



LEBANON COMMUNITY SUPPORT PROGRAM

# QUARTERLY REPORT

## LEBANON COMMUNITY SUPPORT PROGRAM

October – December 2019



## USAID/LEBANON COMMUNITY SUPPORT PROGRAM

FY2010 Q1 QUARTERLY PROGRESS REPORT: OCTOBER – DECEMBER 2019

JANUARY 30, 2020

**IDIQ Contract No. 72026818D00005**

**Task Order No. 1 72026818F00002**

**Task Order No. 2 72026818F00003**

**Task Order No. 3 72026819F00001**


**Task Order No. 5 72026819F00003**

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

**Chemonics International Inc.**



**FRONT COVER PHOTO** A woman in the southern village of Tanbourit uses a mechanical olive harvesting machine provided by USAID through CSP. Mechanical harvesting machines improve efficiency and decrease the cost of producing olive oil. CSP provided eight of them, worth \$12,000, to benefit 54 families in Tanbourit, helping alleviate tensions that were arising as farmers were forced to compete for scarce resources.

**BACK COVER PHOTO** Students sit in desks in a classroom at the  School, which serves 518 Lebanese students and more than 400 Syrian refugee students in the northern region of Akkar. Despite the roadblocks and other complications during the quarter, CSP managed to complete its procurement and rehabilitation intervention at the school, totaling some \$67,000.

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## ACRONYMS

AAP	activity approval package	TAAST	technical assistance activity selection tool
AUB	American University of Beirut	TAAT	technical assistance assessment tool
ALI	Association of Lebanese Industrialists	TAPT	technical assistance profiling tool
BTD	<i>Bureau Technique pour le Développement</i>	TAAR	technical assistance assessment report
CAF	Conflict Assessment Framework	TO	task order
COOP	cooperative	TVET	technical and vocational education and training
COR	contract officer's representative	USP	University Scholarship Program
CQCP	construction quality and control plan		
CSO	civil society organization		
CSP	Community Support Program		
CSR	corporate social responsibility		
DGA	Director General of Antiquities		
ELARD	Earth Link & Advanced Resources Development		
GESI	gender equality and social inclusion		
IDIQ	indefinite delivery, indefinite quantity		
LAU	Lebanese American University		
LSA	local systems approach		
MEL	monitoring, evaluation, and learning		
MOU	memorandum of understanding		
RAD	rapid analysis design		
RFA	request for applications		
RFP	request for proposals		
RWE	regional water establishment		
SLWE	South Lebanon Water Establishment		

## EXECUTIVE SUMMARY

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

To achieve this objective, USAID issues task orders (TOs) according to the following components: 1) **community stabilization**; 2) **community development**; and 3) **technical assistance and capacity building**. CSP uses a fast, flexible, and participatory approach to address a broad range of needs in Lebanon's most underserved and vulnerable communities in response to evolving political, security, and economic conditions. To achieve its objectives, CSP is partnering with municipalities, regional water establishments (RWEs), civil society organizations (CSOs), educational and training institutions, and the private sector to implement at least four main activities in the short and long term: community support projects, technical assistance and capacity building, workforce development, and wastewater management (see the text box and the infographic on page 4).

This reporting period was the first quarter of full operation for TOs 3 – 5. During the first year of the project, CSP focused mostly on establishing an operational platform through TO 1 and initiating some community support projects under TO 2. The months of October – December saw the expansion of the IDIQ to three new technical TOs and the initial implementation of their first activities. This required all CSP TOs to collaborate and integrate their efforts to ensure the smooth, effective, and amplified operation of the CSP IDIQ.

As TO 1 and TO 2 had previously completed their start-up phases during FY2019, those teams focused on project implementation despite significant challenges that stemmed from the nationwide protests that broke out on October 17 and continued throughout the quarter (Chapter II). (For an overview of CSP's major achievements through the end of the first quarter of its second year, refer to the infographic on page 6.)

The TO 1 team provided support to CSP's four technical TOs, with an emphasis on the recruitment of new staff and the administration of work orders to the program's four institutional subcontractors – BTM, ELARD, Quantum, and AUB – to augment the teams' capabilities. Concurrently, the monitoring, evaluation, and learning (MEL) team under TO 1 conducted visits to the sites of CSP activities already completed or under implementation to collect data, interview local actors, and report results. Finally, the communications and outreach team expanded, submitted several deliverables to USAID, and increased CSP's social media presence. With all TOs now fully operational, CSP held a leadership retreat for the directors, as well as the heads of the MEL and communications teams. During the retreat, the team's leadership came up with recommendations for improving intraproject communications in light of the IDIQ's expansion.



## What is the Lebanon Community Support Program?

The Community Support Program (CSP) in Lebanon is a seven-year project designed to provide a range of support to underserved and vulnerable communities in Lebanon.

Through one cross-cutting management and support task order and four technical task orders, CSP is improving the delivery of essential services to Lebanese communities and enhancing economic opportunities in order to improve lives and reduce tensions that contribute to conflict and violence.

1

### Management

2

#### Community Support Activity

A highly diverse activity, CSP's community support projects (Task Order 2) work with the most vulnerable communities in target areas on two main objectives:

- Community stabilization support to assist local communities in meeting immediate-term stabilization needs to mitigate tensions
- Community development support to provide medium- to long-term assistance to complete activities that meet priority local development needs and fill urgent gaps in access to resources

3

#### Technical Assistance Activity

CSP's technical assistance element (Task Order 3) complements the program's other main activities by ensuring that the recipients of assistance possess the know-how, skills, and tools to maximize the impact and sustainability of USAID investments.

Interventions may include improvements to disaster management as part of CSP's community support activities, to human resources capacity under the workforce development initiative, and the operations and maintenance of solid waste management facilities under CSP's wastewater management component.

4

#### Workforce Development Activity

The workforce development activity (Task Order 4) main objective is to improve the skills of, and employment opportunities for, at least 1,000 unemployed or underemployed Lebanese from vulnerable communities.

It also provides scholarship and internship opportunities to job seekers, while working mostly with private technical and vocational partners to improve their curricula, educational training, and job placement infrastructure and services.

5

#### Wastewater Management Activity

Under the wastewater management activity (Task Order 5), CSP is partnering with the Ministry of Energy and Water (MoEW), regional water establishments (RWEs), the Litani River Association (LRA), and other stakeholders to implement sustainable infrastructure and investment interventions that improve wastewater management. The purpose of this task order is to mitigate the pollution resulting from the discharge of untreated domestic and industrial wastewater into the environment.

FIGURE 1: CSP'S FIVE TASK ORDERS



Despite some delays that resulted from the protests, TO 2 continued the implementation of its activities while also designing and proposing new ones. By the end of the quarter, the total number of approved projects had reached 40, including 12 that were either completed or fully closed out. TO 2 also held the first half of a six-day workshop on conflict-sensitive community engagement for development, which brought together representatives of partner organizations that have been selected for community engagement grants.

In its first full quarter of operation, TO 3 began coordinating with TO 2 to develop a number of technical assistance interventions to complement the latter's material assistance interventions. The TO 3 team proposed 11 interventions to USAID for approval during the reporting period. The TO 3 team also initiated work with representatives from the University Scholarship Program (USP) at both the American University of Beirut (AUB) and the Lebanese American University (LAU). The collaboration between TO 3 and USP is expected to officially kick off early next quarter.

Early on in the TO 2 and 3 collaboration, the teams integrated their separate design processes into a single comprehensive activity approval package encompassing both material and technical assistance for beneficiaries, a major cross-TO achievement. The integration has already yielded a few integrated activities, and the teams plan to continue co-designing the packages going forward.

Finally, TO 5 received USAID's approval of its initial deliverables (work plan and activity selection methodology) and short-listed 12 potential wastewater infrastructure activities, and is now working to narrow the list down to two to four viable interventions that are within the scope and budget of TO 5. The team also initiated work on its parallel, wastewater investment track.

TO 4, CSP's workforce development activity, falls under USAID's economic growth office and operates according to a different development objective and set of expected results. Although TO 4 reports separately from the rest of the IDIQ, it is worth noting that the team made significant progress on its deliverables during the reporting period. Notably, the team completed a labor market assessment, identifying three sectors in Lebanon that have promise for economic growth and employment opportunities: home-based health care services, information technology and information and communications technology, and the repair and maintenance of industrial machinery. The team plans to partner with technical and vocational education and training institutions and small-to-medium enterprises in these sectors in the future to improve the prospects of employability for some 1,000 Lebanese. The team also began collaborating with AUB to establish a framework for a new scholarship program to benefit job seekers.

The rest of this report describes the progress made by each TO during the first quarter of CSP's second year, from October – December 2019. It is organized by TO and includes a brief section introducing the country context; a chapter each detailing the work accomplished by TOs 1, 2, 3, and 5; and a final section on lessons learned from working in the current context of high economic, social, and political instability and uncertainty. The report also includes a series of annexes to augment the narrative.



By the end of Year 2, Quarter 1, **the Community Support Program**

was implementing or had completed the following in its areas of focus:



**Beqaa Valley**

- 14 community support projects
- 8 workforce development meetings
- 6 partner capacity assessments
- 3 wastewater infrastructure interventions short-listed



**North**


- 17 community support projects
- 6 workforce development meetings
- 9 partner capacity assessments
- 6 wastewater infrastructure interventions short-listed



**South**


- 8 community support projects
- 5 workforce development meetings
- 4 partner capacity assessments
- 3 wastewater infrastructure interventions short-listed

**CSP Highlights Through Y2, Q1**



No. of people benefiting from U.S.-government assistance

**58,782 beneficiaries**



Total value of approved community support projects

FIGURE 2: CSP'S MAJOR ACHIEVEMENTS, THROUGH DEC. 2019

## I. BACKGROUND AND COUNTRY CONTEXT

This reporting period in Lebanon was characterized by political, social, economic, and environmental instability, as mass protests broke out across the country in defiance of Lebanon's political class. The demonstrations began in mid-October, in the aftermath of wildfires that erupted in parts of the country. The government proved ill-equipped to contain the blazes, prompting anger among Lebanese citizens. Days later, reports surfaced that the government planned to introduce a new tax on phone calls made through the smartphone app WhatsApp. That night, residents of Beirut began taking to the streets in protest.

The initial demonstration soon expanded into a nationwide condemnation of sectarian rule, the stagnant economy, high unemployment, and corruption. People decried the government's failure to provide basic services such as 24-hour electricity, clean water, and health care. The protesters blocked roads, forced the closure of public institutions and of banks for more than a week, and eventually provoked the resignation of then-Prime Minister Saad Hariri. The tense situation in some instances led to clashes between demonstrators and Lebanese security personnel, which were deadly in at least two cases. Periodic conflicts persisted with varying degrees of intensity even after road blocks tapered and the situation calmed.

The months that followed saw an accelerated deterioration of Lebanon's already struggling financial situation. Although the rate of exchange from the Lebanese lira to the dollar has been fixed at the Central Bank's midrate of LBP 1,507.5 to \$1, the black market exchange rate during the quarter increased by as much as 50 percent amid fears of a shortage of U.S. dollars in the country. Meanwhile, banks introduced austerity measures that significantly limit that amount of dollars and Lebanese pounds customers can withdraw or transfer each week. These measures have led to price inflation while also severely limiting the purchasing power of individuals and businesses, forcing many of them to close. According to the market research firm InfoPro, more than 160,000 jobs were permanently or temporarily lost in the first six weeks after the protests broke out, and almost 10 percent of the institutions in Lebanon were forced to suspend work or shut down completely. The Syndicate of Restaurant Owners said that 265 restaurants closed in October and November alone, and another 200 were expected to shutter by the end of the year.

The country context has profound implications for the USAID-funded Community Support Program (CSP) in Lebanon, implemented by Chemonics Beirut S.A.R.L. The roadblocks led to implementation challenges for all CSP's task orders. For TOs 1 and 2, the protests hampered the implementation of material assistance and MEL activities, and also presented internal challenges for staff that required creative solutions from the management team, such as authorizing temporary telework on pre-determined tasks that could be accomplished from home. For TOs 3 – 5, the demonstrations delayed the completion of early deliverables. Despite the obstacles, all CSP TOs managed to make significant progress on their work plans during the reporting period. They also devised and put in place mitigation measures – such as scheduling multi-day trips to the field during lulls in public demonstrations – to limit the impact that the protests have had and may have in the future.

## II. TASK ORDER I: MANAGEMENT

### MANAGEMENT AND OPERATIONS TASKS

During the reporting period, CSP's fully-staffed management team provided centralized cross-cutting technical support to the program's various departments and activities. As this was the first quarter of full operation for CSP's newest technical task orders, the TO I team reorganized and adapted to more effectively support a higher volume of interventions in a wide range of sectors.

### RECRUITMENT AND STAFFING

As shown in the following table, CSP made significant progress in its recruitment efforts during the quarter, filling most of the vacancies according to the staffing plans of TOs 3 – 5.

STAFFING PROGRESS, OCTOBER – DECEMBER 2019		
POSITION	SELECTED CANDIDATE	START DATE
Director, TO 3	[REDACTED]	Oct. 1
CSD Capacity Building Manager, TO 3	[REDACTED]	Oct. 1
Wastewater Investment Adviser, TO 5	[REDACTED]	Oct. 1
Document Controller/Junior Engineer	[REDACTED]	Oct. 1
Wastewater Infrastructure Manager, TO 5	[REDACTED]	Oct. 7
Training and Partnership Coordinator, TO 3	[REDACTED]	Oct. 7
Relationship Manager, TO 4	[REDACTED]	Oct. 21
Director, TO 4	[REDACTED]	Oct. 23



Driver, TO 5	[REDACTED]	Oct. 23
Director, TO 5	[REDACTED]	Nov. 1
Wastewater Management Program Coordinator, TO 5	[REDACTED]	Nov. 1
Admission Officer, TO 4	[REDACTED]	Nov. 4
MEL Field Officer — North, TO 2	[REDACTED]	Nov. 4

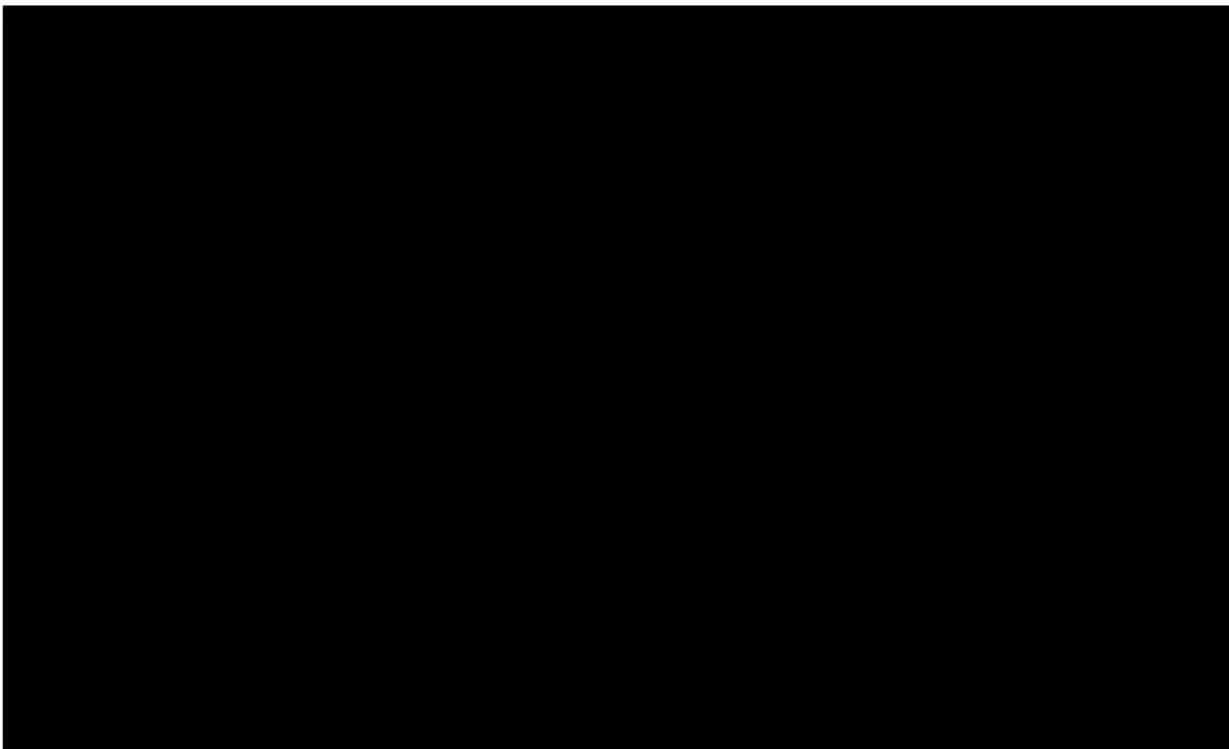
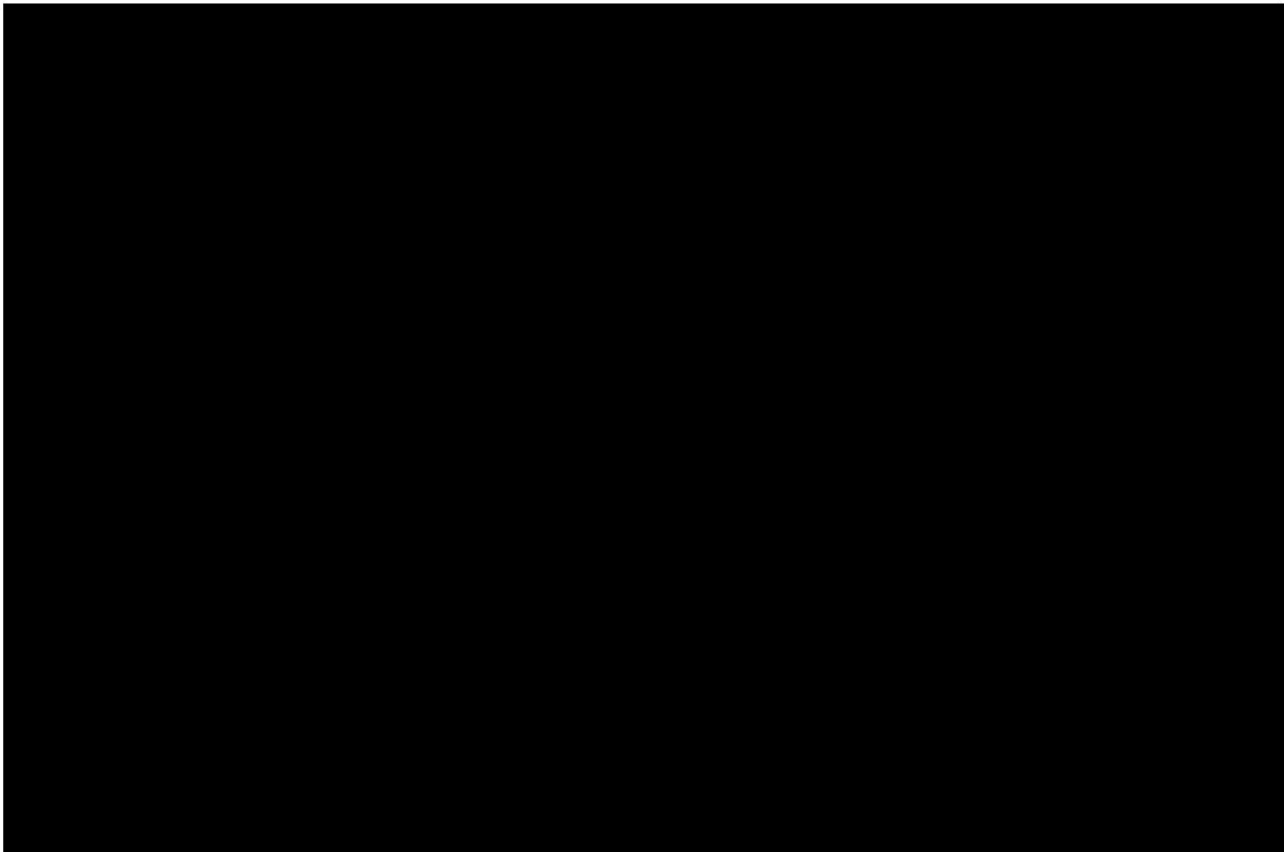
As for the positions left to be filled, CSP interviewed and selected candidates for all but two of them during the reporting period, as shown in the table below. The TO 1 team expects to launch the recruitment process for the remaining positions two positions on TO 5 in 2020, once the team identifies its wastewater infrastructure interventions.

In anticipation of the various construction projects that CSP will implement in the coming year, the team is working with its construction design and supervision subcontractor, the *Bureau Technique pour le Developpment* (BTD), to identify and hire a full-time field construction engineer, to be based in CSP's office. This position will support the TO 2 field teams and the TO 1 engineering team by providing real-time and sustained technical oversight, quality control, and adherence to CSP's construction quality control plan (CQCP).

#### OUTSTANDING RECRUITMENT

POSITION	SELECTED CANDIDATE	START DATE
Workforce Development Coordinator, TO 4	[REDACTED]	Jan. 2, 2020
Capacity Building Officer — Beqaa Valley, TO 3	[REDACTED]	Jan. 13, 2020
Capacity Building Office — North, TO 3	[REDACTED]	Jan. 13, 2020
MEL Specialist, TO 4	[REDACTED]	Jan. 15, 2020





Regarding the impact of the economic crisis on personal finances, CSP responded to USAID's request for information about how the economic and political situation was affecting the program following the outbreak of protests in mid-October. In the letter, CSP noted how the currency black market and banking restrictions in the country were affecting staff and recommended that its employees receive payments in U.S. dollars. USAID authorized CSP's request on December 4 for an initial period of six months. This decision was met with high levels of appreciation.

## GRANTS, SUBCONTRACTS, AND PROCUREMENT

### SUBCONTRACTS WITH INSTITUTIONAL PARTNERS

As activities ramped up during the reporting period, especially under TO 2, CSP increased coordination with and issued a greater number of work orders to its three institutional subcontractors to augment its technical capabilities: BTD, ELARD, and Quantum Communications, which supports and augments CSP's strategic communications and outreach efforts.

With TO 1's assistance, TO 4, also executed a subcontract with AUB to develop a scholarship framework inspired by USP. The scope of this subcontract includes training and building the capacity of the CSP team to implement the scholarship program according to identified best practices.

### VETTING

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

## CROSS-CUTTING TECHNICAL SUPPORT

### ENGINEERING AND ENVIRONMENTAL COMPLIANCE

For a summary of environmental compliance monitoring done on activities through the end of the reporting period, see Annex D.

On December 5, CSP representatives took part in a stakeholder project start-up workshop with CDM Smith, the firm recently hired by USAID to provide architecture, engineering, and monitoring support in Lebanon. During the workshop, which was also attended by representatives of USAID, BTD, and CDM Smith's architecture and engineering subcontractor, Dar Al-Handasah, the participants agreed on a joint mission statement, listed factors crucial to success, and agreed on a set of priorities and an action plan to increase efficiency and improve engineering review turnaround times.

### MONITORING, EVALUATION, AND LEARNING

Throughout the reporting period, CSP's MEL team worked on customized MEL plans for all of the IDIQ's new technical task orders based on coordination and input from the related technical teams. Submission dates for all new MEL plans are as follows:

- **TASK ORDER 4:** Oct. 10
- **TASK ORDER 3:** Nov. 14
- **TASK ORDER 5:** Nov. 18

As for TO 2, the MEL team conducted its annual working sessions with the activity's director, regional program managers (RPMs), and technical advisors to review and update targets based on the most recent number of activities expected to be implemented. The new agreed-upon targets will be submitted to USAID for approval early during the next quarter.



Meanwhile, the MEL team conducted sites visits to CSP activities implemented during the quarter to collect data, interview local actors, and report results. Some of the highlights from the team's findings were:

- **14,491** people benefiting from U.S.-government (USG) assistance during the quarter
- **54 percent** of the participants in USG-assisted programs were female.
- **6** local actors have enhanced abilities to provide better services as result of USG support.
- **14,276** people have access to adequate levels of essential services.

For a full account of MEL indicators for the quarter and how they compare with the targets set, see Annex E. See Annex F for CSP's full indicators tracking table, including targets for the remainder of Year 2.

In most cases, the results achieved during the reporting period fell short of the targets set in the work plan. This is in due, in part, to the protests, which delayed some elements of TO 2's activity cycle throughout the quarter. In response, the CSP team has put in place adaptation measures to minimize the more systemic effects of the protests going forward (see Chapter IV).

In many cases, the frequency of road closures resulting from the countrywide protests affected the MEL team's ability to meet with CSP stakeholders. Consequently, some monitoring exercises were postponed temporarily until the roads reopened. To mitigate the effects of the delays, the MEL team combined field visits and managed to check up on six ongoing activities — those in Al Fayhaa, Jabal Akroum, Akroum, Noura, Barghoun and Badbhoun, and Tanbourit. The visits enabled the team to collect the data necessary to close out the activities and solicit feedback from local partners, stakeholders, and beneficiaries to assess results against the targets set out in the activities' MEL plans. If the security situation persists, the MEL team will continue combining field visits or otherwise adapt its information gathering process to ensure the safety and security of its staff.

## COMMUNICATIONS AND OUTREACH

During the reporting period, the communications and outreach team added a reporting officer and a strategy advisor through Quantum. Besides updating CSP's overall communications strategy, the advisor, along with the rest of the team, is closely involved in preparing a customized strategy for each TO. The team's expansion gives CSP the opportunity for closer cooperation with Quantum on communications related to both individual interventions and the broader CSP program.

One such example of this collaboration involved the production of a short video about TO 2's activity to provide olive farmers in the southern village of Tanbourit with mechanical harvesting machines. The video has been resubmitted to USAID for approval after being edited according to USAID feedback. The other deliverables the team submitted during the reporting period include: a revised factsheet for the overall IDIQ and a factsheet for each TO and three Transforming Lives stories (Success Stories) for assistance to SADA NGO, Qabiit School, and Tanbourit electricity, which are also pending approval. For an example of a Transforming Lives story submitted during the quarter, which focuses on TO 2's assistance to olive farmers in the southern village of Tanbourit, see Annex G.

Finally, the team expanded CSP's social media coverage on Facebook, Instagram, Twitter, and YouTube. In addition to posting a higher volume of material, CSP started posting in Arabic to target communities and municipalities in rural areas and Arabic speakers in Lebanon and abroad. CSP's most successful Facebook post — about the Tanbourit activity — reached 2,395 users.

## Post Reach

The number of people who saw any of your posts at least once. This metric is estimated.

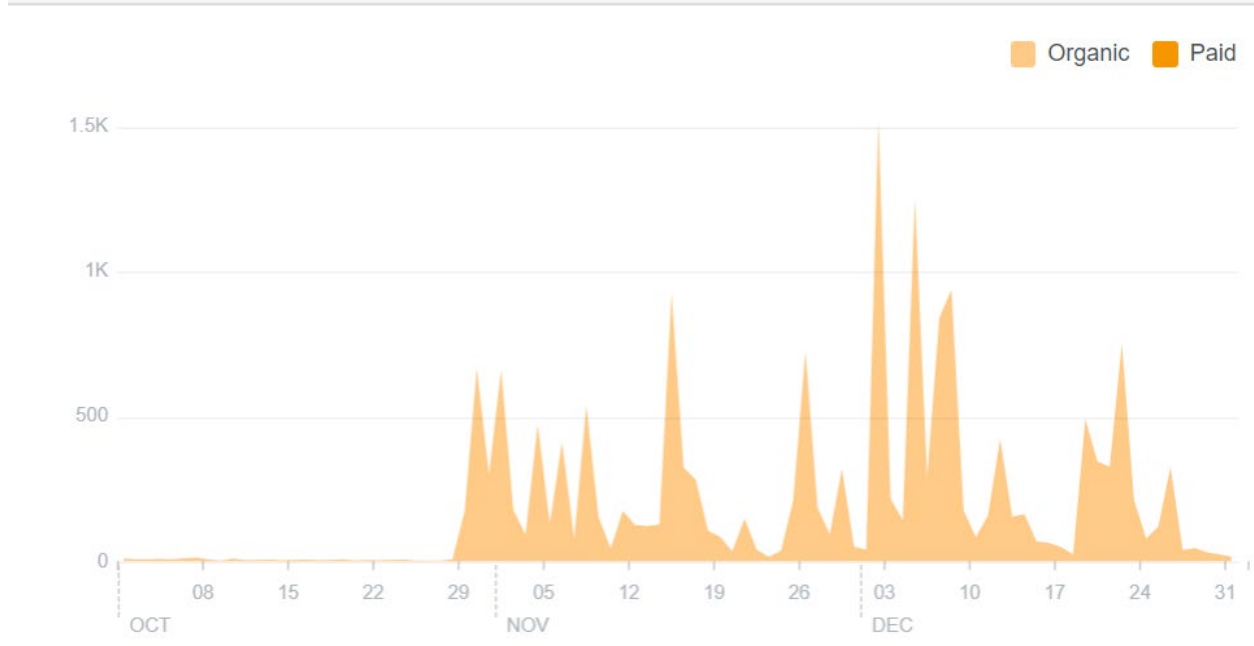


FIGURE 4: EVOLUTION OF THE REACH OF CSP'S FACEBOOK POSTS (OCT – DEC. 2019)

## GENDER EQUALITY AND SOCIAL INCLUSION

During the reporting period, CSP beneficiaries included girls and women who received assistance in the form of improved solid waste sorting and equipment delivery to schools, universities, and associations in the North and Beqaa. As noted earlier in this chapter, the proportion of women benefiting from USG assistance during the quarter surpassed the target set by CSP — 54 percent against a target of 30 percent. One such female beneficiary was a farmer in Tanbourit who is featured in the video about CSP's support in the village. As all TOs progress in the implementation of their projects, CSP will continue to actively seek ways to promote gender equality and social inclusion (GESI) and maximize the number of female beneficiaries.

## PROTEST RESPONSE AND ADAPTATION

In response to the nationwide demonstrations and roadblocks throughout the reporting period, TO I took several adaptive management measures to maintain CSP's operations. Throughout the protests, the CSP offices in Sin el Fil remained open for staff members who were able to commute there safely. Those unable to access the office either coordinated with their supervisor to work from home or, in a few exceptional cases, were placed on involuntary administrative leave, in accordance with Chemonics policy. CSP's senior management team followed up with and managed staff who were teleworking to maintain continuity of business operations as best as possible. As mentioned earlier, CSP also modified its staff's long-term employment agreements to make payments in U.S. dollars, based on USAID guidance. Finally, in line with Chemonics' policy and USAID/Lebanon practice, CSP began paying certain contractors in dollars that meet a number of conditions to ensure that the program's interventions could continue with minimal interruption.

## LEADERSHIP RETREAT

In light of the significant staff expansion that took place during the quarter, on November 20 CSP held a leadership retreat for the directors of all TOs and the MEL and communications directors. Following the completion of CSP's first year, and with five TO contracts awarded, the retreat aimed to: 1) promote the program's culture of transparency, openness, and collaboration; 2) clarify each leader's roles and responsibilities to facilitate better collaboration across TOs; and 3) identify next steps based on performance gaps and other concerns, including how the current political and economic crisis is affecting the program and staff. The retreat's key outcomes included the establishment of a best-in-class approach to improving intra-project communications (see textbox), including the use of Loom – a free screen and video recording software. The team also unanimously agreed that an all-staff team-building workshop would be beneficial to further address and manage the changes CSP is undergoing as it evolves. The all-staff

### Key Elements of CSP Intra-project Communications

- COP to record and share weekly Loom videos to reach all staff with key announcements.
- Install kudos board to recognize staff for key contributions.
- COP to share weekly reports with all staff.
- HR specialist to present new hires through an introductory email, inclusive of photo.



PHOTO 1: CSP CHIEF OF PARTY [REDACTED] GIVES A PRESENTATION DURING THE CSP LEADERSHIP RETREAT HELD IN NOVEMBER. (LEBANON COMMUNITY SUPPORT PROGRAM)

workshop is scheduled for January.

### **III. TASK ORDER 2: COMMUNITY SUPPORT PROGRAM**

#### **COMMUNITY IDENTIFICATION AND SELECTION**

##### **SITUATION MONITORING: PRESELECTION**

As TO 2 moved into its second year of operation, it focused more on the later stages of design and implementation and less on the preselection stage. No updates to preselection data took place during the reporting period as CSP did not receive new data or other information related to tensions or poverty following the outbreak of the protests. CSP also did not receive new guidance from USAID that would lead it to update the factors it considers when pre-selecting communities for potential CSP assistance.

##### **COMMUNITY PROFILES: FINAL SELECTION**

During the quarter, CSP managed to profile 11 Lebanese communities — five in the South, four in the North, and two in the Beqaa — despite delays caused by roadblocks and aggravated tensions in communities after the protests broke out. See Annex H for a summary of the community profiles undertaken by TO 2 during the reporting period.

As noted in its Year 2 work plan, going forward CSP will profile communities as part of the community engagement process only if they have not previously been profiled, experience a flare-up in tensions, or are recommended by USAID for program-led activities. This decision was mainly the result of an agreement with USAID to reduce the number of activities from 220 to 110 that CSP should aim to carry out during TO 2's current 30-month period of performance, which translates to a reduced need to collect new information about Lebanese communities using CSP's community profiling tool.

#### **ACTIVITY DESIGN**

##### **COMMUNITY ENGAGEMENT**

CSP's ability to engage with local partners and stakeholders was significantly hampered by the protests in October and November. Roads closed, businesses and government offices shut down, and many local leaders and authorities were unavailable – busy dealing with the consequences of the demonstrations or focused on responding to their communities' immediate demands. The situation improved marginally in December, and the teams managed to undertake a few visits before the holiday period, when stakeholders again became unavailable.

The sporadic and unpredictable roadblocks hampered the ability of the North team in particular to plan and conduct field visits. By the end of the reporting period, however, the team was able to mitigate the blocks' effects as it came to know the patterns of closures and adjusted accordingly. For example, it began scheduling all meetings for the afternoon, as blocked roads typically reopened by noon or 1 p.m. The Beqaa team faced a similar situation and also adjusted by pinpointing trends and planning around them.

As for the South, road closures dropped significantly in number and frequency between the beginning of the protests and the end of the reporting period.





PHOTO 1: TEAMS FROM CSP'S COMMUNITY ENGAGEMENT GRANTS PARTNERS ATTEND A WORKSHOP ON CONFLICT-SENSITIVITY TRAINING CONDUCTED BY CSP IN DECEMBER. (LEBANON COMMUNITY SUPPORT PROGRAM)

The closure of government offices proved a greater obstacle, affecting activities in the design phase. For instance, a field visit to the southern village of Ain Ebel with the director-general of antiquities was delayed until January, preventing CSP from submitting an activity approval package (AAP) for a project there, which is pending the official's approval. In total, about 10 activities that were in the design phase or pending submission to USAID were delayed by the closure of public administrations. Moving forward, CSP will take into account potential projects' need for government approval or paperwork as a potential hinderance when selecting and designing interventions, prioritizing possible activities that will not rely on such approvals or seeking conditional approvals from USAID, when appropriate. CSP will also look to procure goods and services from local suppliers as much as possible to mitigate the effects of road and business closures on activity implementation.

Separately, in December TO 2 held the first half of a six-day workshop on conflict-sensitive community engagement for development for partners selected for community engagement grants (CEGs). (See Annex I for a list of partners selected for grants.) CSP and its CEG partners will work together closely to identify and design interventions that address resource-, service-, or economic-based tensions in communities selected for partnership with CSP. A total of 30 people attended the workshop's first three days.

The workshop introduced partners to CSP's community engagement methodology, exploring its key concepts and the USAID standards that informed its design. Chief among these is conflict sensitivity and its significance in development programming. Guided by USAID's Conflict Assessment Framework (CAF) 2.0 and other key resources, participants learned the definition of *conflict sensitivity*, what a conflict-sensitive approach to development entails, and why USAID requires it for all development programs implemented in conflict-affected and fragile states, like Lebanon. The

workshop also introduced the participants to USAID’s “Do No Harm” framework and various analytical tools that can be used to ensure conflict sensitivity.

Finally, the participants delved deeper into CSP’s local systems approach (LSA) to understand sources of tension accurately and therefore better identify resource- or service-based tensions.

The second half of the workshop, planned for January, will include real-life case studies, planning sessions between partners and their respective regional CSP teams, and knowledge-sharing sessions so that the CEG partners can benefit from previous CSP experiences in communities throughout Lebanon.

Also during this quarter, CSP’s TO 2 team worked closely with TO 1 to address USAID’s questions and requests for clarification on the approval requests submitted to USAID for the CEGs.

### DESIGN OF COMMUNITY STABILIZATION AND DEVELOPMENT CONCEPTS

This quarter, CSP focused on designing primarily community stabilization projects in an effort to respond to the developments that took during the reporting period (see Chapter II) and to tensions arising from the deteriorating socioeconomic conditions, including mass losses in job opportunities. The shift in emphasis to community stabilization projects in part accounts for the fewer number of concept notes (CNs) for new projects developed and submitted to USAID during the quarter.

For example, only a couple of weeks into the quarter, wildfires broke out in Lebanon’s Chouf and other areas, followed soon after by the mass protests, leading to a sharp deterioration in many Lebanese people’s ability to sustain their livelihood. In response, the TO 2 team submitted 11 new CNs to USAID — two for projects [REDACTED] to mitigate the disastrous effects of the wildfires and nine focused on activities across Lebanon to provide support to the most vulnerable families and communities, such as the distribution of food and nonfood items and cash-for-work activities. [REDACTED]

Regarding AAPs, the TO 2 team submitted seven to USAID for approval this quarter. [REDACTED]

During November and December, the TO 2 and TO 3 teams designed and submitted their first integrated AAP as part of a new co-design process — for an activity that would improve security in Rachaiya el Foukhar by providing street lighting. In the new process, the teams develop the TO 2 AAP and the TO 3 technical assistance assessment report (TAAR) simultaneously so that the activity could be submitted as a comprehensive package, which also includes a MEL plan and a strategic communications strategy. The integration required several working sessions to help the TO 3 team get up to speed on the concepts that USAID had yellow-lit in September and October but TO 2 had not yet developed into AAPs. The meetings helped the TO 3 team prepare for and conduct field

visits that informed the design of not only the Rachaiya el-Foukhar technical intervention but also other, forthcoming projects. While this process resulted in minor delays to the submission of the proposals, CSP expects during the coming quarters to roll out integrated AAPs faster and with a high approval rate.

### ACTIVITY IMPLEMENTATION

By the end of the reporting period, the overall number of approved activities reached 40. One of these activities was closed out, while 11 were completed, 27 were still under implementation, and one was canceled. Of the 27 activities under the implementation, 16 were progressing smoothly, while the others were experiencing delays related to pending legal documentation or rescoping related to environmental compliance requirements and/or findings from more thorough design.

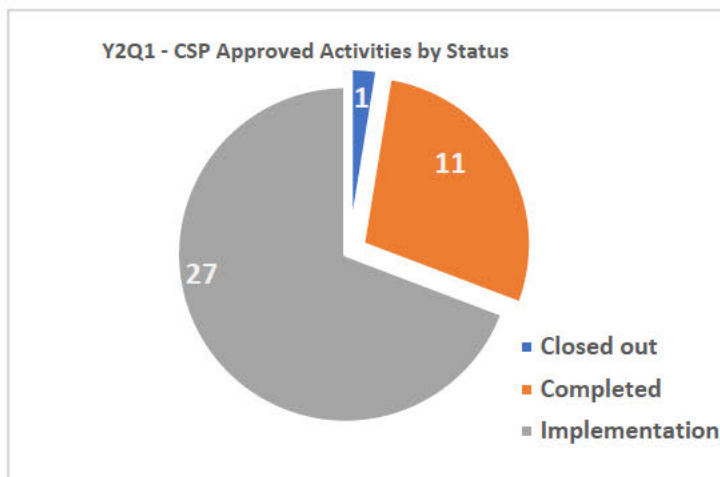


FIGURE 5: APPROVED CSP ACTIVITIES BY IMPLEMENTATION STATUS (THROUGH DEC. 2019)

Figure 6 as well as the maps in Annexes J and K show the community assistance interventions under TO 2 by geographic and sectoral distribution as well as funding levels, respectively. For a full breakdown of proposed and approved CSP activities, inclusive of TO 3 technical assistance, see the activity tracker in Annex L.

In addition to these activities, CSP submitted AAPs for five community engagement grants, one of which was approved and four of which received conditional approval during the quarter.

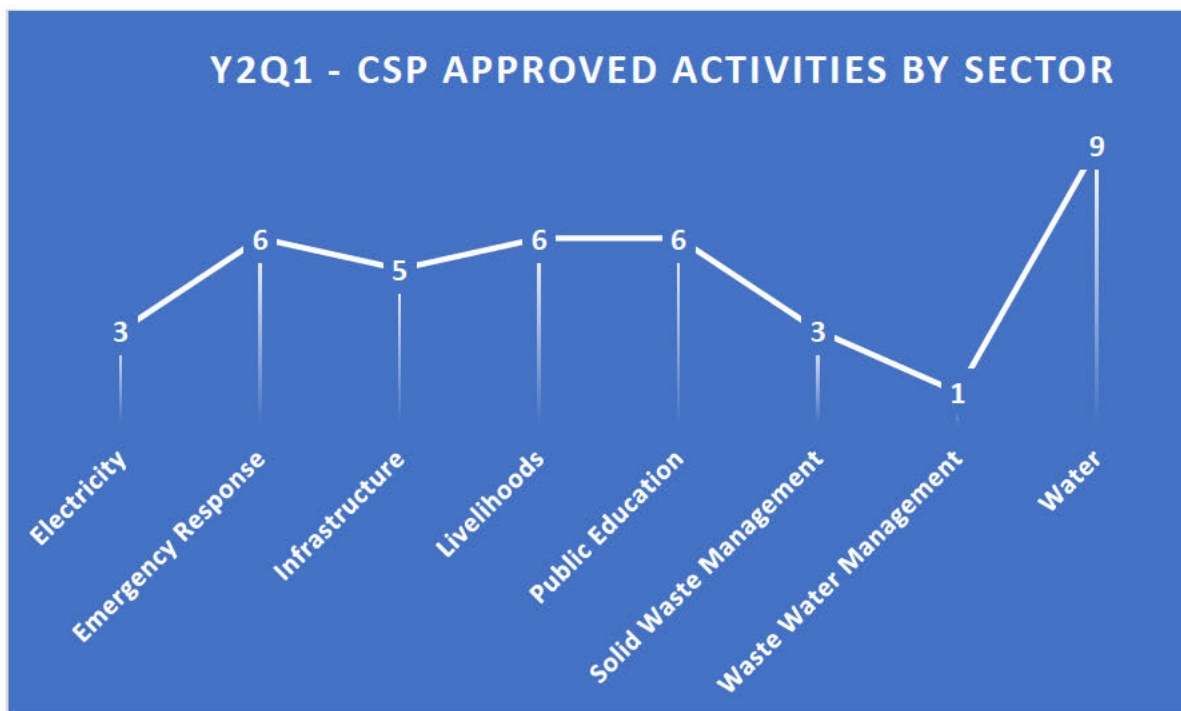


FIGURE 6: APPROVED CSP ACTIVITIES BY SECTOR (THROUGH DEC. 2019)





Photo 3: A member of the Akroum olive farmers cooperative shows off a cup of olive oil produced using a separator provided by USAID through CSP.

LEBANON COMMUNITY SUPPORT PROGRAM



Photo 4: The aftermath of the October wildfires as seen in Lebanon's Chouf area. CSP is carrying out emergency response interventions with Ed Damour Municipality and the Arc en Ciel center to mitigate the damage.

LEBANON COMMUNITY SUPPORT PROGRAM

## ACTIVITY HIGHLIGHTS

### ALLEVIATING BOTTLENECKS IN OLIVE OIL PRODUCTION AND PROCESSING

The olive and olive oil sector remains essential to the livelihood of the residents of rural Lebanon. During the reporting period, CSP implemented several activities in the South and North to directly benefit Lebanese farmers reliant on the sector. For example, in Tanbourit in the southern district of Saida and Barghoun and Badbhoun in northern El Koura, the farmers harvest their crops manually. Manual olive harvesting accounts for about 30 – 50 percent the cost of producing olive oil. Furthermore, the destruction of new shoots that results from manual harvesting techniques can negatively affect an orchard's future productivity levels by up to 80 percent. To mitigate the potential drawbacks from manual harvesting, CSP supported farmers in both regions by providing mechanical olive harvesting machines that would decrease production costs and improve the orchards' productivity. Eight machines in Tanbourit are benefiting 54 farmers, and 15 harvesters in Barghoun and Badbhoun will help 98 farmers' households.

Meanwhile in Akroum, in northern Akkar, CSP worked with the local olive cooperative (COOP) to provide a 150-kilovolt-ampere generator and a centrifuging machine to support the COOP's new olive press machine and decanter. The equipment facilitates the low-cost, high-quality processing of olive oil for almost 100 farmers' households, eliminating the need for them to transport their harvest to a distant mill for processing. Altogether, the three activities' budgets totaled [REDACTED].

### IMPROVING WATER PROVISION TO PROTECT RURAL HOUSEHOLD LIVELIHOODS AND REDUCE RESOURCE-BASED TENSIONS

Jabal Akroum, in Akkar, is a cluster of several underserved villages that suffer from recurrent water shortages and an unreliable electrical supply. All of the communities in the area share the same main water sources, and the inadequate supply created tensions and in some cases direct confrontations among the villages. To reduce the risk of tensions and conflict while also bolstering livelihoods, CSP installed a water pump and a pipeline to connect a tank to the pumping station that feeds the water network. The activity ensures the sustainability of the water supply that flows into the reservoirs of the villages of Akroum and Kfartoun — about 12,000 residents, including 4,000 Syrian refugees.

Meanwhile, in Ras Baalbek, in Beqaa, the farmers are smallholders, cultivating fruit trees such as peach, fig, olive, and berry trees to produce jams and other products, and vegetables like potatoes and beets. Like in Jabal Akroum, a water shortage led to tensions among residents, in this case resulting from severe leaks in the main irrigation pipeline. Some farmers go for as many as 20 days without irrigation in the hot summer months, which reduces their yields and even kills some of their trees. To alleviate tensions, CSP is installing an 1,800-meter irrigation pipe that will support 400 Lebanese farmers and their households. By eliminating leaks in the water system, the pipe will increase the water supply by a third. The budget for the project totaled [REDACTED]

### **ADDRESSING IMMEDIATE NEEDS IN EMERGENCY AND DISASTER RESPONSE**

In October 2019, the massive wildfires that broke out in Chouf severely damaged the Arc en Ciel community center in the village of Ed Damour. Arc en Ciel quickly located a temporary space to resume operations but lacked the funds needed to equip the old center. In response, CSP designed an intervention to procure the IT equipment and furniture needed for Arc en Ciel to maintain a fully functional operations department so that it could continue fulfilling its mission of assisting the most vulnerable communities in Ed Damour and its surroundings.

The wildfires also caused extensive damage to the Ed Damour Municipality's infrastructure, burning away parts of its main water pipeline and electricity network, including poles and cables. In response, CSP is in the process of finalizing an intervention to rehabilitate the water system by providing the municipality with material support to replace the burned parts of the pipeline. The municipality is contributing by carrying out the installation of the new parts. Regarding the rehabilitation of the electricity system, CSP is following up with the state-run electricity provider Electricité du Liban on legal issues in order to finalize an intervention. In all, CSP expects about 5,600 residents to benefit from the rehabilitated electricity and water services. Altogether, the budget for the activities is [REDACTED]

### **IMPLEMENTATION CHALLENGES, SOLUTIONS, AND NEXT STEPS**

As noted throughout this chapter, the main challenges encountered by TO 2 during the reporting period stemmed from the nationwide protests that began in October. The demonstrations delayed the implementation of five ongoing activities, in all three of CSP's focus regions, as CSP's teams, subcontractors, vendors, or suppliers were physically unable to reach communities to conduct their work because of road closures, security conditions, or the unavailability of key local partners. In the North, NTH012: Supporting Livelihoods Through Improving Sales for a Rural COOP in Fnaideq was delayed because banking restrictions prevented the supplier from purchasing raw materials to construct a kiosk proposed for the activity. The vendor is now scheduled to deliver the kiosk at the end of January. In Tanbourit and Barghoun and Badbhoun, the team worked tirelessly to secure the delivery of the mechanical olive harvesting machines to farmers in time for the harvest despite the road closures. However, promotional events planned to promote the COOP's harvest were not yet able to be held.

In the South, the completion of STH002: Enhance Solid-Waste Collection and Sorting-at-Source Efforts in El Miye w Miye was contingent on the implementation of recycling awareness sessions in schools and the community by the Saida Ta'ref Tafroz campaign. However, the sessions could not be held because the campaign suspended activities throughout the entire reporting period for security reasons and schools were shut for much of the quarter.

As noted earlier, the TO 2 team is taking all possible measures to mitigate the effects of the delays, including building on lessons learned from the first months of the protests to schedule implementation activities for times of day when the team expects roadblocks to have cleared. The team hopes its efforts will significantly lessen the impact on timing as a result of the ongoing protests going forward.

Meanwhile, activities that required government approvals, paperwork, or feedback experienced holdups because many public administrative offices were shut down. The implementation of STH010: Enhancing the Provision of Water in Jinjlaya could not begin, because the South Lebanon Water Establishment (SLWE) was closed and therefore could not sign a memorandum of understanding (MOU) necessary for the project, as the board of directors was unable to meet. Similarly, the implementation of an activity in southern Jinsnaya is currently delayed by a slow response from the SLWE regarding feedback as the activity's technical design.

Meanwhile, the equipment procured under an activity CSP completed in the North, NTH001: Improving the Sorted Solid-Waste-Collection Capacity of the Union of Al Fayaa Municipalities, was burned or used by the protesters in the area. None of the bins suffered significant damage, and the union repainted and otherwise rehabilitated the affected bins. However, after multiple repeated incidents, the union has decided to wait until the unrest subsides before painting them again. To account for the fact that similar incidents may occur in the coming months, CSP can, when appropriate, incorporate an agreement with local partners into MOUs, grants, and budgets related to their responsibility for the safeguarding, maintaining, and repairing CSP-provided equipment that is damaged as a result of the protests or for any other reason.

Finally, as referenced earlier in this chapter, the TO 2 and TO 3 teams held multiple working sessions to streamline and integrate the activity design process. The teams expect to further refine the new co-design approach over the coming quarters with the aim of expediting the activity proposal process, leading to quicker implementation. On a rolling basis, the TO 2 team shares its proposals for material assistance interventions with TO 3, after which both teams hold a co-design session. During the co-design sessions, the teams discuss an activity's background and rationale, the desired outcome and expected results, and how to construct an optimal assistance package to achieve results in a sustainable and conflict-sensitive manner. The resulting comprehensive activity approval package, complete with MEL and strategic communications plans, is then sent to USAID for approval.



## IV. TASK ORDER 3: TECHNICAL ASSISTANCE AND CAPACITY BUILDING

### TECHNICAL ASSISTANCE TO MUNICIPALITIES AND CIVIL SOCIETY

#### MOBILIZATION, REVIEW, AND DEVELOPMENT OF TOOLS

**REVIEW OF CSP ACTIVITIES AND DEVELOPMENT OF TO 3 METHODOLOGY** Throughout the reporting period, the TO 3 team reviewed all the AAPs designed under TO 2 from the start of CSP through September 30, 2019. By understanding the context and rationale for each activity, how it evolved, and the unique circumstances of each community, the team could more properly prepare for field visits and design complementary technical assistance interventions ahead of traveling to the targeted sites.

In addition to familiarizing itself with TO 2's activities, the TO 3 team studied existing tools to assess the capacity of CSOs and municipalities, focusing on those designed and tested by the USAID-supported Building Alliances for Local Advancement, Development, and Investment — Capacity Building (BALADI CAP) program. Based on the review, the TO 3 team designed a technical assistance activity selection tool (TAAST), technical assistance profiling tool (TAPT), technical assistance assessment tool (TAAT), and TAAR, the last of which USAID approved in November.

These tools enable TO 3 to effectively select technical assistance interventions that complement TO 2 material assistance, conduct baseline assessments based on select indicators, design action plans for improvement based on those indicators, and set target outcomes.

#### DESIGN OF TECHNICAL ASSISTANCE INTERVENTIONS

**METHODOLOGY FOR SELECTING INTERVENTIONS** The TAAST, which assesses whether material assistance interventions merit technical assistance, uses a weighted numerical index to evaluate the TO 2 project according to four criteria:

- Whether the potential technical assistance recipient is a direct recipient of TO 2 assistance.
- Whether there is an institutional recipient of technical assistance or capacity building activities.
- Whether the number of beneficiaries exceeds 20 people.
- Whether the beneficiary needs technical assistance for either the sustainability of the TO 2 intervention or institutionalization reasons. (If a potential recipient scores zero, the TO 3 team does not continue its evaluation.)

For an example of a TAAST submitted to USAID by the TO 3 team, see Annex M.

As per discussions with USAID and the amended TO 3 MEL plan, the TO 3 team is conducting its selection process with an eye to maximizing the number of technical assistance interventions it carries out to complement TO 2 interventions.

**COORDINATING TECHNICAL ASSISTANCE INTERVENTIONS ACROSS CSP TOS** As discussed earlier in the report, during this quarter the TO 3 and TO 2 teams integrated their processes so that their respective interventions would be co-designed and submitted together as a single concept or package to USAID (see Chapter IV). Initial progress from the quarter included:

- The first integrated package, for the activity in Rachaiya el Foukhar.
- The development other integrated AAPs for activities in Chebaa, El Qariye, and Khirbet Ej Jendi, which are set to be submitted to USAID for approval early in the upcoming quarter.

In addition to collaborating with TOs 1 and 2, the TO 3 team has begun working with the TO 4 team to design an institutional assessment tool for technical and vocational education and training (TVET) institutions and another tool to facilitate the design of action plans to these institutions' administrative and technical capacities. The team expects this collaboration to ramp up in the coming quarters as TO 4 begins to provide direct assistance to partner TVETs. In the coming quarter, TO 3 will continue working with these teams and also actively seek points of collaboration with TO 5, with a particular emphasis on building the capacity of operators of wastewater facilities to enhance the sustainability of funded infrastructure interventions.

### INITIAL FIELD VISITS AND COORDINATION

The identification and design of TO 3 activities until now falls under two categories:

The first category comprises the 31 projects that TO 2 had designed before October 1, when TO 3's long-term director joined the activity. For these projects, and following the inception meetings with TO 2, the TO 3 team conducted 19 field visits to conduct profiles of CSP partners and assess their technical assistance needs. (See Annex N for a list of all the site visits the TO 3 team made during the reporting period.) Following the field visits, the TO 3 team designed a TAAR for each technical assistance intervention, which includes a concise description of the findings of the field visit, a situational analysis, a technical assistance intervention design and action plan, an anticipated budget, and expected results.

By the end of the reporting period, the TO 3 team had designed and submitted 11 TAARs related these activities to USAID, prioritizing TO 2 activities that had either been completed or were in progress. (See Annex O for tracking sheet of all TAARs developed by TO 3). Now that the TO 2-TO 3 integration process is complete, the team plans to submit TAARs for the rest of the activities designed before October 2019 at a faster pace.

The second group consists of activities whose design started in October, when the majority of the long-term TO 3 team had joined CSP. These interventions are being co-designed with TO 2 according to the new integrated process.

In the coming quarter, the TO 3 team expects to submit at least 15 TAARs as part of integrated AAP packages. To do so, it will conduct field visits to all 15 of the activity sites. The team will also aim to visit the sites of activities proposed in CSP's first year to continue designing TAARs that complement already-implemented TO 2 activities. By the end of the next reporting period, the team expects that it will have produced 26 TAARs (11 submitted and 15 planned), or 65 percent of its annual target.

For a full list of technical assistance interventions proposed or under development by the TO 3 team, see the activity tracker in Annex L.

### IMPLEMENTATION OF TECHNICAL ASSISTANCE AND REQUESTS FOR PROPOSALS

In addition to designing technical assistance interventions throughout the reporting period, the TO 3 team also issued its first request for proposals (RFPs) from businesses interested in providing

maintenance, operations, and safety services for equipment that has been procured under TO 2. This includes water-related equipment such as pumps and filters, solar equipment, agricultural equipment, electrical equipment, and heaters. Due to the low level of response from the market and high proposed budgets, CSP did not accept any of the proposals it had received. Rather, CSP plans to rerelease the RFP in January 2020. To mitigate the potential that the RFP will again result in a low number of proposals, the TO 3 team plans to individually invite potential service providers to an informational session to set expectations about the RFP.

During the quarter, the TO 3 team finalized a second RFP, also to be launched in January, to solicit technical assistance and capacity building services for the following:

- COOPs (labelling, marketing, branding, safe food processing)
- CSOs (bookkeeping, strategic planning, organizational development)
- Municipalities (asset management, financial systems, strategic planning)
- Environmental compliance (solid and liquid olive waste management)
- Schools (safety awareness, nonviolence, water conservation)
- Proposal writing and on-the-job training

## **COLLABORATIVE PARTNERSHIP WITH THE UNIVERSITY SCHOLARSHIP PROGRAM**

### **PREPARATORY MEETINGS AND MOUS WITH AUB AND LAU**

This quarter, the TO 3 team sent a draft MOU to the USP teams at AUB and LAU to formalize its collaboration with the program, based on several preparatory meetings with the teams to assess their respective needs and how CSP can help address them. TO 3 expects LAU to sign the MOU and begin its collaboration with CSP before the start of the spring semester, on January 20. Meanwhile, the AUB USP team is still discussing the MOU. In the meantime, AUB agreed that its collaboration with CSP would begin on January 2, without any official framework in place.

To jump-start the process, the TO 3 team has designed a framework for CSP to receive USP interns and expects each TO to receive at least one intern during the next quarter. It is also holding a meeting next quarter with as many as 50 local CSOs that it hopes will recruit USP students as volunteers to help the students fulfill the volunteer requirement of the program.



PHOTO 6: TO 3 DIRECTOR [REDACTED] AND TRAINING AND PARTNERSHIP COORDINATOR [REDACTED] MEET WITH REPRESENTATIVES FROM THE UNIVERSITY SCHOLARSHIP PROGRAM AT THE AMERICAN UNIVERSITY OF BEIRUT. (LEBANON COMMUNITY SUPPORT PROGRAM)

## IMPLEMENTATION CHALLENGES, SOLUTIONS, AND NEXT STEPS

### PROTESTS AND DELAYS TO FIELD VISITS

As with CSP's other TOs, the protests and road blocks during the quarter impacted the TO 3 team's ability to schedule field visits necessary to design technical assistance interventions. To mitigate the effects, especially in the North, the team stayed two nights in Tripoli to conduct the field visits in the region.

### REDUCED ABILITY AND WILLINGNESS OF PRIVATE SECTOR PROVIDERS

As mentioned earlier, the RFP released near the end of the quarter had a low response rate, even though the team launched it publicly on the online civil society network Daleel Madani and sent it to 49 providers. This may have been due to a lack of clarity within the RFP itself, or to a lack of interest on the part of private sector given the current country context or other factors such as weak capacity to prepare a proposal or other incentives. Many small-to-medium enterprises (SMEs) in Lebanon have been recently facing significant challenges in terms of their profitability and staff retention, leading to some of them going out of business. Others have lost the manpower to be able to deliver technical assistance services and are instead focusing only on selling and delivering machinery and equipment.

As stated above, to increase the response rate to RFPs going forward, the team will do targeted outreach to service providers and organize informational sessions/bidders conferences for each solicitation. Additionally, the team plans to gather information about the available human resources of the service providers that submit winnings proposals and their ability to effectively and efficiently deliver technical assistance services in remote areas at a reasonable cost. This will enable the TO 3 team to better understand the problems and challenges facing all potential partners and adapt accordingly.

## V. TASK ORDER 5: WASTEWATER MANAGEMENT

### START-UP AND MOBILIZATION

Following the award of the TO 5 contract on July 31, CSP deployed a start-up team to initiate the program's administrative and technical rollout. Acting TO 5 Director ██████████ remained in Lebanon until October 22 to oversee start-up and initiate TO 5's initial deliverables for an interim period before the arrival of long-term TO 5 Director ██████████ who arrived in Lebanon on November 2. By the end of the quarter, the team had received USAID's approval of its key start-up deliverables, including the work plan for TO 5's first year and the intervention selection and implementation methodology.

By the beginning of November, the TO 5 activity was fully staffed. The team initially worked out of the CSP offices in the ██████████ ██████████

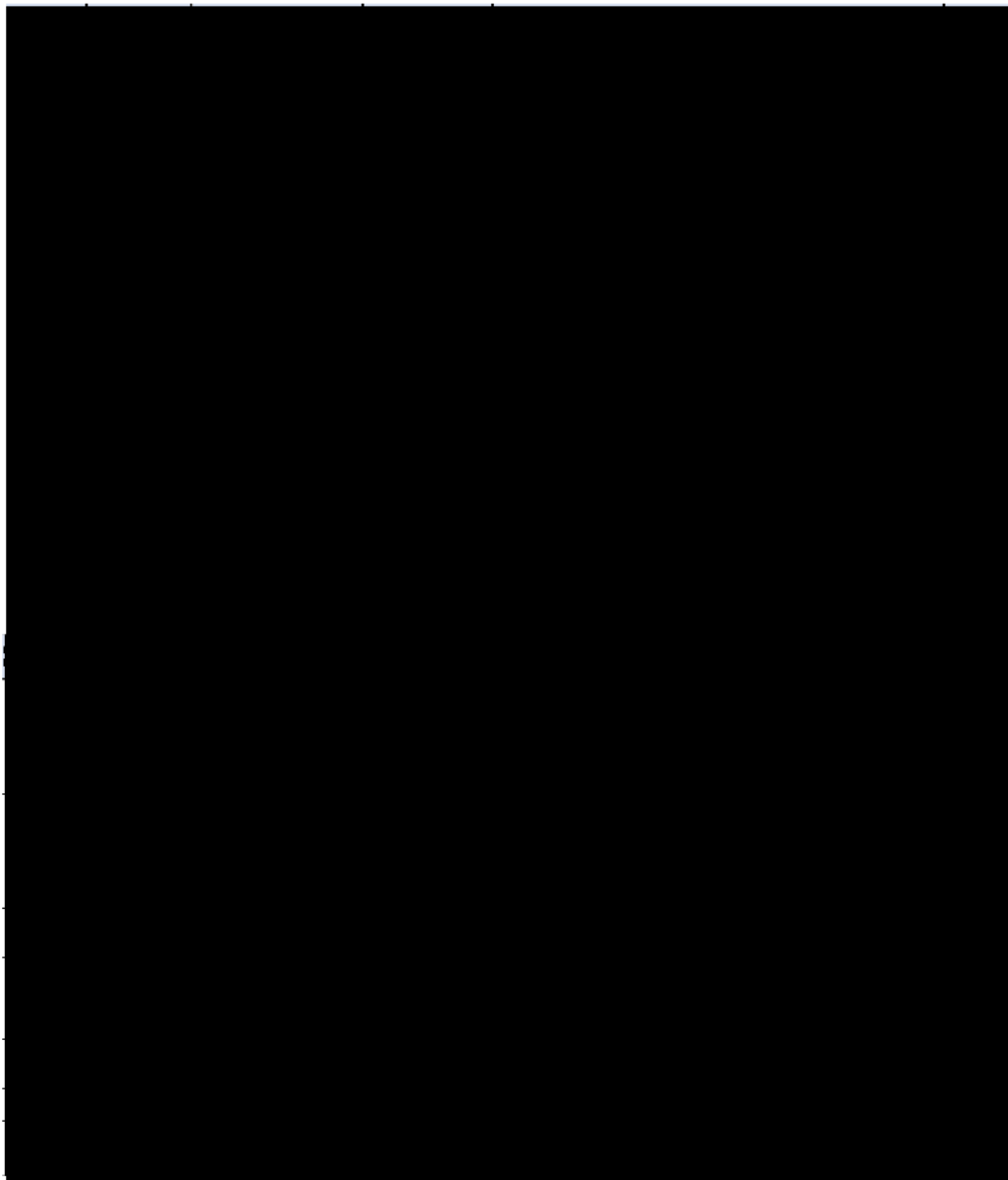
### WASTEWATER INFRASTRUCTURE

In terms of wastewater infrastructure, TO 5's primary focus is to implement two to four infrastructure interventions to sustainably manage 6,000 cubic meters of domestic wastewater effluent a day. To identify which interventions would help TO 5 achieve this aim, the team began by identifying and categorizing the stakeholders relevant to the program. They are:

STAKEHOLDERS IDENTIFIED BY CSP		
GOVERNMENT MINISTRIES	REGIONAL WATER ESTABLISHMENTS	OTHER/PRIVATE SECTOR STAKEHOLDERS
Ministry of Energy and Water	North Lebanon Water Establishment	Litani River Authority
Ministry of Industry	South Lebanon Water Establishment	Council for Development and Reconstruction
Ministry of the Environment	Beqaa Valley Water Establishment	Association of Lebanese Industrialists and Chambers of Commerce
		USAID Lebanon Water Project
		Other donor wastewater projects

After identifying the stakeholders, and despite the delays caused by the protests during the past quarter, the team managed to collect extensive data on possible infrastructure interventions by early December.

After collecting recommendations from the stakeholders on small-to-medium activities that could fit within the scope of TO 5's objectives, the team tabulated them and engaged CSP's subcontractors BTD and ELARD in verifying and reconciling the collected data, resulting in matrix of 60 potential interventions (see Photos 7 and 8 for an example of the preliminary data collected).



PHOTOS 7 – 8: THE MASTER SCREENING MATRIX DEVELOPED BY TASK ORDER 5 TO NARROW 60 POTENTIAL WASTEWATER INFRASTRUCTURE INTERVENTIONS DOWN TO 12.

The team used the matrix to determine which projects would have the highest potential of fulfilling TO 5's objective, based on three main assessment criteria:

- **PROJECTED WASTEWATER FLOW** The team filtered out proposed wastewater mitigation interventions that tend to treat fewer than 1,000 cubic meters a day as they were considered too small for TO 5 to meet its objectives.



- **COST (PRELIMINARY ESTIMATE)** In light of the [REDACTED] allotted for pure construction, proposed projects with an estimated cost of more than [REDACTED] were considered too expensive to allow for the two to four discreet projects desired under TO 5.
- **SEPARATE IMPLEMENTING AGENCIES** New wastewater treatment systems, rehabilitation works, or upgrades being implemented or operated and maintained by any governmental organization, such as the Council for Development and Reconstruction, or another donor such as the European Union, were filtered out to ensure that TO 5 avoids possible duplication.

After assessing the 60 proposed interventions based on these criteria, the team short-listed 12 interventions for further research (see Annex O) and engaged CSP's subcontractors to conduct prefeasibility studies on them. The prefeasibility reports are due by late January, at which time TO 5 team will evaluate and rank them as detailed in the intervention selection and implementation methodology plan. The later stages of wastewater infrastructure will then follow the process as shown in Figure 7.

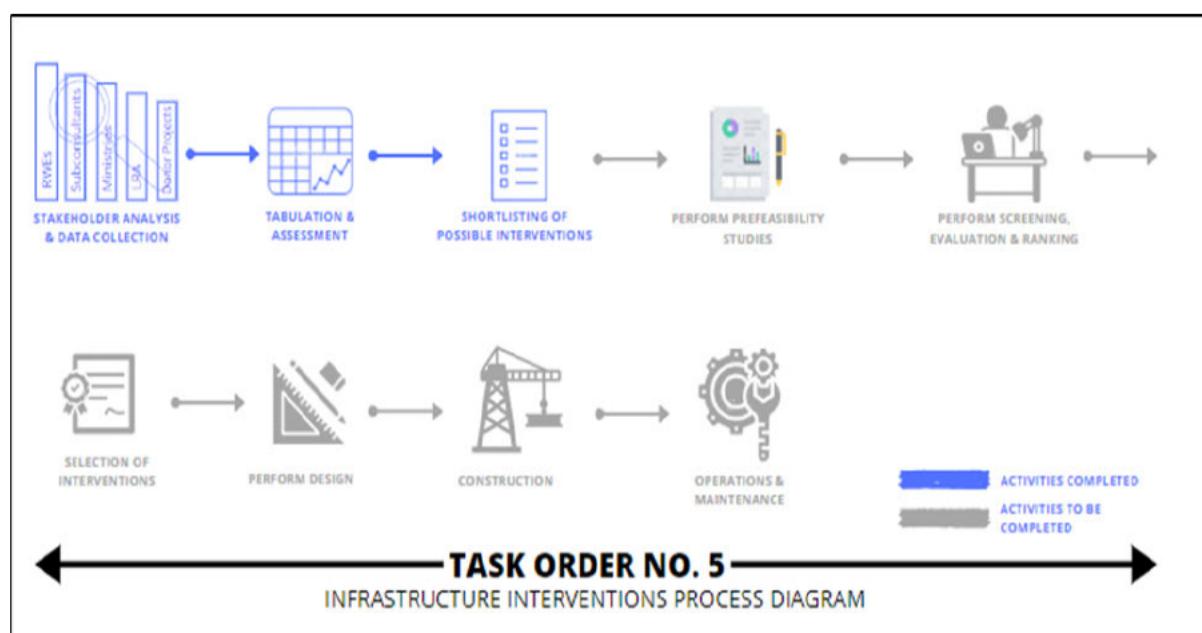


FIGURE 7: TASK ORDER 5'S INFRASTRUCTURE INTERVENTION PROCESS

## WASTEWATER INVESTMENT

To fulfill its second objective of wastewater investment, TO 5 will use its investment incentives fund (IFF) to assist Lebanese industries in mitigating industrial wastewater pollution. The TO 5 team is planning on leveraging the budgeted [REDACTED] to provide industries with rebates or cost-sharing incentives in exchange for their making improvements that reduce their pollution levels. To this end, the team held several meetings with governmental organizations, as well as with the Association of Lebanese Industrialist (ALI), which represents licensed and viable industries in Lebanon, to identify potential sectors that could potentially benefit from an incentive program.

The team also began exploring through meetings the interest of key private sector actors, such as banks, media, and other industries, to adopt wastewater stewardship under their strategy for corporate social responsibility. By endorsing this CSP initiative, the interested company would confirm its readiness to promote awareness on wastewater management topics both internally

among the company's employees and externally among the public. TO 5 is developing a strategy and CN related to the wastewater stewardship initiative for submission to USAID.

### **IMPLEMENTATION CHALLENGES, SOLUTIONS, AND NEXT STEPS**

The political and security events that swept through Lebanon beginning in October resulted in many delays for TO 5, particularly during the data collection and assessment phase. Roadblocks and demonstrations forced the team to postpone several meetings with stakeholders, causing TO 5 to push back the beginning of its prefeasibility studies by a month. Despite the delay, the team still expects CSP's subcontractors to complete the 12 studies by the end of January so that TO 5 can screen, evaluate, and rank the interventions near the beginning of the next quarter.

Once the interventions are selected, TO 5 will begin the formal design process with its subcontractors. The ongoing road closures and demonstrations may impede the normal operations of TO 5 staff and its partners, preventing them from making site visits, meeting local communities, and conducting surveys and geotechnical testing. Furthermore, the banking restrictions and a shortage of U.S. dollars could severely affect future construction activities, as most construction material is imported. In response, the team will use lessons learned from other CSP task orders to schedule its meetings and activities so as to avoid the roadblocks and mitigate their effects as much as possible. It will also collaborate closely with TO 1 to creatively design and administer work orders to its subcontractors in order to minimize the effect of economic crisis.

Regarding the investment track, many industries are facing difficulties accessing the money they need to import raw material and equipment. As a result, TO 5 may struggle to persuade them to co-invest in wastewater pollution abatement equipment. Despite the challenges, the TO 5 team still plans to collaborate with ALI, the Ministry of Industry, and the Ministry of the Environment to get some industries to take advantage of the incentive program.

## **VI. LESSONS LEARNED, BEST PRACTICES, AND NEXT STEPS**

As noted throughout this report, CSP faced significant setbacks in implementation during the October – December reporting period as a result of the countrywide protests that broke out on October 17. Since then, the depreciation of the Lebanese lira against the U.S. dollar on the market, related inflation, bank closures and limitations on USD withdrawals, public demonstrations and roadblocks, school closures, and inconsistent access to public servants from municipalities, RWEs, and other government entities have delayed or complicated CSP’s ability to carry out technical activities. As this report has shown, the distinct nature of each of task order means that CSP has experienced variations in the impact of the civil unrest on the program. Despite these variations, CSP has learned some key lessons and best practices to help it cope with the current situation, which it has begun and plans to continue implementing going forward.

### **MANAGEMENT AND OPERATIONS LESSONS LEARNED AND BEST PRACTICES**

The unpredictable nature of public demonstrations and roadblocks and the closure of public institutions and municipalities led to difficulties in planning field visits, especially visits to the regions for staff from our central office in Beirut. To mitigate the effects of roadblocks and account for potential ones, CSP has been organizing multiday trips, leaving Beirut at times when the roads are known to be open to the North, South, and Beqaa and then overnighing for two to three days to meet with all targeted stakeholders during the same trip.

The TO 3 team in particular used this approach to great effect. Rather than waiting to see whether roads were open and then having to reschedule meetings if they were not, the team managed to conduct capacity assessments of local partners on the same trip over multiple days. Similarly, the MEL team is now consolidating its field monitoring visits so as to cover multiple communities and activities in the same region.

Avoiding persistent logjams is a strategy that CSP will continue to employ in order to facilitate field operations during times of civil unrest in the capital and the secondary cities of Tripoli and Saïda.

### **PROGRAMMATIC LESSONS LEARNED AND BEST PRACTICES**

By design, CSP’s work is intended to be amplified through collaboration among all task orders operating under the banner of the CSP IDIQ. This requirement is most profound under TO 2 and TO 3, whereby material assistance under the former should be complemented by technical assistance under the latter to better enable beneficiary communities to maintain CSP-funded equipment, infrastructure, and facility operations. As a result, CSP is striving for the full integration of the design and implementation of community support assistance interventions. While the teams are using regular integration meetings and joint field visits to accomplish this goal effectively, it has become increasingly clear that the AAP and all its components need a champion to own the process from start to finish. Going forward, the process of collecting and organizing AAP inputs and controlling the quality of submittals to USAID will be led by either TO 2’s senior program manager or TO 3’s capacity building advisor. By centralizing the AAP with one senior member of the team, CSP hopes to achieve greater efficiencies, improve quality, and increase integration.

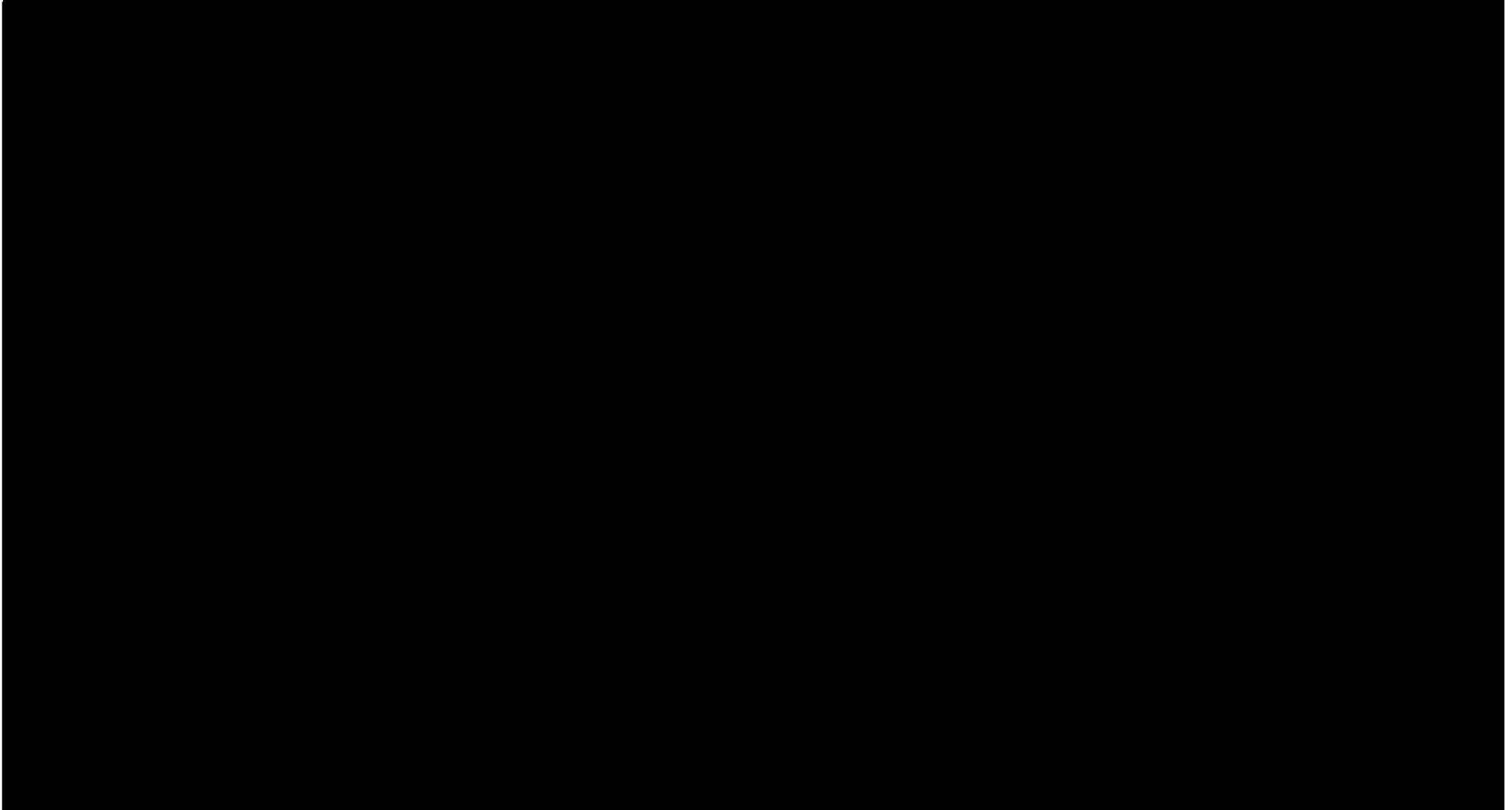


LEBANON COMMUNITY SUPPORT PROGRAM

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## VII. ANNEXES

### ANNEX A: CSP ORGANIZATIONAL CHART



**ANNEX B: YEAR I QUARTER I FINANCIAL REPORT (OCTOBER – DECEMBER 2019)**









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[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

---

[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

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[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

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[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

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[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]
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## ANNEX D: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q1)

ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q1)							
AREA	ACTIVITY LOCATION	ACTIVITY NO.	ACTIVITY TITLE	ERAC STATUS	STATUS OF ENVIRONMENTAL COMPLIANCE ACTIONS	MAIN FINDINGS	ACTION POINTS/NEXT STEPS
Beqaa	Britel	BQA001	Providing Essential Equipment to the Britel Public School	Approved by USAID	First compliance visit report done in June 2019	Partially compliant, pending points: Place of fire extinguishers at proper proximity (responsibility: school administration)	CSP engineers/field officers will conduct the remaining environmental mitigation action points.
Beqaa	Tannoura	BQA004	Providing the Municipality with a 250-KVA Generator and Replacing Storm-Affected Accessories	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in January 2020.
Beqaa	El Qaa	BQA009	Equipping the El Qaa Municipality field officers Storm Response	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in February 2020.
Beqaa	Hawch er Rafqa	BQA014	Reducing Tensions by Equipping the Intermediate Public School of Hawch El Arab	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/ field officers in January 2020.

North	Tripoli	NTH001	Improving Sorted Solid Waste Collection Capacity of the Union of Al Fayha' Municipalities	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/ field officers in January 2020.
North	Jabal Akroum	NTH003	Enhance Strained Water Services in Jabal Akroum	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in January 2020.
North	Akroum	NTH004	Supporting Olive Tree Farmers in Akroum Through a Decanter and Generator	Approved by USAID	First compliance visit report done in December 2019	Partially Compliant, pending points: Improving the seepage prevention measures for the pomace drying area (responsibility: cooperative). Improving the seepage prevention measures for the canals (responsibility: cooperative). Improving the mitigation measures of the domestic wastewater being discharged into an underground hole directly in contact with the soil (responsibility: cooperative).	Second environmental mitigation inspection is expected in July 2020. The corrective measures will be done with support and supervision from CSP prior to the next anticipated compliance visit.
North	Noura	NTH015	Providing Support to Farmers in Noura Affected by the Syrian Conflict	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in January 2020.



North	Barghoun and Badbhoun	NTH026	Supporting Farmers from Barghoun and Badbhoun by Providing Mechanical Harvesters	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in February 2020.
South	El Miye w Miye	STH002	Improving Sorted Solid Waste Collection Capacity of El Miye w Miye Municipality	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in January 2020.
South	Tanbourit	STH009	Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/field officers in January 2020.



**ANNEX E: PERFORMANCE MONITORING: PROGRESS MADE TOWARD TARGETS SET**

#	Indicator Title	Freq. of Reporting	Y2 Q1 Target	Y2 Q1 Actual	10% ± Deviation	Y2 TO2 Targets	Y2 TO2 Results	Justification of deviation from target
Project Goal: Municipalities and underserved and vulnerable communities enjoy better services and enhanced economic opportunities that improve lives and reduce tensions.								
01	Number of people benefiting from of USG assistance [PMP]	Quarterly	84,900	14,491	(83%)	339,600	14,491	CSP reached 17 percent of this quarter’s target. The achieved results are the outputs of the seven activities that were, or are about to be, completed during this reporting period. The deviation from the target is because many ongoing activities include construction work that need to be completed prior to reporting their results. In Q1, CSP is reporting the results of two completed activities and five activities under implementation. However, CSP is currently implementing 27 activities. CSP will continue reporting the results of the ongoing and upcoming activities.
02	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	30	6	(80%)	120	6	CSP reached 20 percent of this quarter’s target. CSP is currently implementing 27 activities that aim to enhance abilities of local actors. However, CSP reports only on local actors who

								successfully completed or are about to complete activities supported by USG. Activities under implementation or already reported on in previous quarters are not reported here.
03	Proportion of female participants in USG assisted programs	Quarterly	30%	54%	80%	30%	54%	CSP exceeded the target set for this quarter. Most of the reported beneficiaries are female students in schools, associations and/or universities that benefited from improved solid waste sorting and equipment delivery to public schools in the North and the Beqaa.
Purpose Level: Priority needs in underserved and vulnerable communities met								
Result 1 Level: Ability of local actors to mobilize development resources demonstrated.								
06	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	Quarterly						CSP reached 13 percent of this quarter's target. Four out of seven reported activities included resources mobilized – local partners contribution. The deviation is mainly due to the fact that the target was set based on the assumption that 20 percent of Component 1 activities would include mobilized resources from local partners. However, since CSP is working with the most vulnerable and underserved

								<p>communities whose financial resources are now even more stretched as a result of the worsening economy, the local partners have not been able mobilize resources at the assumed rate.</p> <p>CSP will be able to report on an increased values of mobilized resources as more Component 2 construction activities involving a community contribution are implemented.</p>
IR 1.1 Level: Development resources accessed by communities.								
07	Number of community resources and or assets involved in USG assisted activities	Quarterly	18	6	(67%)	72	6	<p>CSP reached 33 percent of this quarter's target. Four out of seven reported activities included resources mobilized – local partners contribution. The deviation is mainly due to the fact that the target was set based on the assumption that 20 percent of Component 1 activities would include mobilized resources from local partners. However, since CSP is working with the most vulnerable and underserved communities whose financial resources are now even more stretched as a result of the worsening economy, the local</p>

								partners have not been able mobilize resources at the assumed rate. CSP will be able to report on an increased numbers of mobilized resources as more Component 2 construction activities involving a community contribution are implemented.
08	Number of community members who have participated in the CSP activity cycle	Quarterly	240	23	(90%)	960	23	CSP reached 10 percent of this quarter's target. The activities with reported results are program-led community stabilization interventions that do not involve many community members participating and being engaged in the CSP activity cycle, as opposed to the type of activities to be implemented under Component 2. CSP will report on more community members that participated in CSP activity cycle as soon as more activities are designed using the RAD and LSA methodologies and more Component 2 activities are completed.
IR 1.2 Level: Capacity of local actors to mobilize resources developed.								
09	Number of activities implemented with	Quarterly	30	6	(80%)	120	6	CSP reached 20 percent of this quarter's target. Six activities were or are about to be



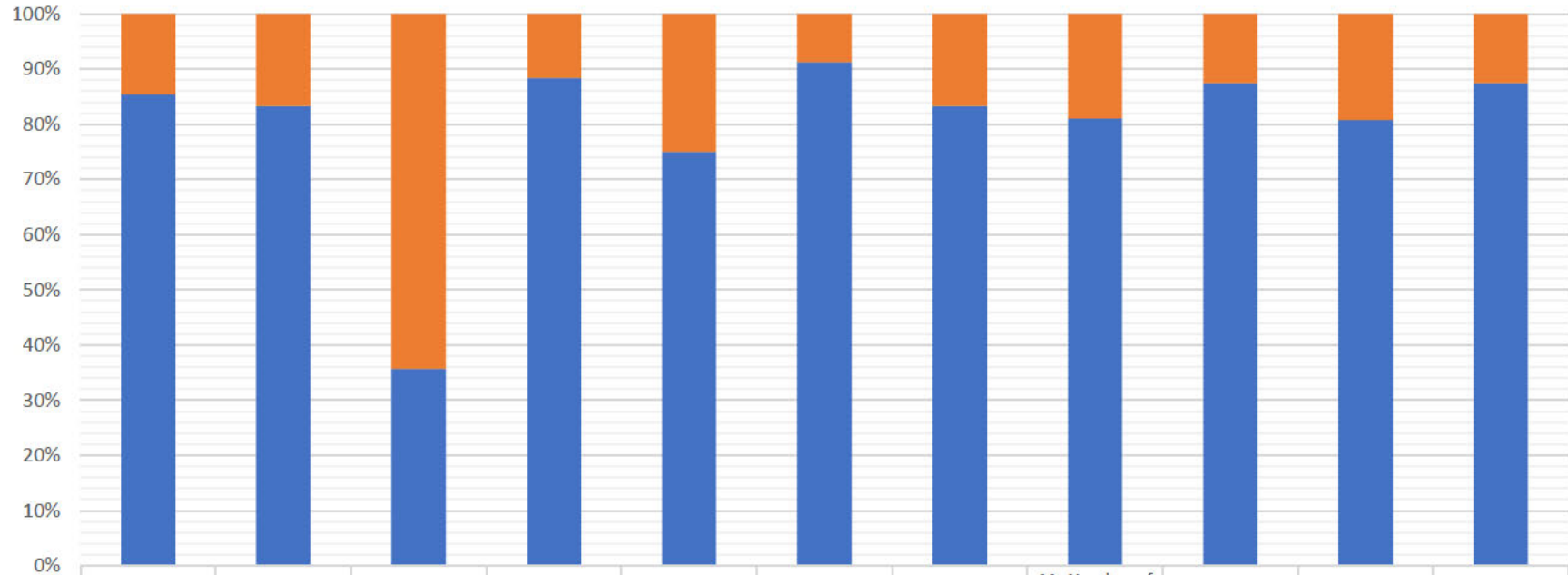
	participation from local stakeholders							completed during this reporting period. The deviation from the target is because many ongoing activities include construction work that needs to be completed prior to reporting their results. In Q1, CSP is reporting the results of two completed activities and four activities under implementation. However, CSP is currently implementing 27 activities. CSP will continue to report the results of the ongoing and upcoming activities. Activities that are under implementation or were already reported on in previous quarters are not reported here.
Result 2 Level: Community members benefit from local development collaboration								
11	Number of USAID-assisted local actors (including CSOs, Private sector organizations) engaged in community, regional and national programs	Quarterly	30	7	(77%)	120	7	CSP reached 23 percent of this quarter's target. CSP is currently implementing 27 activities engaging local actors in communal, regional and national programs. However, CSP only reports on local actors who have successfully, completed, or are about to complete activities supported by USG.



								Note: Some activities provide assistance to more than one local actor.
IR 2.1 Level: Essential services delivered or improved.								
12	Number of essential services provided, installed or upgraded	Quarterly	21	3	(86%)	85	3	CSP reached 14 percent of this quarter's target. Nevertheless, the number of essential services provided are 23. CSP reports only on successfully completed activities supported by the USG.
13	Number of people with access to adequate levels of essential services	Quarterly	60,138	14,276	(76%)	240,550	14,276	CSP reached 24 percent of this quarter's target. It is worth mentioning that 23 out of 27 activities that are being implemented provide people with access to adequate levels of essential services. CSP only reports on successfully completed activities or activities about to be completed, where services have been delivered and people have access to them.
IR 2.2 Level: Economic opportunities increased								
15	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Quarterly	300	43	(28%)	1,200	43	CSP reached 14 percent of this quarter's target. Out of four livelihood activities that are being implemented to help people have better economic opportunities through increasing their income or decreasing costs

								of production, only one activity was completed.
16	Number of MSMEs supported by USG assistance	Quarterly	3	0	(100%)	12	0	No results to be reported during this quarter.

Y2Q1 Achieved Results vs Targets



	01- Number of people benefiting from of USG assistance[PMP ]	02 -Number of local actors with enhanced abilities as result of USG support	03 -Proportion of female participants in USG assisted programs	06 -Value of resources and or assets mobilized by local actors to respond to communities' priority needs	07 -Number of community resources and or assets involved in USG assisted activities	08 -Number of community members who have participated in the CSP activity cycle	09 -Number of activities implemented with participation from local stakeholders	11 -Number of USAID-assisted local actors (CSOs, Private sector organizations) engaged in community, regional and national programs	12 -Number of essential services provided, installed or upgraded as a result of USG assistance	13 -Number of people with access to adequate levels of essential services	15 -Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities
Y2Q1- Actual	14,491	6	54%		6	23	6	7	3	14,276	43
Y2Q1- Target	84,900	30	30%		18	240	30	30	21	60,138	300

## **ANNEX F: INDICATORS PERFORMANCE TRACKING TABLE**

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



# USAID | LEBANON

FROM THE AMERICAN PEOPLE

## SNAPSHOT

### USAID Supports Olive Farmers in Tanbourit

**USAID is responding to essential needs and contributing to the local economy by distributing mechanical harvesting machines to olive farmers.**



Photo credit: Community Support Program (CSP)  
A woman in Tanbourit uses an olive harvesting machine provided by USAID through CSP.



Photo credit: Community Support Program (CSP)  
Olive farmers in Tanbourit use the mechanical harvesting machines provided by CSP through USAID. This year, the machines helped the farmers increase their output by more than five times.

"Agriculture is an essential livelihood of most rural families. The olive harvesting machines provided by USAID through the Community Support Program (CSP) will open new opportunities for the cooperative and create jobs for our children, preventing urban migration. We want our children to be attached to their land," says ██████████ a 60-year-old member of the Cooperative of Olive Farmers in the southern Lebanese village of Tanbourit.

██████████ still remembers the olive season when his three children were young. At the time, he was making a meager salary serving in the Lebanese Army and was stationed in Beirut, more than 50 kilometers from his wife and kids. The harvest helped him earn enough money to pay for the kids' school and other expenses.

More importantly, it was a family activity. "We were raised here. We educated our children to stay on this land. We don't want to leave," ██████████ says. When ██████████ older son, ██████████ turned 15, he began operating the tractor and harvesting on his own.

██████████ story is a familiar one in Tanbourit, a village with about 650 permanent residents, whose average income is approximately \$8,000 a year. The livelihoods of about 70 percent of the residents depend on the production of the area's renowned olive oil.

But in recent years, production costs for the oil have been on the rise, eating into the farmers' earnings. Most of that cost — between 30 to 50 percent — goes to the harvesting operation, which requires extensive manpower due to the scarcity of mechanical harvesting machines. This scarcity has also created tensions among residents as they have had to compete to use the few existing machines. In addition, the worsening economic situation is forcing some residents to leave the village to find work elsewhere.

To improve the efficiency of producing oil and decreasing costs, CSP provided the olive cooperative (COOP) with eight mechanical harvesting machines worth ██████████ to serve approximately 54 households, a total of about 270 beneficiaries.

This past year marked the first season the COOP used the harvesting machines provided by CSP. According to ██████████

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the machines helped the farmers reduce the cost of harvesting by up to 60 percent per ton of olives.

By helping the farmers harvest more efficiently, the new harvesters will also help improve the oil's quality since olives should be pressed within two days of being harvested. Using the increased profits generated by the harvesting machines, the COOP plans to invest in a new olive press for the village. This, in turn, will help the farmers sell their oil earlier in the season, beating their competitors to the market and boosting their profits.

A more bountiful harvest means the village will have a greater number of *zeitoun jarjer* — Arabic for “unused olives” — which the Tanbourit farmers use to make natural soap. [REDACTED] says that whenever the COOP participates in exhibitions in the Saida Municipality, its soap and olive oil sellout completely.

[REDACTED] hopes that the support offered by USAID will lead to the economic empowerment of Tanbourit's residents, including women and young people, thereby enticing them to remain in the village. As such, the next generation can cultivate in their children that same connection to the land that [REDACTED] has instilled in his own kids.

CSP is an [REDACTED], seven-year activity funded by the United States Agency for International Development (USAID). It is designed to provide a broad range of support to underserved and vulnerable communities in order to improve the delivery of essential services and enhance economic opportunities, primarily in Lebanon's North, South, and Beqaa regions.



[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED] farmers, if needed
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]



## ANNEX N: CSP TO 3 SITE VISIT TRACKER

TO 3 FIELD VISITS (OCT. – DEC. 2019)				
VISIT NO.	TAAR NO.	BENEFICIARY	LOCATION	DATE OF VISIT
1	TAAR001	Cooperative for the Production and Processing of Olives in Akroum and Its Surroundings	Akroum	7 Nov. 2019
2	TAAR002	Al Mourabia Markouza Al Mouzakzek Public School	Bebnine	8 Nov. 2019
3	TAAR003	Harakat Haq al Inma'iyah ("Haq Development Movement")	Barghoun and Badbhoun	7 Nov. 2019
4	N/A	Noura Municipality	Noura	7 Nov. 2019
5	TAAR004	Jdaidet el Qaitaa Women's Cooperative for Agricultural Products	Jdaidet el Qaitaa	6 Nov. 2019
6	N/A	Qabaait Public School	Qabaait Public School	6 Nov. 2019
7	TAAR005	El Khiara Municipality	El Khiara	21 Nov. 2019
8	TAAR006	Al Salam Public School	Bebnine	8 Nov. 2019
9	N/A	Union of Municipalities of Al Fayhaa'	Union of Municipalities of Al Fayhaa'	6 Nov. 2019
10	TAAR007	Cooperative of Olive Farmers in Tanbourit	Tanbourit	19 Nov. 2019
11	N/A	Saida Municipality	Saida	19 Nov. 2019

12	N/A	Hawch el Arab Public School	Hawch er Rafqa	20 Nov. 2019
13	N/A	Britel Public School	Britel	20 Nov. 2019
14	TAAR008	Tannoura Municipality	Tannoura	21 Nov. 2019
15	TAAR009	SADA NGO	Joub Jannine	21 Nov. 2019
16	TAAR010	E	El Qaa Municipality	20 Nov. 2019
17	TAAR011	Rachaiya el Foukhar	Rachaiya el Foukhar	5 Dec. 2019
18	TAAR012	Cooperative Association for the Production of Agricultural Prodcuts in Fnaideq	Fnaideq	6 Nov. 2019
19	TAAR013	El Qariye	El Qariye	26 Dec. 2019

## **ANNEX P: SHORT LIST OF POTENTIAL TO 5 WASTEWATER INTERVENTIONS**

Please refer to the email attachment labeled “Annex O. Short List of Potential Wastewater Interventions.”