<u>10</u>
B1. Engineering and Environmental Compliance .....	10
B2. Monitoring, Evaluation, and Learning .....	11
B3. Communications and Outreach .....	16
B4. Gender and Social Inclusion (GESI) .....	18
C. <u>Development of New Task Orders</u> .....	<u>19</u>
C1. Task Order No. 3: Technical Assistance Support .....	19
C2. Task Order No. 4: Workforce Development .....	19
C3. Task Order No. 5: Wastewater Management .....	20
<b>Section III: Task Order No. 2 Community Support Program</b> .....	<b>21</b>
A. <u>Community Identification and Selection</u> .....	<u>21</u>
A1. Situation Monitoring: Pre-Selection .....	21
A2. Community Profiles: Final Selection .....	23
B. <u>Activity Design</u> .....	<u>25</u>
B1. Partner Collaboration .....	25
B2. Activity Design Process .....	26
B3. Summary of Design of Community Stabilization and Development Concepts .....	29
C. <u>Implementation</u> .....	<u>29</u>
C1. Summary of Community Support Activities .....	29
<b>C2. LESSONS LEARNED AND RECOMMENDATIONS</b> .....	<b>33</b>

<b>Section IV: Annexes</b> .....	<b>36</b>
<u>Annex A. Lebanon CSP Organizational Chart</u> .....	<u>36</u>
<u>Annex B. Quarterly Financial Report</u> .....	<u>████████████████████</u>
<u>Annex C. Activity Concept, Design, and Implementation Tracker</u> .....	<u>39</u>
<u>Annex D. Activity Cycle Flow Chart</u> .....	<u>42</u>
<u>Annex E. Vetting Tracker</u> .....	<u>43</u>
<u>Annex F. Environmental Compliance Summary Report</u> .....	<u>45</u>
<u>Annex G. Indicators Performance Tracking Table</u> .....	<u>46</u>
<u>Annex H. Community Selection Tool Methodology Note</u> .....	<u>47</u>
<u>Annex I. Community Profiling Tool</u> .....	<u>54</u>
<u>Annex J. Map of Pre-Selected Communities</u> .....	<u>55</u>
<u>Annex K. Map of Activities Under Implementation</u> .....	<u>56</u>

# ACRONYMS

AAP	Activity Approval Package
BALADI	Building Alliances for Local Advancement Development & Investment
BTD	Bureau Technique pour le Développement
CSP	Community Support Program
ELARD	Earth Link & Advanced Resources Development
ERAC	Environmental Review and Assessment Checklist
GESI	Gender and Social Inclusion
HO	Home Office
IDIQ	Indefinite Deliverable, Indefinite Quantity
IQS	Indefinite Quantity Subcontract
LED	Lebanon Enterprise Development
LINQ	Lebanon Investment in Quality
LIVCD	Lebanon Industry Value Chain Development
LWP	Lebanon Water Project
MEL	Monitoring, evaluation, and learning
MOSA	Ministry of Social Affairs
MOU	Memorandum of Understanding
MSS	Mechanism for Social Stability
NGO	Nongovernmental organization
RAD	Rapid Analysis Design
RFA	Request for Application
RPM	Regional Program Manager
STTA	Short term technical assistance
TO	Task Order
UNDP	United Nations Development Program
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

The Lebanon Community Support Program (CSP) is an \$80 million, 5-7 year activity funded by USAID under an Indefinite Delivery, Indefinite Quantity (IDIQ) contract designed to provide a broad range of support to underserved and vulnerable communities. CSP seeks to improve the delivery of essential services and enhance economic opportunities to improve lives and reduce tensions that contribute to conflict and violence, primarily in Lebanon's North, South, and Beqaa regions. To achieve this objective, task orders are issued by USAID for multi-sectoral activities that address the following components:

- **Component 1:** Community Stabilization Support provides assistance to local communities to meet immediate-term stabilization needs and fill urgent gaps in resource accessibility in order to mitigate tensions. Activities are expected to take up to 9 months for implementation;
- **Component 2:** Community Development Support provides medium to long-term support to communities. Implementation is expected to last up to 18 months to complete activities that meet priority local development needs; and
- **Component 3:** Technical Assistance Support for Key Essential Services is directed towards municipalities and other local partners receiving assistance under Components 1 and 2.

CSP partners with municipalities, civil society, and the private sector to mitigate sources of tension through a mix of short- and medium-term assistance interventions that improve economic opportunities and address gaps in service delivery. Rapid stabilization interventions may include the repair and rehabilitation of light infrastructure or the procurement of equipment like water tanks, generators, and electrical transformers. Longer-term interventions are geared towards improving quality of life and livelihoods to achieve sustainable community development. These may include solid waste management, solar energy solutions, agricultural equipment, or support to livelihoods. Where appropriate, CSP complements infrastructure and equipment assistance interventions with targeted and specialized technical expertise and capacity building assistance to enhance the sustainability of those interventions among beneficiary communities.

The following quarterly report, a required deliverable under Task Order No. 1 (TO 1) of the subject IDIQ, provides details on the second quarter of year 1 covering the period from January to March 2019. The report includes a description and analysis of all activities conducted under the current task orders (see textbox) during the reporting period.

This period was primarily dedicated to pivoting from the start-up and mobilization phase under TO 1 to the full implementation of TO 2. Recruitment of additional staff (particularly TO 2 Field Officers), the design and implementation of the first batch of TO 2 community assistance interventions, and the

## CURRENT CSP TASK ORDERS

### TO 1: Management

- [REDACTED] – 5 years
- Management, operations, and cross-cutting technical support to technical task orders

### TO 2: Community Support

- [REDACTED] – 30 months
- Identification, implementation, and management of community assistance interventions to achieve CSP objectives under Components 1 and 2.

organization of a public event to announce CSP and its first activities represented the majority of effort during the reporting period.

This report is organized by task order and divided into four primary sections: Introduction and Background; Task Order 1: Management Activity; Task Order 2: Community Support Program; and the following Annexes to expand upon and help visualize the narrative: Organizational Charts for Task Orders 1 and 2, Quarterly Financial Report, Activity Concept and Implementation Tracker, Activity Cycle Flowchart, Vetting Tracker, Environmental Compliance Summary Report, Indicators Performance Tracking Table, Methodology Note, Community Profile Tool, Map of Pre-selected Communities, and Map of Activities Under Implementation.

# SECTION I. INTRODUCTION AND BACKGROUND

## A. BACKGROUND AND COUNTRY CONTEXT

This reporting period witnessed a significant political breakthrough with the formation of a new unity government led by Prime Minister Saad Hariri. The government was finally formed after more than 250 days of political deadlock. Several pressing issues face the new government, such as the need for socio-economic reforms, the impact of the on-going presence of Syrian refugees on the local economy, competition over services and economic opportunities, and a rise in tensions between refugees and their Lebanese host communities. In addition to political and economic challenges, Lebanon is currently facing major ecological problems, exacerbated by the presence of refugees, with a high rise in pollution. Untreated waste and trash is spoiling the natural environment and contaminating water across the country.

Since 2011, the different governments have responded to the influx of Syrian refugees in a slow, partial, and inadequate manner. Municipalities, which were already suffering from the inability to meet their communities' needs prior to the crisis, have had to shoulder the large burden of accommodating refugees, further contributing to their financial and social problems. As refugees are confronted with increased waves of hostility, their Lebanese hosts, among them politicians, have been calling for their return to Syria, especially considering military gains made by the Assad regime that have led to increased security in certain parts of the Syrian territory.

In response to this context, CSP endeavors to be a flexible, rapid response mechanism to help the most vulnerable and underserved communities throughout the country. Through the program's stabilization, development, and capacity building assistance interventions, CSP contributes to decreasing tensions by supporting sub-national government entities 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. To accomplish the program's goals, task orders under the IDIQ are geared towards reinforcing Lebanon's resilience and stability across three components:

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



In partnership with local governments, civil society organizations, and the private sector, 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. Under TO 2, target communities are selected on a rolling basis according to urgency of needs, presence of refugees, prevalence of tensions over limited resources, and other priorities identified by the community. Interventions are selected based on an inclusive and participatory approach that involves a wide variety of community members to better understand challenges and opportunities, followed by collaborative design of sustainable solutions.

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

# SECTION II: TASK ORDER NO. 1 MANAGEMENT ACTIVITY

## A. MANAGEMENT AND OPERATION TASKS

During the last quarter, CSP focused mostly on the mobilization and operational start-up of TO 1 so that it could support current and future technical task orders. This second quarter was marked by a fully-equipped and functional TO 1 team that provided operational and cross-cutting technical support to the community stabilization and development activities under TO 2's Community Support Program.

### AI. HUMAN RESOURCES

In line with CSP's staffing plan and as listed in Exhibit 1 below, recruitment efforts during the second quarter resulted in the onboarding of most staff under TO 1 and the majority of staff under TO 2. As depicted in the organizational chart in Annex A and in line with the ramping up of technical activities, significant progress was made in hiring field-based positions under TO 2. During the reporting period, six out of the nine field officers were hired, while candidates for the remaining three positions were interviewed and selected. To adequately respond to the multisectoral nature of CSP assistance interventions, the program identified field officers with diverse backgrounds and qualifications – thus hiring three sets of officers in the North, South, and Beqaa with specialized expertise in in engineering, livelihoods, and local development/community engagement. The broad experiences and professional backgrounds of these field-based positions are intended to broaden the technical spectrum and know-how at the field level to enhance the quality and impact of community assistance interventions.

The remaining vacancies under TO 2 include six monitoring, evaluation, and learning (MEL) field officers and a Component Two (Community Development) technical advisor. The latter position was vacated at the end of February. Most other vacancies under TO 2 are at an advanced stage in the recruitment process and are expected to be filled early in the third quarter. As of the end of the reporting period, interviews were conducted and recruitment decisions made for all positions except the North MEL field officer. Exhibit 2 below summarizes recruitment results until the end of the second quarter.

Exhibit 1. CSP New Hires During Q2 (Jan-March) FY2019

Name	Position Title	TO	Start Date
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Name	Position Title	TO	Start Date
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Exhibit 2. CSP Recruitment Summary as of 31 March 2019

	TO 1	TO 2	Total
Number of filled positions	22	13	35
Number of vacant positions	1	10	11
Number of open recruitments	0	2	2

### A3. GRANTS, SUBCONTRACT, AND PROCUREMENT ADMINISTRATION

*Activity fund.* CSP's community stabilization and community development activities under TO 2 are implemented through subcontracts, grants, memorandums of understanding (MOUs), and in-kind procurements, which are managed and administered by TO 1's Activity Fund team. Throughout the second quarter, the program issued 14 MOUs and three grants to various partners across CSP's regions of implementation. The Activity Concept and Implementation Tracker in Annex C provides a detailed breakdown of the activities implemented to date including a description of each activity, its component, value, partner organization, and other details.

*Activity fund manual.* Following the approval of the Grants Manual deliverable by USAID in December 2018, CSP drafted and submitted an Activity Fund Manual in January 2019. The Activity Fund Manual aims to describe the appropriate use of the various mechanisms CSP anticipates awarding and implementing under the program's Activity Fund, including not only grants, but also subcontracts, direct procurements, MOUs, and short term technical assistance (STTA). As part of the Activity Manual, CSP also developed an Activity Cycle Workflow (Annex D) process map to visually depict the steps of the activity lifecycle from identification and design until closeout and handover.

*Subcontracts with institutional partners: BTD, ELARD and Quantum.* During this quarter, CSP fully executed the engineering design and supervision subcontract with BTD as well as the environmental mitigation and management subcontract with ELARD. The latter supports CSP's engineering team in the development of Environmental Review and Assessment Checklists (ERAC).

CSP is in the final stages of subcontract negotiations with Quantum, and anticipates fully executing the subcontract agreement early next quarter. The lengthy negotiations were a result of adjustments to the scope and pricing to ensure Quantum could provide needed communication and outreach services to augment the project's capabilities in this area.

*Construction Indefinite Quantity Subcontract (IQS).* Given CSP's emphasis on the improved delivery of essential services through TO 2 community assistance interventions, CSP expects to implement light infrastructure and construction activities in all three target

regions. Accordingly, the project finalized the evaluation and prequalification of 27 construction firms from all over Lebanon. CSP will invite these shortlisted firms – based on their area of expertise and geographical coverage – to participate in upcoming requests for proposals for engineering activities under TO 2. In line with CSP’s crosscutting theme of job creation and the MEL indicators related to improved economic opportunity, CSP will emphasize the utilization of local labor in the award of construction subcontracts to these general contractors.

#### **A4. OTHER ADMINISTRATIVE TASKS**

*Vetting procedures.* CSP adheres to USAID / Vetting Mission Order 15/03 related to the National Security Screening of Awards and has established a system to gather information from partners and beneficiaries at the field level in order to expedite the vetting process for key individuals. All Partner Information Forms submissions are tracked using the vetting tracker as shown in Annex E.

*Field offices.* As stated as a possible option in the CSP’s approved Management Plan, CSP identified satellite offices in the North, the South, and Beqaa that will host field-based staff such as Field Officers and MEL Field Officers. CSP expects to sign the leases for all three offices early next quarter which will enable field staff to have a base of operations for regional meetings and activities.

*Fleet.* Also in line with the CSP Management Plan, after seeking the consent of the USAID Contracting Officer, the DAI-implemented Lebanon Industry Value Chain Development (LIVCD) program transferred the ownership of two additional SUVs to CSP at the end of January. The total number of project vehicles is now four – three of which are SUVs dedicated to trips to the field and remote areas while the fourth vehicle is a sedan mainly used for city driving in Beirut.

### **B. CROSS-CUTTING TECHNICAL SUPPORT**

In addition to management and operations support, TO 1 provides cross-cutting technical support in key areas, including engineering and environmental compliance; monitoring, evaluation, and learning; communications and outreach; and gender and social inclusion (GESI).

#### **B I. ENGINEERING AND ENVIRONMENTAL COMPLIANCE**

*Quality control plan.* Given the prominence of infrastructure works within CSP’s activities, CSP’s engineering team developed a quality control plan to govern the processes and protocols for the implementation of light infrastructure and construction activities. The plan is customized to the type of community assistance interventions expected under TO 2 – light infrastructure as well as larger and more complex construction activities. The plan also describes the processes and protocols to be implemented in the execution of all construction subcontracts to ensure that the materials and workmanship meet or exceed the specified standards and designs. The plan will be subject to USAID review and concurrence.

*Engineering design.* Following submission of the first few activity approval packages with construction elements, CSP determined that involving the engineering team earlier on in the activity design process is critical to ensuring sound technical design and accurate budgeting. Accordingly, the project has adjusted its activity design process to emphasize the

involvement of the engineering team – including field officers with engineering backgrounds – earlier in the process.

*Environmental compliance.* ELARD is CSP's partner for environmental compliance. An environmental compliance summary report consisting of a consolidated list of all the ERACs submitted to USAID throughout this quarter can be found in Annex F.

## **B2. MONITORING, EVALUATION, AND LEARNING**

### **B2a. CSP Monitoring, Evaluation and Learning (MEL) Plan**

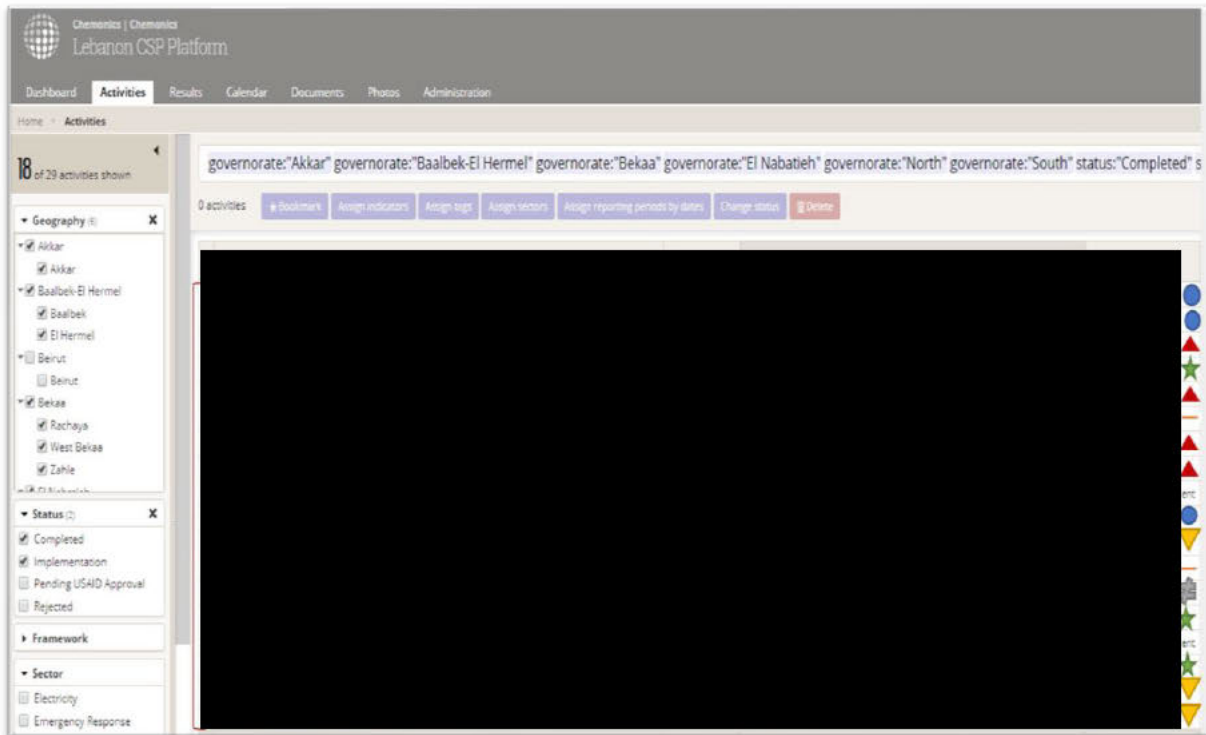
During this quarter, the CSP MEL team submitted two revisions to the project's MEL plan based on feedback from USAID and its support services contractor Social Impact. In the January revision, CSP mainly addressed comments regarding the indicator reference sheets including the wording of the indicators. The revision also included revisions to the initially proposed targets based on post-award input from the TO 2 technical team. To inform this process, the CSP MEL team conducted a half-day session to further explore targets based on TO 2's revised work plan. The session's purpose was to adjust the targets to reflect USAID's new expectations for the pace of activity design and implementation under TO 2. As a result of this exercise, the majority of the targets have been increased; while some indicators, with their related targets, were eliminated, based on earlier feedback from USAID and Social Impact. Other indicators and targets were adjusted downwards because they were narrowly focused on technical assistance and capacity building, which cannot be reasonably achieved under TO 2. The provisional list of indicators and targets (pending USAID final approval) is presented in Annex G Indicators Performance Tracking Table.

In March, CSP hosted a follow-up meeting with USAID and Social Impact about the revised MEL plan. Some additional changes to the indicators and targets were recommended, culminating in another revision to the PMEL that was submitted to USAID for approval on March 26, 2019. It is anticipated that the MEL plan will be finalized and approved during the next quarter.

### **B2b. CSP Dashboard**

As illustrated in the Exhibit 6 below, CSP is using the DevResults-enabled CSP platform to monitor, share, manage, and analyze the progress and the results of community assistance interventions in a transparent manner. The system also has map-making capabilities, and results can be sorted by sector, geography, and status; thus enabling CSP to generate reports in real time supported by maps of activity locations. While the final MEL plan is pending USAID's approval, the MEL team was able to start building the data system that links approved activities to selected indicators and targets in order to visualize the progress of implementation at the activity and project level.

**Exhibit 6. Screenshot of CSP Dashboard**



**B2c. Data Collection**

During the second quarter of FY2019, CSP initiated the implementation of 18 TO 2 community assistance interventions in the Beqaa, North and South areas. Of these 18 activities, the following six have either achieved technical completion or are near completion:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

For all ongoing and completed activities, the MEL team has developed data collection forms related to the project’s indicators and their disaggregation. The data collection forms were tested in the field and then adopted as data collection tools. Given the variety of CSP interventions, CSP will require an adaptive data collection approach. The MEL team is considering different types of forms, such as tables, reports, signed contracts, surveys, and focus groups, among other tools. Please see Exhibit 7 below for an example of one of the forms used to report on Indicator #1 – Number of People Benefitting from USG assistance.

Exhibit 7. Illustrative MEL Data Collection Form

**برنامج دعم المجتمع في لبنان**

**Monitoring and Evaluation Unit** قسم المتابعة والتقييم

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**Task Order :** TO2  TO3  TO4  **معلومات خاصة بالمشروع**

**Component:** 1  Community Stabilization  
 2  Community Development  
 3 Other: \_\_\_\_\_

**Fiscal Year :** Year 1  Year 2  Year 3  Year 4   
 Year 5

**Geographic Location :**  
 Akkar  - Baalbeck-Hermel  Nabatieh   
 Beqaa  North Lebanon  South Lebanon

**Reporting Period :** Oct/Dec  Jan/Mar  Apr/Jun  Jul/Sep

**District:** West Beqaa **Village:** Joub Tannine

**Activity Code:** BQA006

**Indicator 1- Number of beneficiaries supported**

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**معلومات عن الجهة المستفيدة**

إسم المؤسسة: جمعية النجاة  
 إسم مقررة المؤسسة: جمعية النجاة  
 عنوان المؤسسة: جبل صهيون، بيروت، لبنان

\* عدد المستفيدين من الدعم المقدم من قبل برنامج دعم المجتمع في لبنان

نوع المستفيدين	مجموع عدد المستفيدين	مجموع عدد المستفيدين الذكور	مجموع عدد المستفيدين الإناث	مجموع عدد المستفيدين اللبنانيين	مجموع عدد المستفيدين السوريين	مجموع عدد المستفيدين من الفئة العمرية > 30	مجموع عدد المستفيدين من الفئة العمرية <= 30
موظفون	7	4	3	7	1	4	3
متطوعون	17	7	10	9	8	10	8
المستفيدين من الخدمات	100	100	100	100	100	100	100
المستفيدين من الخدمات	100	100	100	100	100	100	100

مدير: محمد النجاة التاريخ: 2019-03-29

أؤكد صحة الأرقام الواردة في الجدول أعلاه

**B2d. Performance Monitoring**

In Exhibit 8 below, we present progress made towards the provisional targets that were set for Quarter 2 of FY 2019. The indicators listed below are limited to those that are collected and reported on quarterly. Given the significant deviation from the provisional targets, CSP is organizing a mid-year review in Quarter 3 to discuss lessons-learned, observations, and challenges. The purpose of this meeting will be to present progress towards targets and make recommendations for the design of future community assistance interventions that have the potential for greater impact. This is one example of the on-going process of the collaboration, learning, and adaptation called for in CSP’s MEL plan.

**Exhibit 8: Progress Made Towards Provisional Targets**

Indicator Title	Frequency of Reporting	Quarter 2 Target	Quarter 2 Actual	10% ± Deviation	Justification of deviation from target	
<b>Project Goal:</b> Municipalities and underserved and vulnerable communities enjoy better services and enhanced economic opportunities that improve lives and reduce tensions						
01	Number of people benefiting from of USG assistance [PMP]	Quarter	70,750	8,951	(87.34%)	CSP reached 12.66% of the quarter's target. This shortfall is due to: 1) the number of activities implemented compared to the total number of activities submitted for USAID approval (26 activities submitted, 17 were approved by USAID, and 6 were implemented), and 2) the number of beneficiaries per activity was below the average used to calculate the target. Some of CSP's reported activities target around 300 individuals (under public education) while others target 1,200 (under emergency response). Both are below the average of 2,830 used to calculate the target. CSP will continue reporting the results of the ongoing and upcoming activities and will consider the difference unachieved results during Q3 and Q4.
02	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarter	25	05	(80%)	CSP reached 20% of this quarter's target for completed activities. However, the activities that are being implemented to enhance abilities of local actors are 17. CSP reports only on local actors who successfully completed activities supported by USG, which explains the significant deviation. This is an annual indicator; however, under Component 1, results can be reported quarterly due to the quick impact type of activities.
03	Proportion of female participants in USG assisted programs	Quarter	0.3	0.36757	21.9%	CSP exceeded the target set for this quarter. Most of the reported beneficiaries are teachers and students of the supported public schools as well as head of households supported by the emergency response activity in Aarsal.
<b>Purpose Level: Priority Needs in Underserved and Vulnerable Communities Met</b>						
<b>Result Level: Ability of local actors to mobilize development resources demonstrated</b>						
06	Value of resources and/or assets mobilized by local actors to respond to communities' priority needs	Quarter	15,000 USD	0 USD	(100%)	The reported 6 activities' results are related to emergency response and public education. No resources or assets were mobilized by local actors to respond to communities' priority needs
<b>IR 1.1 Level: Development resources accessed by communities</b>						
07	Number of community resources and or assets involved in	Quarter	15	0	(100%)	Same as indicator #06.



Indicator Title		Frequency of Reporting	Quarter 2 Target	Quarter 2 Actual	10% ± Deviation	Justification of deviation from target
	USG assisted activities					
08	Number of community members who have participated in the CSP activity cycle	Quarter	200	24	(88%)	CSP reached 12% of the quarter's target, as the first 6 activities implemented and reported in Quarter 2 were program-led community stabilization type of interventions and didn't involve many community members participating and engaging in the CSP activity cycle. Progress towards this indicator is expected to rise as CSP prioritizes community-led interventions.
<b>IR 1.2 Level: Capacity of local actors to mobilize resources developed</b>						
09	Number of activities implemented with participation from local stakeholders	Quarter	25	6	(76%)	CSP reached 24% of this quarter's target. The reason for the shortfall and plans to make progress are the same as for indicator #08.
<b>IR 2.1 Level: Essential Services delivered or improved</b>						
12	Number of essential services provided, installed or upgraded	Quarter	15	6	(60%)	CSP reached 40% of this quarter's target. The actual number of essential services being provided is 17. However, CSP reports only on completed activities supported by USG.
13	Number of people with access to adequate levels of essential services	Quarter	70,750	2,061	(97%)	CSP reached 3% of this quarter's target. The shortfall and plans to catch up are the same as for indicator #01.
<b>IR 2.2 Level: Economic opportunities increased</b>						
15	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Quarter	225	0	(100%)	No results achieved during this quarter related to people directly benefiting from increased economic opportunities. The 6 reported activities were focused on emergency response and public education.
16	Number of MSMEs supported by USG assistance	Quarter	1	0	(100%)	No results achieved during this quarter. The 6 reported partnerships were with NGOs, municipalities, and education institutions.

### B3. COMMUNICATIONS AND OUTREACH

In this section, we discuss the progress achieved during this quarter on the program’s communications and outreach strategy, the submission of weekly reports and highlights to USAID, and hosting the project’s first public event to announce CSP and its first activities.

#### B3a. Communication and Outreach Strategy

Following USAID’s approval of the Communication and Outreach Plan during the previous quarter, CSP focused on implementing the plan during Quarter 2. The implementation of TO 2’s first community assistance interventions also provided an opportunity to promote the project’s impact and achievements through several means.

*Banner.* During this quarter, CSP designed and produced its banner, shown in Exhibit 9. The banner represents the project’s identity and will be displayed at all CSP outreach events, as was done at the announcement of CSP in March 2019. The banner will inform the different audiences about the main objectives of the program, as well as the fact that CSP is funded by USAID.

*Factsheet.* CSP also succeeded in writing and producing a factsheet in both Arabic and English. The approved factsheet provides target audiences with clear and compelling information about CSP’s objectives, activities, approach, and expected results. CSP plans to distribute the factsheet during outreach events and will use it to inform stakeholders seeking to learn more about the project.

*Social Media and Videos.* To further promote the scale and impact of CSP’s assistance interventions, the program created social media pages on both Facebook (see Exhibit 10 below) and Instagram. Both accounts were created in association with the CSP public event, which was used as tool to introduce the project to a wide range of stakeholders. Since their creation, CSP has been using the two platforms to introduce the project’s activities and impact in the field. For example, when CSP’s local partner, Sada NGO publicized the assistance it had received, CSP shared the content on the “Community Support Program – CSP in Lebanon” Facebook page to amplify the awareness of the assistance. Additionally, social media is one of the tools that CSP uses to measure outreach and communication successes.

Exhibit 9. CSP Banner



Exhibit 10. Screenshot of CSP's Facebook Page



In parallel with the CSP public event, the project created its first video to showcase the success of two of its first activities: support to two public schools in the Beqaa region. The video was screened for the first time during the CSP public event and was also disseminated on the Facebook pages of both CSP and USAID.

### **B3b. Submission of Weekly Reports and Highlights to USAID**

CSP has consistently submitted weekly reports to USAID since September 2018. The weekly reports summarize TO 1 and TO 2 tasks, activities, and achievements from the previous week. The reports also include weekly highlights and photos to demonstrate how CSP is positively affecting beneficiaries and how the assistance interventions are having an impact on vulnerable communities. While compiling the report, CSP also seeks to include photos, quotes, and testimonials from beneficiaries.

### **B3c. CSP Public Event**

On March 13, 2019, CSP organized its first public event to introduce the project and announce its first activities to stakeholders. More than 150 people attended the event, including U.S. Embassy officials, a number of governors and mayors, representatives from Lebanon's water establishments, international donors, as well as local and international development groups. Mission Director in Lebanon Dr. Anne Patterson, Chemonics Senior Vice President Melissa Gasmi, CSP Chief of Party Rhet Gurian, and CSP Technical Director Bilal Ayoubi all spoke at the event. The event also featured testimonials from several CSP partners, including the mayor of Aarsal and a representative of Tripoli, both speaking about the challenges in their regions and the timely assistance provided by CSP. As previously mentioned, a short video showcased CSP's material support to two public schools in the Beqaa region where a large number of Lebanese and Syrian refugee students enrolled this year. Following the event, CSP received overwhelmingly positive feedback from the large number of attendees. Many of them expressed interest in CSP and praised USAID for the new opportunities to support Lebanon's most vulnerable communities that

will arise through the project. As mentioned earlier, CSP also used the event to launch its social media presence on Facebook and Instagram, effectively introducing general public to the project.



Photo 1. More than 150 persons attended the CSP public event on March 13, 2019.



Photo 2. USAID Mission Director in Lebanon Dr. Anne Patterson introducing the purpose of CSP.

#### **B4. GENDER AND SOCIAL INCLUSION (GESI)**

This section discusses how the CSP program is focusing on women and other vulnerable groups through its different interventions and how it is taking gender balance into consideration while recruiting its staff.

##### **B4a. Programming Focused on Women**

CSP initiated several new community assistance interventions under TO 2 this quarter. While designing new activities, CSP took into consideration women's vulnerable status in Lebanon, and designed activities that respond specifically to women's needs. For example, CSP is supporting the all-women Fissane Agricultural Cooperative in the Beqaa to expand its activities and hire more women through the purchasing of new equipment. For all activities, CSP is also taking into consideration constraints and opportunities for women to participate in and benefit from its assistance. CSP will continue to identify and mainstream GESI considerations in the design of future activities.

##### **B4b. Gender-Balance within CSP Team**

More than six months after the start of the project, CSP has recruited the majority of its TO 1 and TO 2 staff. As an equal opportunity employer, Chemonics has achieved near equal representation with 44 percent of staff being women. Additionally, 47 percent of the project's staff in management or leadership positions are women. These figures are summarized in Exhibit 11 below. The project will continue to promote gender balance during the upcoming recruitments, which will have positive effects across CSP.

**Exhibit 11: Gender Diversity of CSP Staff**

<b>CSP Staff</b>		<b>Total = 36</b>
Male	20	56%
Female	16	44%
<b>Managers/Directors on CSP</b>		<b>Total = 15</b>
Male	8	53%
Female	7	47%

### **C. DEVELOPMENT OF NEW TASK ORDERS**

The CSP IDIQ is a flexible mechanism which enables USAID to order services that fit within the broad objective of providing 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. Activities implemented under CSP task orders must also respond to one of three components: community stabilization, community development, and technical assistance for key essential services.

As discussed above, USAID awarded the CSP IDIQ to Chemonics in August 2018 with two initial task orders for overall management of the IDIQ (known as TO 1) along with the first set of community assistance interventions (known as TO 2). Additional task orders may be awarded at USAID’s discretion for a period of five years, with no single task order extending more than two years beyond the ordering period.

During the second quarter of 2019, progress was made on three new task orders under the IDIQ. The single-holder nature of the IDIQ allows for a more collaborative procurement process between USAID and Chemonics. While the CSP field team helps to inform the design of new task orders, Chemonics’ home office (HO) in Washington, D.C. puts proposals in response to RFTOPs issued by USAID.

#### **C1. TASK ORDER NO. 3: TECHNICAL ASSISTANCE SUPPORT**

The purpose of TO 3 is to provide technical assistance and capacity building support services to local community actors tailored to the needs of local partners receiving assistance under Components 1 (Community Stabilization) and 2 (Community Development).

#### **C2. TASK ORDER NO. 4: WORKFORCE DEVELOPMENT**

USAID released the draft scope of work for the workforce development task order in March 2019. In order to achieve the main objective of improving employment opportunities for beneficiaries from vulnerable rural communities, activities under

TO 4 will provide technical assistance and other support to improve labor skills and employment opportunities through partnerships with Technical and Vocational Education and Training (TVET) organizations, municipal governments, and the private sector. As part of the codesign process, Chemonics and USAID met in late March to review the draft scope of work and brainstorm effective and innovative approaches to this development challenge. [REDACTED]

[REDACTED]

### **C3. TASK ORDER NO. 5: WASTEWATER MANAGEMENT**

USAID informed Chemonics of its intent to issue a wastewater management task order under Component 2 of the IDIQ at the end of 2018. With the goal of alleviating pollution, this task order will improve sanitation management and increase the supply of safe water. TO 5 will be implemented in underserved communities in CSP's target areas and include up to three pilot wastewater treatment interventions that are innovative, scalable, and replicable and take consideration for cost efficiency, water reuse, and renewable energy. [REDACTED]

[REDACTED]

# SECTION III: TASK ORDER NO. 2 COMMUNITY SUPPORT PROGRAM

During the second quarter, the TO 2 team shifted from mobilization into full implementation. The team refined the Community Selection and Implementation Methodology based on USAID’s feedback and desire to emphasize Component I community stabilization activities. This entailed [REDACTED] [REDACTED] introducing the Rapid Analysis and Design (RAD) tool to ramp up community-led activities to meet CSP’s adjusted goals and objectives. The RAD tool is explained further under section B2, while a Methodology Note (Annex H) was developed to summarize the entire process and serve as a reference for the team. During this quarter, the TO 2 team also launched a series of internal trainings starting with the RAD process and will expand to other programmatic topics (i.e., local systems) and general capacity building (i.e., persuasive writing) in the upcoming quarter.

In the sections that follow, we will discuss key deliverables accomplished during the quarter; the community identification and selection process; progress made towards designing new activities, and the status of implementation, inclusive of recommendations and lessons learned.

## A. COMMUNITY IDENTIFICATION AND SELECTION

### AI. Situation Monitoring: Pre-Selection

As part of the first step of its established methodology, CSP utilized data from pre-existing sources [REDACTED] around 850 villages in the North, Beqaa, and South regions. These datasets included: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

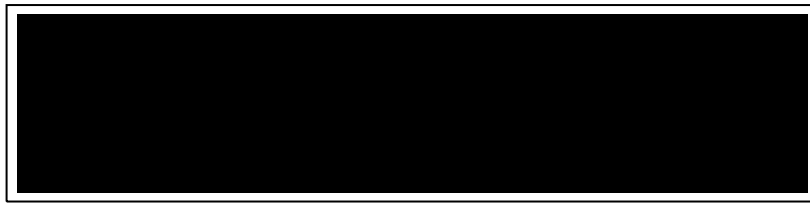
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]







[REDACTED]

**A2. COMMUNITY PROFILES: FINAL SELECTION**

During Quarter 2, the CSP regional program managers (RPM) and field officers in the three regions were able to profile nearly 30 communities to validate and update the existing information regarding availability of services, economic opportunities, and municipality status, as well as to understand the general atmosphere in these communities. Despite the increase in field officer staffing, the pace of community profiling decreased to some extent compared to the first quarter. This is mainly due to the partial shift in focus to activity design and implementation while the first quarter was predominantly focused on mobilization and community selection.

[REDACTED]

By the end of this quarter, the Component I Technical Advisor and the Senior Program Manager also managed to refine and finalize the community profiling tool (Annex I) based on feedback from the field users. The final tool was then reformatted in Microsoft Excel to facilitate the process of uploading the questionnaire to the Survey CTO software. In the next quarter, the digitized tool will allow RPMs and field officers to more rapidly collect community profile information using smartphones and tablets. This will facilitate the revision and analysis of data related to the status of community infrastructure, services, and economic opportunities, and build CSP’s credibility as a thought leader for community support activities in Lebanon.

Detailed in Exhibit 13 below are all the communities selected for assistance interventions during Quarters 1 and 2 of FY 2019. This list includes communities



██████████	██████████	██████████
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## B. ACTIVITY DESIGN

### BI. PARTNER COLLABORATION

Since the beginning of CSP, the team has built practical relationships with various local development and stabilization actors and stakeholders in order to amplify impact through unity of effort and to reduce inefficiencies and duplication. During the second quarter of FY 2019, the TO 2 team reaped some specific benefits from partner collaboration, particularly by building on existing mechanisms or processes of other donors or implementing partners such as UNDP’s Mechanisms for Social Stability (MSS). For instance, CSP was able to build upon 12 existing UNDP community engagement mechanisms, which helped to facilitate the identification of CSP’s own community-led activities. This represents around one quarter of CSP’s engaged communities to date. Exhibit 14 below depicts these communities:

**Exhibit 14: Communities Selected Based on UNDP’s MSS Process**

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

To further build upon this relationship, the TO 2 team attended UNDP’s National Workshop on MSS Mechanisms held on March 19 in Beirut, consisting of approximately 40 villages that took part in the MSS process. During this event, the team was able to build relationships with almost all participating communities, except those from Mount Lebanon. It is expected that during the third and fourth quarters of this year, CSP will be able to engage with most – if not all – MSS communities to explore opportunities for CSP assistance interventions.

Throughout the quarter, the CSP team also participated in the Social Stability Working Groups, both at the national level in Beirut, as well as at the regional meetings in the North, Beqaa, and South. Through these meetings, the team coordinated with various other actors in the field, such as UN agencies and their implementing partners, international NGOs, and local NGOs. The Social Stability Working Group forum also presented an opportunity to introduce CSP to the Lebanon Crisis Response Plan partners, including the Ministry of Social Affairs and the Ministry of Interior.

During this quarter, CSP also strengthened its relationship with almost all USAID programs operating in its targeted regions. This included coordination and follow-up meetings with Building Alliances for Local Advancement Development & Investment (BALADI), Building Alliances for Local Advancement Development & Investment-Capacity Building (BALADI-CAP), Lebanon Water Project (LWP), Lebanon Investment in Quality (LINQ), Lebanon Enterprise Development (LED), Lebanon Reforestation Initiative (LRI), and the University Scholarship Program (USP). This level of coordination is not only yielding referrals of communities and activities between the various projects, but also technical support in select cases. For instance, LWP has offered support to the CSP field teams for the design of water-related activities. LWP also referred the Chouf Biosphere Reserve to CSP; although their geographic area of interest in the Chouf does not respond to CSP's immediate priorities, there could be ways to build on this initial introduction if and when there is a shift in CSP priorities.

## **B2. ACTIVITY DESIGN PROCESS**

Following new guidance from USAID in December 2018 about the scale, scope, and priorities for TO 2 community assistance interventions, CSP evolved to incorporate new targets. In response, CSP revisited the community selection and implementation methodology (see summary in Annex H) to accommodate the change in the approach. The new targets are significantly higher than what was originally planned, representing an increase of more than 400 percent from 50 to 220 activities in three years. To meet this new requirement, CSP introduced a flexible tool that can fast-track community-driven identification of activities under Component I; CSP defines this process as the RAD methodology. The RAD was introduced as one of two community-driven approaches to programming under TO 2 alongside the local systems approach which is not yet launched. Meanwhile, CSP continues to utilize the program-driven approach in full coordination with key stakeholders in the field during the ramp-up of programming in Quarter 2.

*Program-driven activities.* Program-driven activities under Component I are inherently ad hoc, reactive, and responsive to urgent needs. These activities are identified in consultation with local key stakeholders to ensure local ownership or through guidance from USAID/Lebanon. This process foregoes extensive community engagement (derived from either RAD or the local systems approach) and allows for greater flexibility and rapid response to emerging needs. Program-led activities still engage relevant stakeholders in the community during implementation, especially local authorities and counterparts with whom these activities are being coordinated and later, handed over.

Examples of program-driven activities designed during this quarter include BQA003 and BQA008 for the provision of fuel vouchers in Aarsal, a border town heavily impacted by the concentration of Syrian refugees. These activities responded to local grievances that had evolved into brief acts of violence and hate speech. CSP also designed other program-driven activities in response to extreme natural conditions and flooding. Examples include BQA004 to provide the municipality of Tannoura with a 250KVA generator and replace storm affected accessories, BQA005 to re-equip the flood-damaged SADA el Beqaa NGO center in Joub Jannine, and BQA009 to equip the Al Qaa municipality for storm response.

*Community-driven activities.* On the other hand, community-driven activities under both Components 1 and 2 start with the RAD methodology. This four-day methodology was designed to echo elements of systems conflict analysis without undertaking a months-long systems approach. [REDACTED]

[REDACTED] RAD assesses apparent tensions and conflict dynamics. Building on the data identified in the community profile, the first step in RAD is an online literature review of data on the selected community. This includes scanning municipal and village Facebook and other social media pages to assess community discourse surrounding main issues and grievances, if any. Utilizing all data available, the team then develops a list of the main challenges facing the village and points of tension. This list guides the preparation for two days of field visits to the community where staff conduct key informant interviews with at least four key actors who can shed light on the challenges, their causes, and effects. CSP staff also facilitate at least two focus group discussions [REDACTED]

[REDACTED] The field teams are supported by CSP's Component 1 (community stabilization) technical advisor throughout this process.

The above fieldwork is then analyzed and summarized in a two-page Tensions and Sources of Friction Form. This form details:

- The main challenges faced by the community
- Key sources of tensions guided by a systems-informed menu of conflict dynamics archetypes and their causes and effects
- The main stakeholders involved and their interests
- The risk factors CSP must be aware of to avoid exacerbating tensions

As an outcome of the RAD process and the resulting form, the TO 2 team designs an activity with local actors to address a main source of tension, outlining its immediate pros and cons, how this intervention will positively affect tensions, and what needs to be done to avoid negatively affecting tensions.

During the second quarter of FY2019, the entire TO 2 team was trained by the community stabilization technical advisor on the first two steps of RAD, allowing the teams to start implementation of the methodology in. Early in Quarter 3, they will receive training on the 3rd step of the process, which entails the analysis and producing the two-page summary report.

*Local systems approach.* If the RAD methodology reveals complex conflict dynamic that necessitate longer-term engagement, the TO 2 team will activate the Local Systems Approach (see textbox and Annex H) to identify the most relevant and

#### LOCAL SYSTEMS APPROACH AT A GLANCE

In line with USAID's Local Systems Framework, CSP's Systems Approach identifies the complex, interrelated factors that contribute to destabilization and tension, as well as the web of actors within the community and their role in these dynamics. Within CSP, the Systems Approach will serve as the foundation for designing activities that build system resilience and help communities respond to shocks and stressors. A gender and social inclusion analysis are embedded into this process to ensure CSP is incorporating the needs of historically marginalized groups into its interventions.

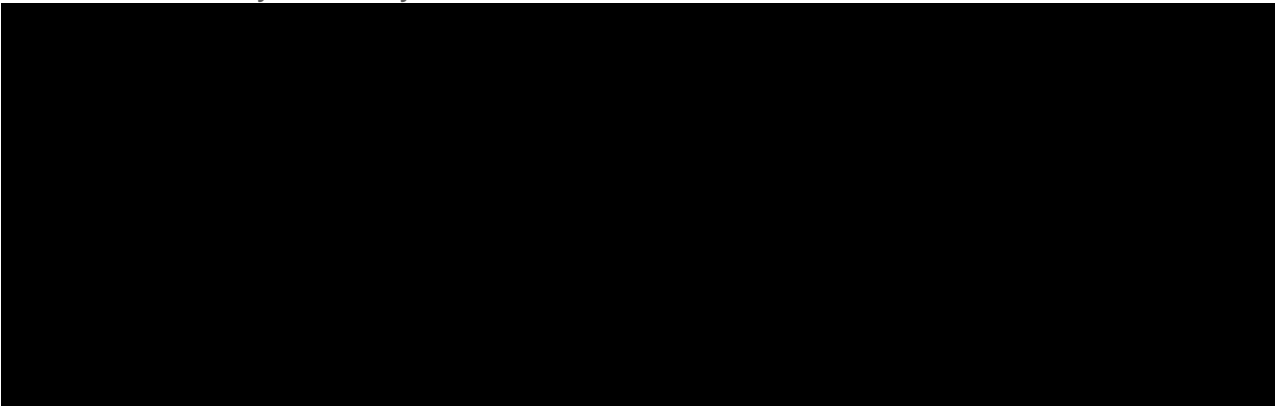
impactful interventions. The field teams, supported by community engagement partners, will engage with all aspects of the community through the creation of a local committee or Advisory Group. This Advisory Group or local committee must be as diverse and representative as possible, including municipal councils members, mukhtars, community leaders, religious leaders, civil society members, women, youth, farmers, political parties, confessional group, and, if possible, Syrian refugee community members. This diverse group will participate in the Local Systems Conflict Analysis and activity design process to determine the most relevant community assistance intervention to be supported by CSP. This approach is expected to generate concepts for mostly Component 2 activities.

Although CSP has not yet launched the Local Systems Approach, the program relied heavily on existing mechanisms that follow the same approach (such as UNDP's MSS) during the reporting period. [REDACTED]

*RFA for community engagement.* The increase in the number of target activities under TO 2 and the resulting changes to the design methodology highlighted the need to augment CSP's community engagement capabilities through partnerships with experienced local organizations. To that end, in the last month of the second quarter, CSP developed a Request for Applications (RFA) for qualified Lebanese organizations that can bolster TO 2's field teams in undertaking community-led processes, whether RAD or Local Systems. The RFA will be issued at the end of April, with grants expected to be awarded by the end of the third quarter. CSP's community stabilization technical advisor will lead an extensive training for these partners on CSP's activity identification and design methodologies including how to conduct both the RAD and Local Systems processes. This expanded capacity should help CSP meet its expanded targets without compromising the quality of community engagement and inclusive local participation.

In Exhibit 15 below, we provide a graphic depiction of the menu of options available to CSP for the selection of priority community interventions:

**Exhibit 15. Community and Activity Selection Process**



### **B3. SUMMARY OF DESIGN OF COMMUNITY STABILIZATION AND DEVELOPMENT CONCEPTS**

During this quarter, the TO 2 team submitted a total of 41 concept notes during the Yellow Light meetings, that were regionally distributed as follows:

- 18 in the North
- 13 in the Beqaa
- 10 in the South

Of the 41 submitted concepts, 29 were yellow-lit for further design and development, while 12 were red-lit for a variety of reasons including not meeting vital community needs, not being a priority for CSP at this phase, or being too technically complex or risky for the program to embark on.

Progress made towards converting the 29 yellow-lit concepts into Activity Approval Packages (AAP) during Quarter 2 is as follows:

- 13 were developed into AAPs, submitted to USAID, approved, and are currently under implementation or recently completed.
- 11 were developed into AAPs, submitted to USAID, and are pending approval or were sent back to Chemonics pending partner vetting eligibility or additional documentation and permits from collaborating partners, or for additional work to enhance the technical design.
- Five are pending the development and submission of the AAPs.

Taking into consideration the four program-led quick-win activities submitted during the first quarter, three of which are completed, the total number submitted AAPs for TO 2 community assistance interventions is 33. (See Annex C Activity Concept, Design, and Implementation Tracker for more details).

### **C. IMPLEMENTATION**

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

#### **CI. SUMMARY OF COMMUNITY SUPPORT ACTIVITIES**

During Quarter 2 of FY2019, CSP initiated implementation of 17 community support activities, and achieved technical completion of four of them. The team will be working towards closing out completed activities during the third quarter. In Exhibit 16 below, we provide a summary of CSP's TO 2 activities under implementation during Quarter 2, while Annex C Activity Concept, Design, and Implementation Tracker provides additional details about each activity. So far, all CSP activities fit within the definition of Component 1 Community Stabilization with the exception of STH006 to provide better water services in Bqasta. This Community Development activity entails constructing a 300 cubic meter elevated water tank to address water shortages in the village and requires larger budget and longer implementation timeframe.

**Exhibit 16: Summary of CSP Activities Under Implementation**

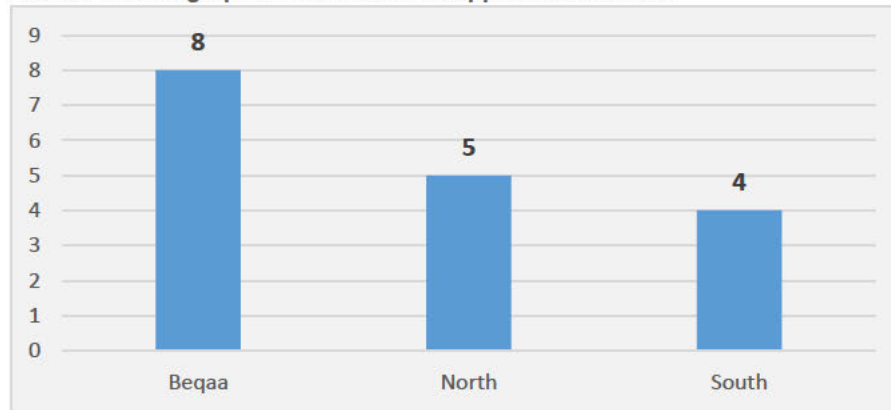
Code	Location	Governorate	Activity Description	Status
BQA001	Britel	Baalbek-Hermel	Providing essential equipment to the Britel Public School	Completed
BQA002	Ali en Nahri	Beqaa	Providing essential equipment to Ali Nahri Public High School	Completed
BQA003	Aarsal	Baalbek-Hermel	Provision of fuel vouchers in response to local grievances	Completed
BQA004	Tannoura	Beqaa	Providing the municipality with 250 KVA generator and replacing storm affected accessories	Under Implementation
BQA005	Joub Jannine	Beqaa	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages	Completed
BQA007	Fissane	Baalbek-Hermel	Expanding Fissane Cooperative	Under Implementation
BQA008	Aarsal	Baalbek-Hermel	Provision of fuel vouchers in response to local grievances II	Under Implementation
BQA009	El Qaa	Baalbek-Hermel	Equipping El Qaa municipality for storm response	Under Implementation
NTH001	Tripoli	North	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities	Under Implementation
NTH002	Qabaait	Akkar	Supporting Qabaait Public Middle School	Under Implementation
NTH003	Jabal Akroum	Akkar	Enhance strained water services in Jabal Akroum	Under Implementation
NTH004	Akroum	Akkar	Supporting olive tree farmers in Akroum through a decanter and generator	Under Implementation
NTH008	Markabta	North	Building a supporting wall in Markabta	Under Implementation
STH002	El Miye w Miye	South	Enhance solid waste collection and sorting from source efforts in "Miyeh w Miyeh"	Under Implementation
STH003	El Qariye	South	Equipping the municipality with a generator to reduce cost and enhance sense of safety	Under Implementation
STH005	Hasbaiya	Nabatieh	Providing water filtration for Hasbaiya water tank	Under Implementation
STH006	Bqasta	South	Providing better water services in Bqasta	Under Implementation

*Geographic and sector distribution.* Exhibits 17 and 18 below, as well as the map in Annex K, show the geographic and sectoral distribution of CSP's first community



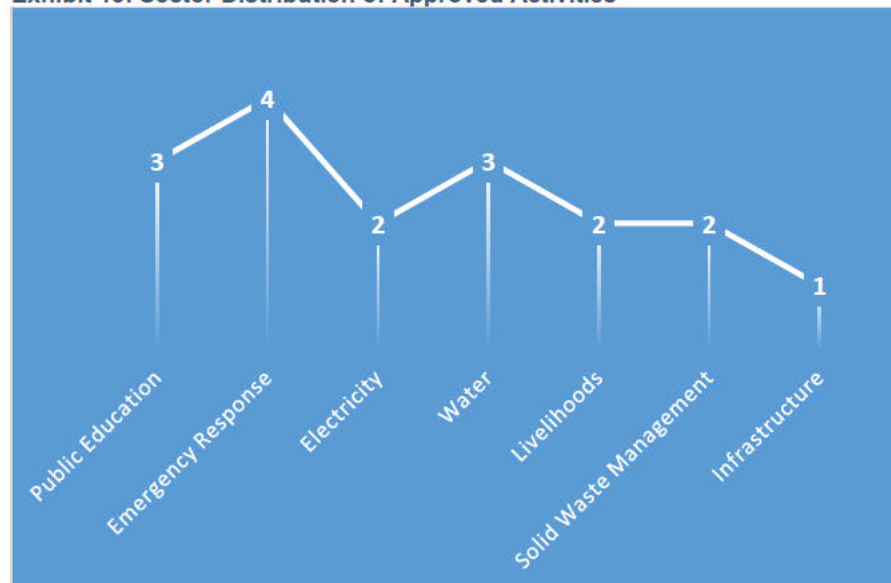
assistance interventions under TO 2. While the balance of current assistance is definitely trending towards the Beqaa, if one removes the emergency response interventions, then the number of CSP activities becomes more equitable between the regions (with five in the North, four in the South, and four in the Beqaa). The four emergency response activities in the Beqaa were mainly driven by the harsh weather conditions across the country this year, particularly in the northern and western Beqaa which experienced cold weather and severe flooding.

**Exhibit 17: Geographic Distribution of Approved Activities**



In terms of sectors, CSP was able to pilot activities in a variety of sectors including public education (3), emergency response (4), electricity (2), livelihoods (2), solid waste management (2), water (3), and light infrastructure (1). This diversity of sectors gives CSP a base to build its expertise upon during the next quarter, as well as an opportunity to build a database of implementation-related lessons related to procurement, technical feasibility, and design.

**Exhibit 18: Sector Distribution of Approved Activities**



With the exception of the quick-wins activities, most TO 2 community assistance interventions began implementation near the end of Quarter 2, so the project impact described below is mainly related to the activities approved at the end of Quarter 1.

*Aarsal emergency response.* CSP responded with relative speed and flexibility to reduce tensions in Aarsal that were manifested through an unprecedented act of violence. Approximately 20 Lebanese youth vandalized the stores and cars of Syrian refugees while threatening them verbally. The village, which hosts the largest number of Syrian refugees in Lebanon, had previously suffered from security incidents due to the presence of radical groups, leading to a battle with the Lebanese Armed Forces and later the cordoning off of the village for several years. This led to a dire economic situation including lack of jobs, competition over low-paying jobs, and absence of support from the international community due to the security risks at the time. CSP's intervention in Aarsal aimed to reduce tensions by providing rapid assistance to the most vulnerable Lebanese families. CSP first distributed fuel vouchers to 240 families (BQA003), followed by a second phase to include approximately 4,300 other families (BQA008). Each family received vouchers to cover fuel costs for home heating to last until the end of winter.



Distribution of fuel vouchers for home heating to Aarsal's most vulnerable families.

*Support to public schools.* Meanwhile, the students and staff members of both Ali en Nahri Public School and Britel Public Schools in the Beqaa benefitted from CSP assistance through the provision of essential equipment. Around 1,000 students in Britel used to play outside during their recess time without having the opportunity to sit and get some rest. The schools could not afford to buy benches for students. Both schools also received new white boards and the Britel school received a generator to address frequent power cuts in the area. CSP is replacing down-trodden equipment in public schools to address rising tensions between Syrian refugees and their Lebanese hosts. Most public schools in areas with high refugee populations are hosting two shifts of (Lebanese in the morning and Syrian in the afternoon) resulting in wear and tear on school materials and equipment.



Students in Britel relaxing on new benches in the playground.

*Implementation challenges, solutions, and next steps.* Though TO 2 has been operating at a brisk pace, particularly in generating concept notes and activity design, implementation was delayed in a few instances by some unexpected hurdles. One major delay, for instance, was caused by the vetting process in Aarsal. CSP was keen to respond rapidly, but the second, larger phase of the activity required a higher level

of vetting, which took a considerable amount of time to secure for the municipality and some fuel stations. One of the stations, for example, presented inaccurate ownership documents that led to CSP disqualifying the station and necessitating the launch of alternative procurement arrangements.

Other delays resulted from occasional breakdowns in communication between the TO 2 field teams and the TO 1 engineering team, leading to oversights in activity design or missing budget items. This inevitably required revisions and redesigns from the engineers, resulting in delays. Throughout Quarter 2, and as the program has evolved, better systems have been established, especially related to the roles and responsibilities of the TO 1 engineering and Activity Fund functions. Finalizing the Activity Cycle flowchart (Annex D) and familiarizing TO 1 and TO 2 teams with its content has led to smoother operations and improved coordination.

External factors beyond CSP's control have also resulted in a few delays. In some instances, CSP relies on input from other stakeholders for activity design and development, and timely responses are not always guaranteed. The Regional Water Establishments, for example, need to provide consent on the content and design of water-related community assistance interventions. In one instance, even though the South Lebanon Water Establishment consented to the concept of the Bqasta elevated water tank, they have yet to provide feedback on the preliminary designs sent by CSP.

Meanwhile, the subcontract with BTD for construction design and supervision as well as CSP's construction quality control plan – and resulting protocol for quality assurance with USAID's A&E partner – are still in their formative stages. Once fully operational, these quality control and assurance systems will serve to mitigate future technical design gaps. Additionally, CSP issued a call to identify and pre-qualify a pool of technical experts on a range of topics relevant to TO 2, from agricultural engineers to business planners. This additional STTA will boost CSP's activity design capabilities, ensuring it is both more efficient and technically sound. The final pool of STTA is expected to be identified early Quarter 3. In the meantime, CSP contracted and deployed two agricultural STTA consultants to support the design of complex agricultural activities in Cheba'a and Rmeich.

Finally, CSP also developed a template for the Activity Completion Statement, which has been rolled out and piloted by the Beqaa team. CSP expects the first set of completion statements to be submitted to USAID in the first half of Quarter 3.

## **C2. LESSONS LEARNED AND RECOMMENDATIONS**

During this Quarter 2 of FY2019, as CSP ramped up activities, implementation of TO 2 assistance interventions yielded a number of lessons learned. Through continuous reflections and communications, the CSP team has fine-tuned its processes and methodology as described below.

*Implementation Meetings.* As the volume of activities grew in response to the new target of designing at least 10 new activities per month, the TO 1 and TO 2 teams identified the need for closer coordination. In response, CSP instituted an

Implementation Meeting that takes place every other Monday. It is attended by nearly all TO 1 and TO 2 staff, including the Senior Management Team (SMT), the Activity Fund team, engineering team, regional program managers, field officers, procurement, MEL, and communications director. During this meeting, the TO 2 senior program manager leads the discussions on the status of each activity while each department provides updates. This process has led to improved coordination, communication, more rapid escalation of issues, and resolution of bottlenecks.

*Activity cycle and design flow.* CSP revisited the Activity Cycle whereby the teams reflected on gaps and bottlenecks created during implementation. The final Activity Cycle (Annex D) is now being used as a tool for staff across TO's 1 and 2 and has been socialized as a model within the HO for high-speed, high-volume grant-making programs. As part of continuous learning, the CSP team also revisited the coordination process between the TO 1 and TO 2 teams. Decisions were made to engage the engineering team, Activity Fund team, and procurement teams earlier in the design process to prevent design flaws. Also, given the number of delays due to unforeseen reasons, CSP intends to extend activity implementation timeframes to account for unanticipated delays.

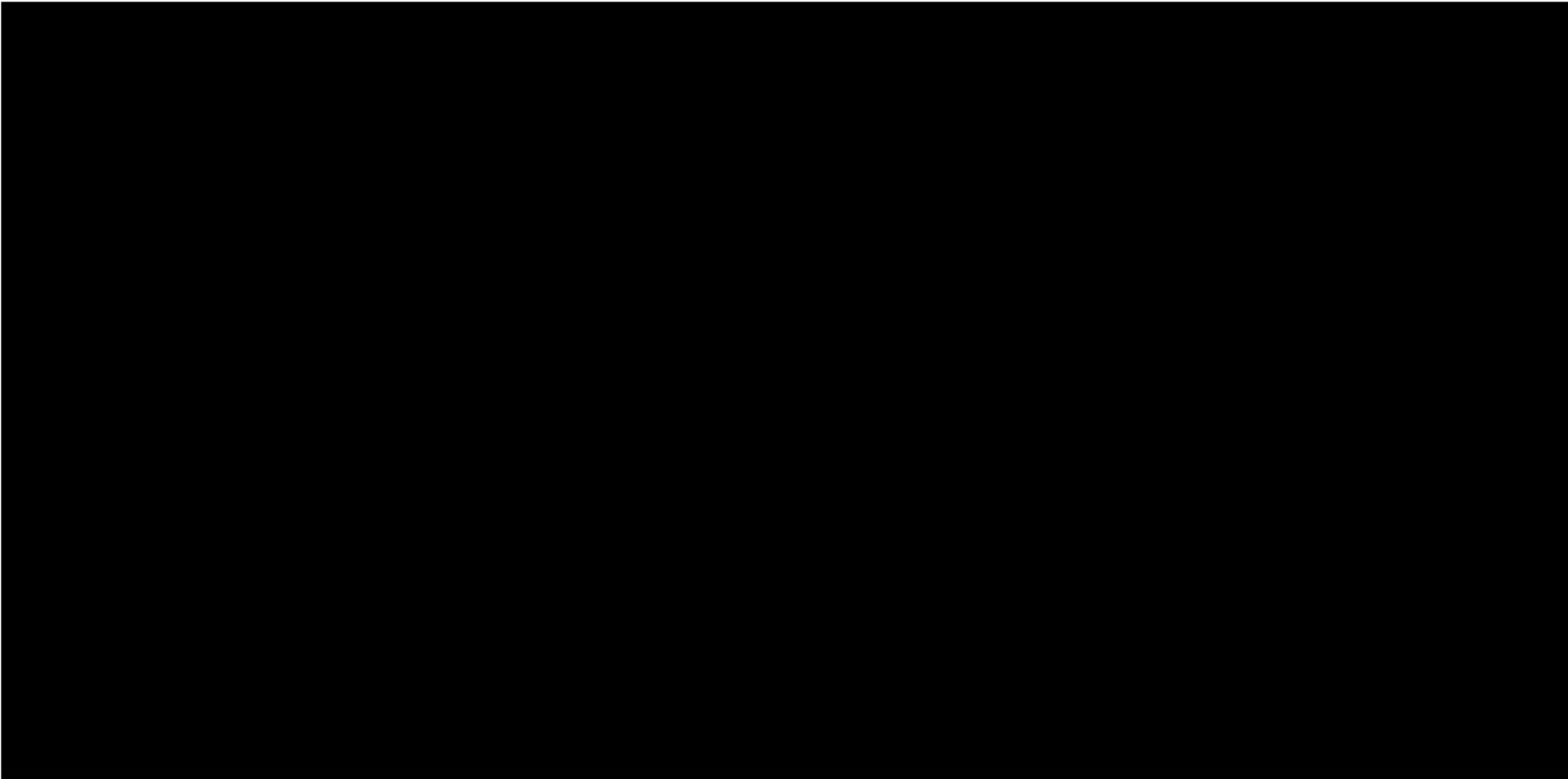
*RAD to facilitate design.* In response to the shift in scale and scope of TO 2 community assistance interventions, CSP saw the need for an alternative to the Local Systems Approach in order to achieve the new target of 220 activities. To adapt, CSP introduced RAD, which still ensures a relatively high level of community engagement but does so at a more accelerated pace.

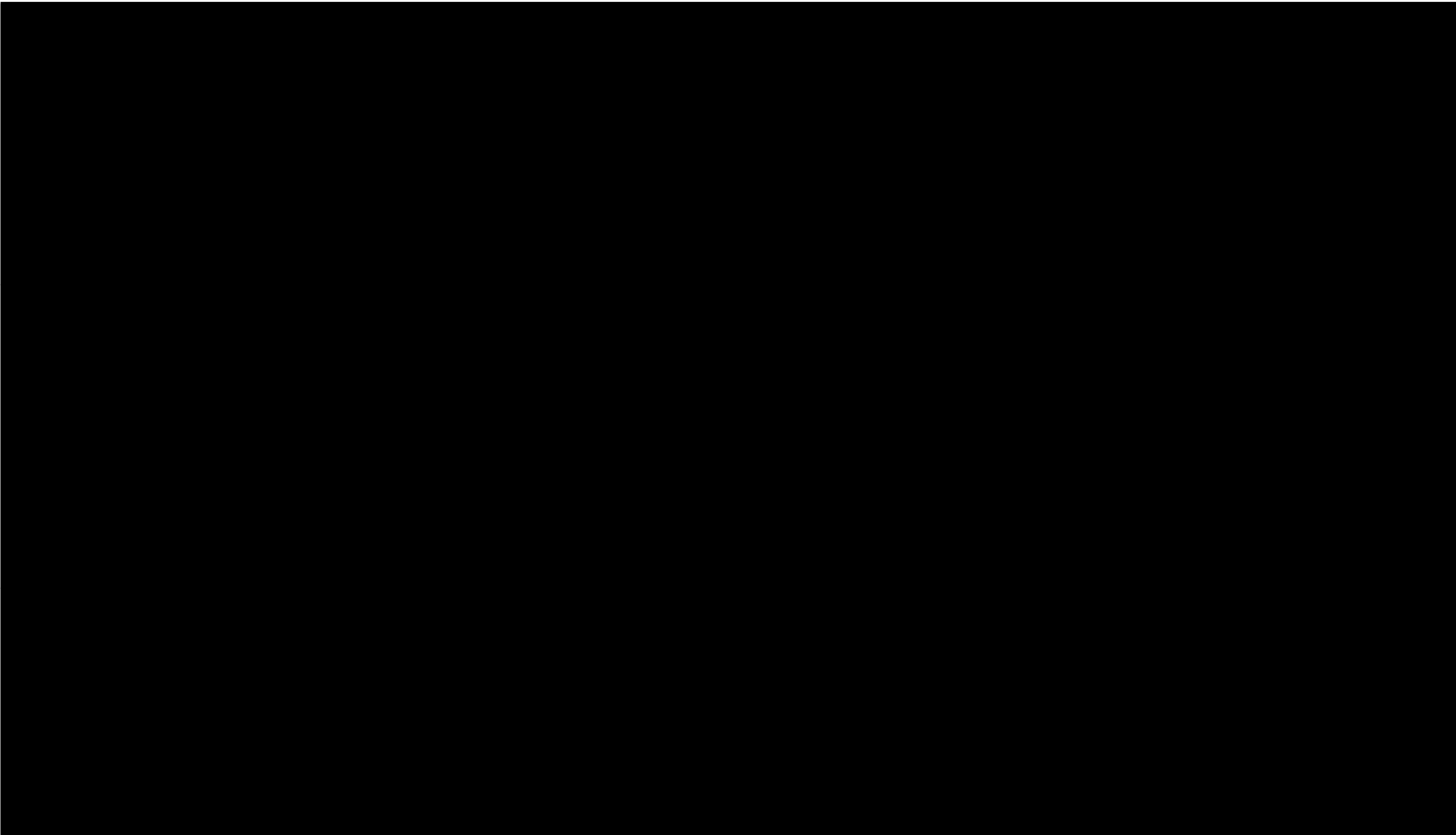


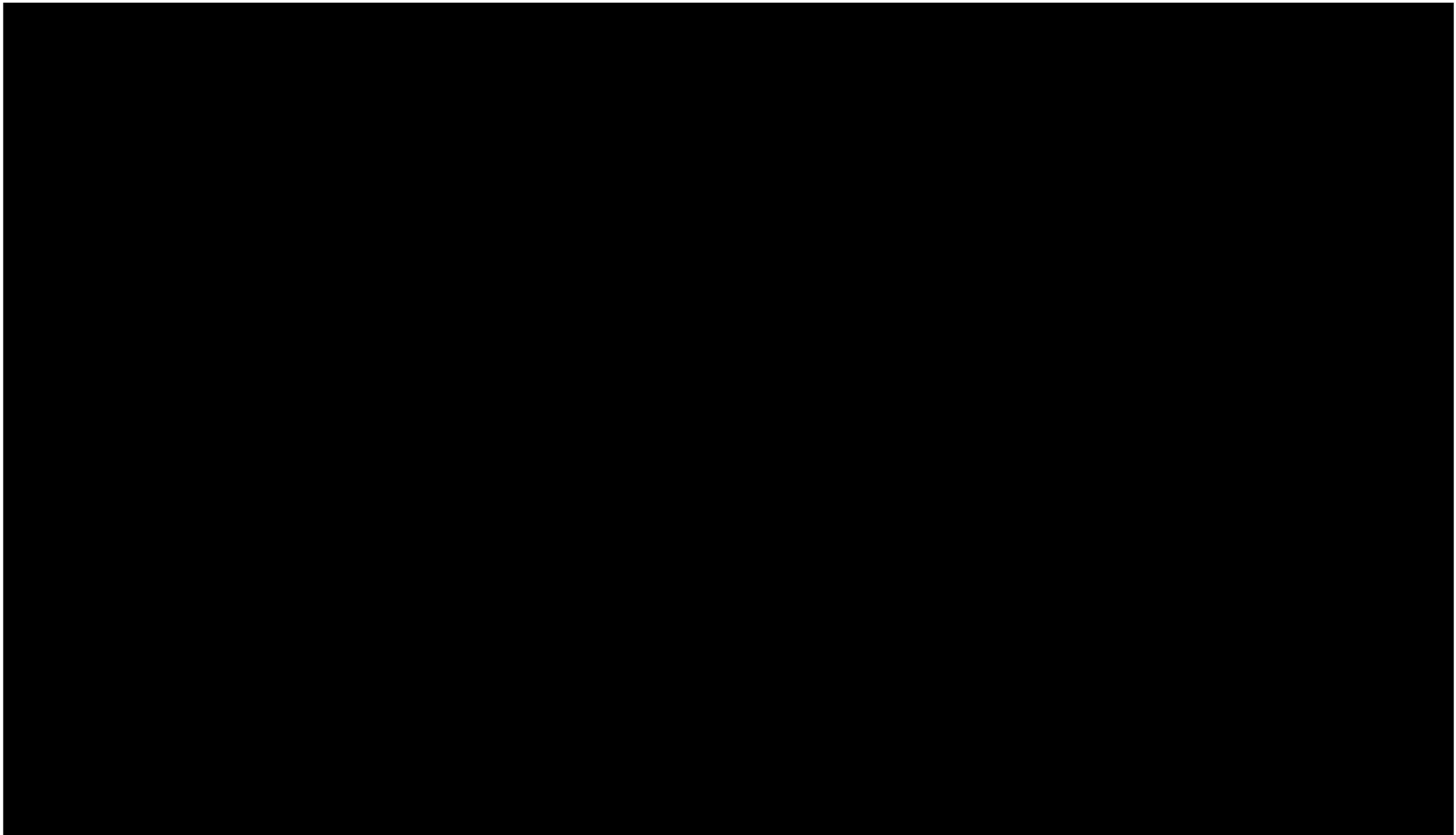
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# SECTION IV: ANNEXES

## ANNEX A. LEBANON CSP ORGANIZATIONAL CHART









## ANNEX C. ACTIVITY CONCEPT, DESIGN, AND IMPLEMENTATION TRACKER

Below are the activity concept, design, and implementation updates as of March 30, 2019.

Code	Location	District	Governorate	Region	Activity Description	Comp	Notes/Status	Partner
BQA001	Britel	Baalbek	Baalbek-Hermel	Beqaa	Providing Essential Equipment to the Britel Public School	1	Completed	Britel Public School
BQA002	Ali en Nahri	Zahleh	Beqaa	Beqaa	Providing Essential Equipment to Ali Nahri Public High School	1	Completed	Ali El Nahri Public School
BQA003	Aarsal	Baalbek	Baalbek-Hermel	Beqaa	Provision of Fuel Vouchers in Response to Local Grievances	1	Completed	Aarsal Municipality
BQA004	Tannoura	Rachaiya	Beqaa	Beqaa	Providing the municipality with 250 KVA generator and replacing storm affected accessories	1	Under Implementation	Tannoura Municipality
BQA005	Joub Jannine	West Beqaa	Beqaa	Beqaa	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages	1	Completed	SADA El Beqaa NGO
BQA006	El Fourzol	Zahle	Beqaa	Beqaa	Enhancing water supply through constructing a water tank	2	AAP submitted, pending Water Establishment and/or MOEW consent to receive USAID approval	El Fourzol Municipality
BQA007	Fissane	Hermel	Baalbek-Hermel	Beqaa	Expanding Fissane Cooperative	1	Under Implementation	Agricultural Cooperative Fissane
BQA008	Aarsal	Baalbek	Baalbek-Hermel	Beqaa	Provision of Fuel Vouchers in Response to Local Grievances II	1	Under Implementation	Aarsal Municipality
BQA009	El Qaa	Baalbek	Baalbek-Hermel	Beqaa	Equipping El Qaa Municipality for Storm Response	1	Under Implementation	El Qaa Municipality
BQA010	Douris	Baalbek	Baalbek-Hermel	Beqaa	Equipping the Lebanese University campus of Douris	1	AAP submitted, no vetting required, pending USAID approval	Lebanese University - Douris

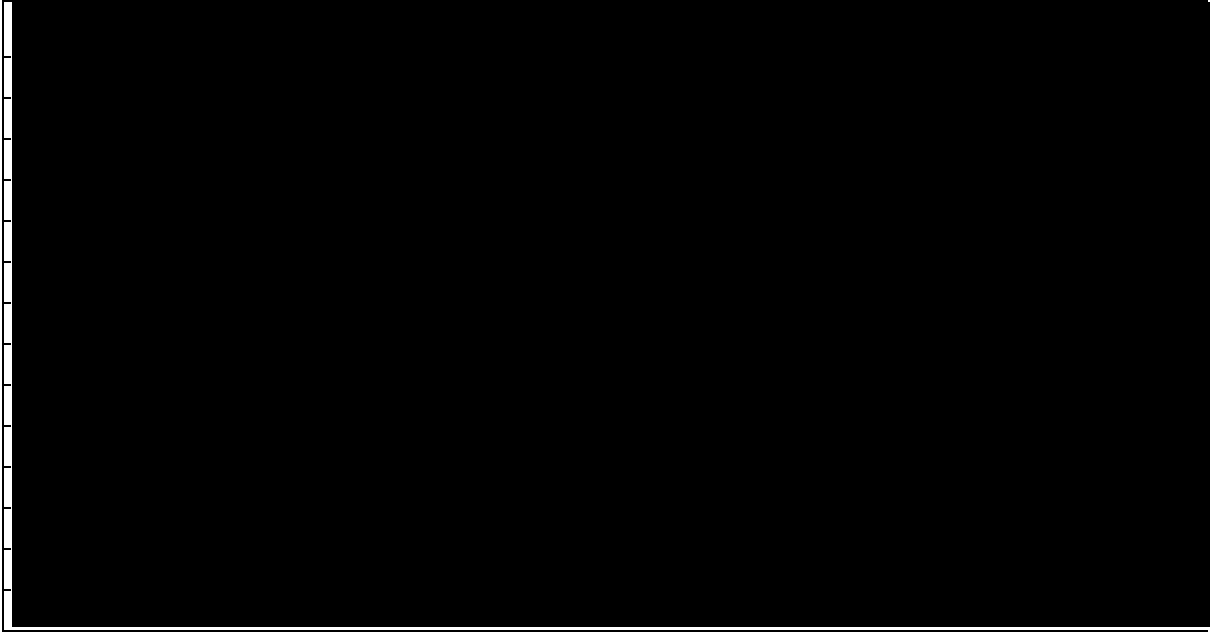
<b>BQA011</b>	Deir El Ahmar	Baalbek	Baalbek-Hermel	Beqaa	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar	1	Yellow-Lit. Pending AAP in April	BWE
<b>BQA012</b>	Ghazze	West Beqaa	Beqaa	Beqaa	Improving Public Safety in Ghazze through Retaining Wall	1	Yellow-Lit. Pending AAP in April	Ghazze Municipality
<b>NTH001</b>	Tripoli	Tripoli	North	North	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities	1	Under Implementation	Union of Fayha' Municipalities
<b>NTH002</b>	Qabaait	Akkar	Akkar	North	Supporting Qabaait Public Middle School	1	Under Implementation	Qabaait Public Middle School
<b>NTH003</b>	Akroum	Akkar	Akkar	North	Enhance Strained Water Services in Jabal Akroum	1	Under Implementation	Akroum Municipality
<b>NTH004</b>	Akroum	Akkar	Akkar	North	Supporting Olive Tree Farmers in Akroum through a decanter and generator	1	Under Implementation	Cooperative for Production and Processing of Olives in Akroum and Surroundings
<b>NTH005</b>	Mechmech	Akkar	Akkar	North	Providing electrical transformer for water well in Mechmech	1	AAP submitted, pending vetting results and Water Establishment consent to receive USAID approval	Mechmech Municipality
<b>NTH007</b>	El Mahmra	Akkar	Akkar	North	Supporting the waste water management system in El Mahmra	2	AAP submitted, pending information about the capacity of Tripoli Waste Water treatment plant to receive USAID approval	El Mahmra Municipality
<b>NTH008</b>	Markebta	Minieh-Dannieh	North	North	Building a supporting wall in Markebta	1	Under Implementation	Markebta Municipality
<b>NTH009</b>	Jdaidet el Qaitaa	Akkar	Akkar	North	Supporting Jdaidet el Qaitaa Women's Cooperative for Agricultural Products	2	AAP submitted, pending Cooperative vetting to receive USAID approval	Jdaidet el Qaitaa Municipality

<b>NTH010</b>	Kfar Hilda	Batroun	North	North	Ensuring a proper water flow in the channels of Kfar Hilda	1	Yellow-Lit. Pending AAP in April	Kfar Hilda Municipality
<b>NTH011</b>	Tall Aabbas ech Charqi	Akkar	Akkar	North	Construction of a Reinforced Concrete Water Irrigation Channel for Tall Aabbas ech Charqi village	1	Yellow-Lit. Pending AAP in April	Tall Aabbas ech Charqi Municipality
<b>NTH012</b>	Et Tabbaneh	Tripoli	North	North	Supporting the formalization of water provision in Et Tabbaneh, Tripoli	1	Yellow-Lit. Pending AAP in April	TBD
<b>NTH013</b>	En Noura	Akkar	Akkar	North	Providing support for farmers in Noura affected by the Syrian conflict	1	Yellow-Lit. Pending AAP in April	Noura Municipality
<b>NTH014</b>	Fnaideq	Akkar	Akkar	North	Supporting Livelihoods through Improving Sales for a Rural Cooperative in Fnaideq	1	Yellow-Lit. Pending AAP in April	Cooperative Association for Production of Agricultural Products in Fnaideq
<b>NTH015</b>	Mouanse	Akkar	Akkar	North	Rehabilitation of the pumping system for the borehole feeding Mouanse village	1	Yellow-Lit. Pending AAP in April	TBD
<b>Pending</b>	Chebaa	Hasbaya	Nabatieh	South	Supporting farmers through providing water irrigation systems	2	Yellow-Lit. Pending AAP in April	
<b>STH001</b>	Saida	Saida	South	South	Installing solar Led lights in Old Saida alleys to enhance sense of security	1	AAP submitted, pending USAID approval	Saida Municipality
<b>STH002</b>	El Miye w Miye	Saida	South	South	Enhance solid waste collection and sorting from source efforts in "Miye w Miye"	1	Under Implementation	El Miye W Miye Municipality
<b>STH003</b>	El Qariye	Saida	South	South	Equipping the municipality with a generator to reduce cost and enhance sense of safety	1	Under Implementation	El Qariye Municipality
<b>STH005</b>	Hasbaiya	Hasbaiya	Nabatieh	South	Providing Water Filtration for Hasbaiya Water Tank	1	Under Implementation	Hasbaiya Municipality
<b>STH006</b>	Bqasta	Saida	South	South	Providing better water services in Bqasta	2	AAP submitted, pending USAID approval	Bqasta Municipality
<b>STH007</b>	El Ghazieh	Saida	South	South	Enhancing Water Provision in El Ghazieh Region through Construction of a Water Tank	2	Yellow-Lit. Pending AAP in April	South Lebanon Water Establishment

## **ANNEX D. ACTIVITY CYCLE FLOW CHART**

Please refer to the email attachment labeled “Annex D. Activity Cycle Flow Chart.”





## ANNEX F. ENVIRONMENTAL COMPLIANCE SUMMARY REPORT

Area	Activity Number	Activity Title	ERAC Number	ERAC Status
Bekaa - Tannoura	BKA004	Providing the municipality with 250 KVA generator and replacing storm affected accessories	ERAC_EMMP BKA004	Under Review by CSP
Bekaa – Fissane	BKA007	Expanding Fissane Cooperative	ERAC_EMMP BKA007	Under Review by CSP
Bekaa – El Qaa	BKA009	Equipping El Qaa Municipality for Storm Response	ERAC_EMMP BKA009	Under Review by CSP
Bekaa - Douris	BKA010	Equipping the Lebanese University campus of Douris	ERAC_EMMP BKA010	Pending USAID feedback
Bekaa – Deir El Ahmar	BKA011	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar	ERAC_EMMP BKA011	Pending USAID feedback
Bekaa - Ghazze	BKA012	Improving Public Safety in Ghazze through Retaining Wall	ERAC_EMMP BKA012	Pending USAID feedback
North – Jabal Akroum	NTH003	Enhance Strained Water Services in Jabal Akroum	ERAC_EMMP NTH003	Under Review by CSP
North – Akroum	NTH004	Supporting Olive Tree Farmers in Akroum through a decanter and generator	ERAC_EMMP NTH004	Under Review by CSP
North - Meshmesh	NTH005	Providing electrical transformer for water well in Mechmech	ERAC_EMMP NTH005	Pending USAID feedback
North – El Mhamra	NTH007	Supporting the waste water management system in El Mahmra	ERAC_EMMP NTH007	Pending USAID feedback
North - Markabta	NTH008	Building a supporting wall in Markabta	ERAC_EMMP NTH008	Under Review by CSP
North – Jdaidet El Qaitaa	NTH009	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products	ERAC_EMMP NTH009	Pending USAID feedback
South - Saida	STH001	Installing solar Led lights in Old Saida alleys to enhance sense of security	ERAC_EMMP STH001	Under Review by CSP
South – Miye w Miye	STH002	Enhance solid waste collection and sorting from source efforts in "Miyeh w Miyeh"	ERAC_EMMP STH002	Under Review by CSP
South – El Grayyeh	STH003	Equipping the municipality with a generator to reduce cost and enhance sense of safety	ERAC_EMMP STH003	Under Review by CSP
South - Hasbaiya	STH005	Providing Water Filtration for Hasbaiya Water Tank	ERAC_EMMP STH005	Under Review by CSP
South - Bqosta	STH006	Providing better water services in Bqasta	ERAC_EMMP STH006	Under Review by CSP

## **ANNEX G. INDICATORS PERFORMANCE TRACKING TABLE**

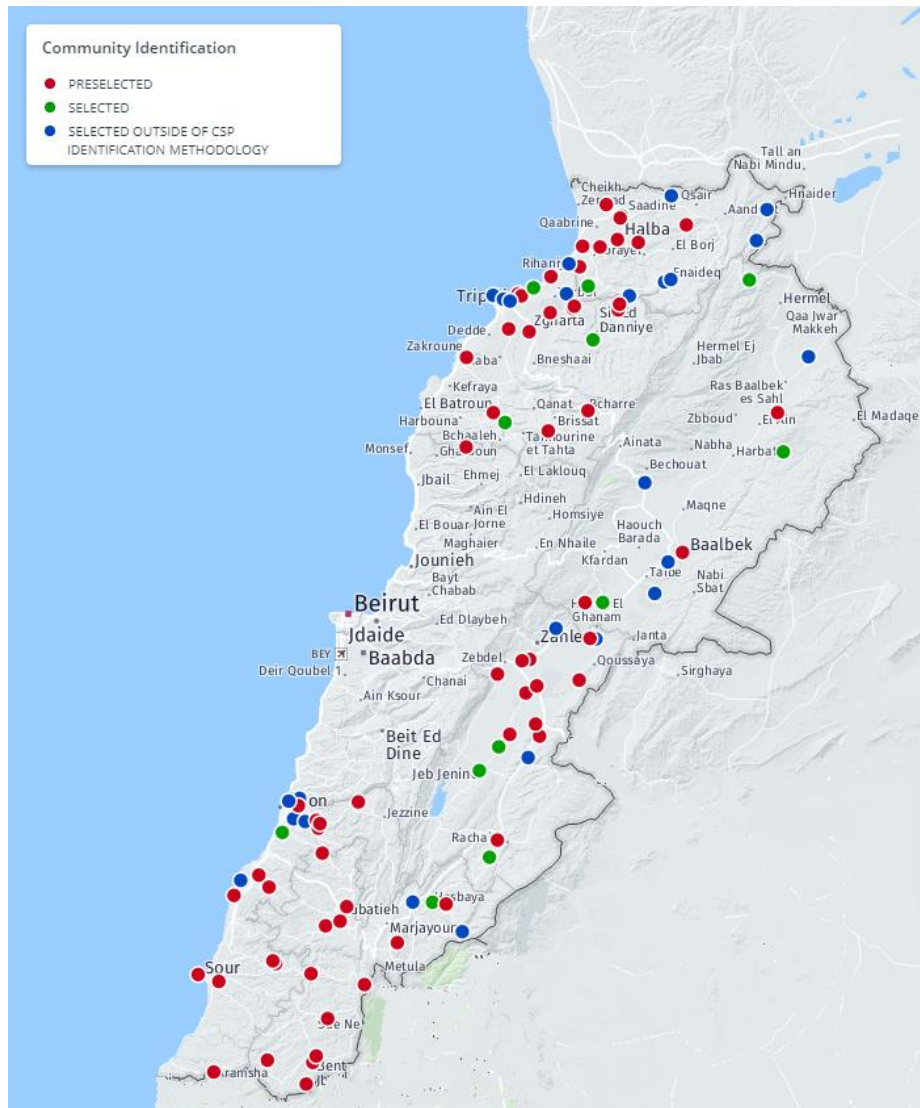
Please refer to the email attachment labeled “Annex G. Indicators Performance Tracking Table.”



## **ANNEX I. COMMUNITY PROFILING TOOL**

Please refer to the email attachment labeled “Annex I. Community Profiling Tool.”

## ANNEX J. MAP OF PRE-SELECTED COMMUNITIES



## ANNEX K. MAP OF ACTIVITIES UNDER IMPLEMENTATION

