



LEBANON COMMUNITY SUPPORT PROGRAM

QUARTERLY REPORT

LEBANON COMMUNITY SUPPORT PROGRAM

January – March 2020

USAID/LEBANON COMMUNITY SUPPORT PROGRAM

FY2020, Q2 PROGRESS REPORT: JANUARY – MARCH 2020

APRIL 30, 2020

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Task Order No. 1 72026818F00002

Task Order No. 2 72026818F00003


Task Order No. 3 72026819F00001

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USAID/Lebanon Community Support Program (CSP)

Chemonics International Inc.



FRONT COVER PHOTO A CSP-provided snowblower plows roads for the first time ever in March 2020 the village of Niha. CSP is providing a package of assistance worth  to the North Lebanon mountain village, where years of neglect had recently led to tensions among residents and between Niha and nearby villages.

BACK COVER PHOTO A CSP field officer discusses the design of an activity with members of the municipal council in Rachaiya el Foukhar. The activity is providing some 1,137 residents in Rachaiya el Foukhar with energy and cost-efficient street lighting, reducing tensions among residents who said they were feeling unsafe at night due to inadequate public lighting.

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ACRONYMS

AAP	activity approval package	TVET	technical and vocational education and training
AND	Akkar Network for Development	USP	University Scholarship Program
AUB	American University of Beirut	WAH	work at home
ALI	Association of Lebanese Industrialists		
BTD	<i>Bureau Technique pour le Développement</i>		
CEG	community engagement grant		
COOP	cooperative		
COP	chief of party		
CSO	civil society organization		
CSP	Community Support Program		
ELARD	Earth Link & Advanced Resources Development		
FGD	focus group discussion		
IDIQ	indefinite delivery, indefinite quantity		
KII	key informant interview		
LAU	Lebanese American University		
LSA	local systems approach		
MEL	monitoring, evaluation, and learning		
MOU	memorandum of understanding		
RAD	rapid analysis and design		
RFP	request for proposals		
RMF	Rene Moawad Foundation		
RWE	regional water establishment		
SME	small-to-medium enterprise		
TAAR	technical assistance assessment report		
TO	task order		

I. 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 four current technical task orders in the short and long term: community support projects, technical assistance and capacity building, workforce development, and wastewater management (see the text box).

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

Throughout the quarter, all four technical teams pushed forward on designing and implementing projects that will enable CSP to achieve its programmatic objectives and maximize its assistance to underserved communities. They managed to do so despite the road closures and institutional shutdowns resulting from the civil unrest that stretched into mid-January, and later the outbreak of COVID-19 in Lebanon and the subsequent ban on public gatherings and other restrictions imposed by the Lebanese government to curb it.

To mitigate the impact of limited movement and access to the field on programming, particularly as a result of COVID-19, CSP's management team (TO 1) devised a strategy to help CSP adapt to the challenging operating context. This included transparently providing staff with updates related to COVID-19 developments in Lebanon; enacting a mandatory work-at-home modality to ensure the safety of staff, partners, and beneficiaries; and providing guidance and support to the teams as they carried out their work remotely. In terms of implementation, management continued filling the technical teams' needs by hiring new staff and issuing work orders to CSP's four institutional subcontractors, BTD, ELARD, Quantum, and AUB.

Concurrently, the monitoring, evaluation, and learning (MEL) team under TO 1 supported TO 2 by collecting and processing data on the impact of its interventions. The MEL team worked with TOs 3 and 4 to revise their MEL plans, including life of project targets and performance indicators. Meanwhile, the communications and outreach team created, submitted, and received approval on various materials — such as Transforming Lives stories, factsheets, and brochures — that will highlight the program's achievements to internal and external audiences. It also increased CSP's social media presence to augment its outreach efforts.

Despite the difficult circumstances, CSP's community support component (TO 2) continued profiling communities and designing community support assistance interventions. The team also ramped up its coordination with its local grantees, whom it has partnered with to augment CSP's on-the-ground

capacity by pinpointing sources of tension in underserved communities and designing activities that address them. Under TO 2, CSP also proposed a number of emergency response activities to respond to communities' needs following the COVID-19 outbreak; though USAID opted not to move forward with the activities, the proposals may help to inform future programming. By the end of the quarter, CSP had submitted an additional 11 projects to USAID, one of which was approved. Notably, CSP also received a request from USAID to modify TO 2's contract to increase its budget and timeline, enabling it to carry out additional interventions. The team plans to finalize the revisions for the expanded program with USAID early during the next quarter.

Under the technical assistance component (TO 3), CSP shifted its emphasis to designing and proposing capacity building and technical assistance activities. Importantly, TO 3 moved into the field implementation stage, signing memorandums of understanding (MOUs) to provide trainings to two vulnerable communities in the North Lebanon governorate of Akkar. It also continued its collaboration with the USAID-funded University Scholarship Program (USP) at AUB and LAU. Under the collaboration, USP students will enhance CSP's capacity to design and carry out trainings and other interventions in local communities while also gaining hands-on internship and volunteer experience.

Finally, the wastewater management component (TO 5) progressed significantly along both its infrastructure and its investment tracks. After studying in detail 12 possible wastewater management infrastructure interventions, by the end of the quarter the team had submitted seven possible scenarios of interventions CSP could implement. Regarding investment, the team decided to use CSP's ██████ Investment Incentives Fund to finance a rebate program that will help private industries install equipment to mitigate their wastewater output. It also began working with the Association of Lebanese Industrialists to begin identifying potential industry partners. Like TO 2, the team received a contract modification request from USAID. It plans to finalize the modification, which also includes a higher budget and longer timeline, early during the next quarter.

CSP's workforce development activity (TO 4) falls under USAID's economic growth office and operates according to a different development objective and set of results. Although the team reports separately from the rest of the IDIQ, it is worth noting the significant progress made on the task order during the quarter. The team continued using the results of a comprehensive labor market assessment it conducted during the previous quarter to identify potential technical and vocational education and training (TVET) and small-to-medium enterprise (SME) partners. During the rest of this fiscal year, CSP will perform needs assessments of the partners and perform upgrades based on its findings. In doing so, the team aims to cultivate direct pathways to internships, and possibly employment, for TVET graduates. To begin establishing those pathways, the team held an event during this reporting period that brought together prospective TVET and SME partners. Finally, CSP made significant progress under TO 4 on preparing to administer a scholarship program that will enhance access to TVET education for vulnerable residents CSP's focus regions.

The rest of this report describes the progress made by each TO during the second quarter of CSP's second year, from January – March 2020. 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, political, and public health instability and uncertainty. The report also includes a series of annexes to augment the narrative.

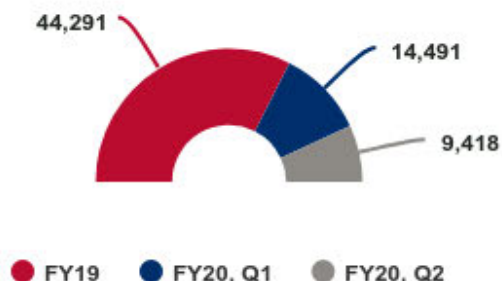


USAID

FROM THE AMERICAN PEOPLE

Community Support Program (CSP) in Lebanon FY2020, Quarter 2

No. of People Benefiting from USG Assistance Under CSP*

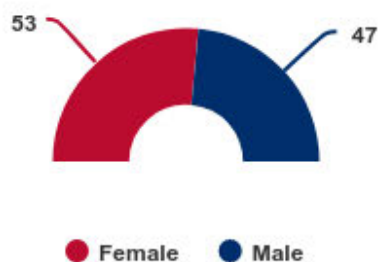


To Date: 68,200

Main Accomplishments During the Reporting Period:

- CSP continued assisting vulnerable Lebanese through the **community support activity** and ramped up its engagement with local partners to identify tensions in underserved areas and design projects that respond to them.
- CSP's **technical assistance component** shifted from designing its methods and tools to creating trainings that will complement other CSP-provided assistance.
- The **workforce development team** took preparatory steps to upgrade private sector and TVET partners, and began establishing pathways to internships for future TVET graduates who will benefit from CSP-administered scholarships.
- Under the **wastewater management activity**, CSP proposed scenarios of infrastructure projects that would reduce domestic wastewater pollution and began identifying industries the program could partner with to reduce industrial wastewater output.

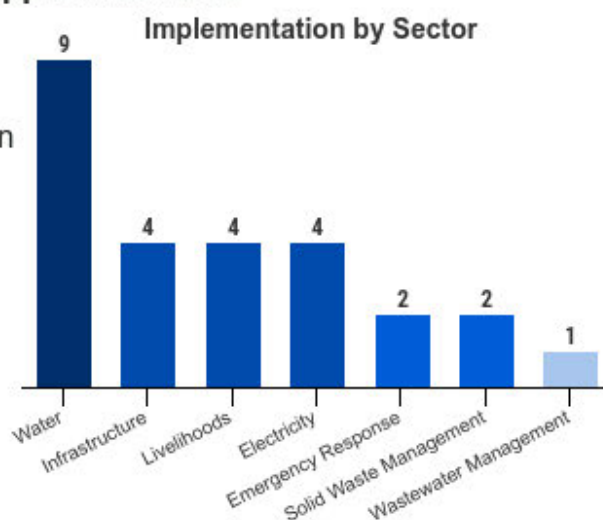
Percentage of Female Participants in USG-Assisted Programs (FY2020, Q2)



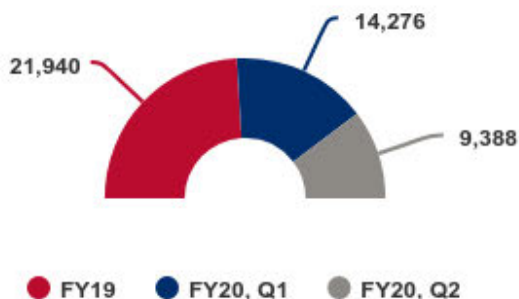
To Date: 58%

Community Support Activities

- 26 under implementation
- 15 completed
- 1 closed out
- 1 canceled



No. of People with Adequate Levels of Essential Services

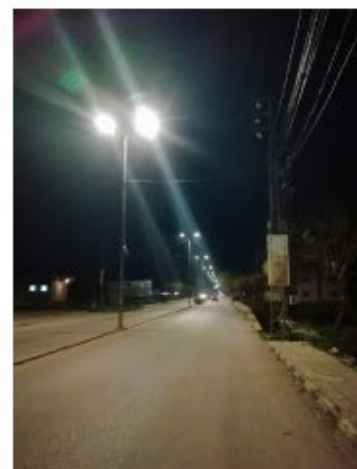


To Date: 45,604

Activity Highlight

Under the community support component, CSP is providing energy efficient and cost-efficient street lighting for 11,750 residents in four communities throughout Lebanon. The lighting will reduce tensions in the communities by boosting the residents' sense of safety and security.

The photo shows CSP-provided lights illuminating the streets in El Khiara (Beqaa Valley). CSP managed to successfully install and test the lights despite delays that took place throughout the quarter as a result of continued civil unrest and a ban on public gatherings due to COVID-19.



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

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

II. BACKGROUND AND COUNTRY CONTEXT

The second quarter of FY2020, spanning January to March 2020, marked another period of acute political, social, and economic vulnerability in Lebanon that was further aggravated by an international public health crisis. Notably, the reporting period was bookended by two major events. The nationwide protests denouncing the country's political class and deteriorating economy that had begun near the end of 2019 continued into January, leading to the sporadic closure of roads and public institutions. In late February, COVID-19 was also detected in Lebanon, leading the government to place strict restrictions on public gatherings, businesses' opening hours, and people's ability to travel outside the home. These restrictions had drastic implications for all segments of Lebanese society and business, which impacted the work of CSP's task orders in varying degrees.

Throughout the month of January, the mass protests that dominated the previous reporting period continued lessening in intensity, and schools, universities, businesses, and public institutions maintained their normal operating hours. After weeks of political stalemate, Prime Minister Hassan Diab, who had replaced Saad Hariri after the latter resigned amid the protests, managed to form a government. While some lauded the Cabinet as being more technocratic than previous governments, protesters returned to the streets, saying the ministers were not far enough removed from the traditional political class. Nevertheless, the Cabinet received Parliament's vote of confidence in mid-February and vowed to prioritize enacting measures that would stabilize the country's struggling economy.

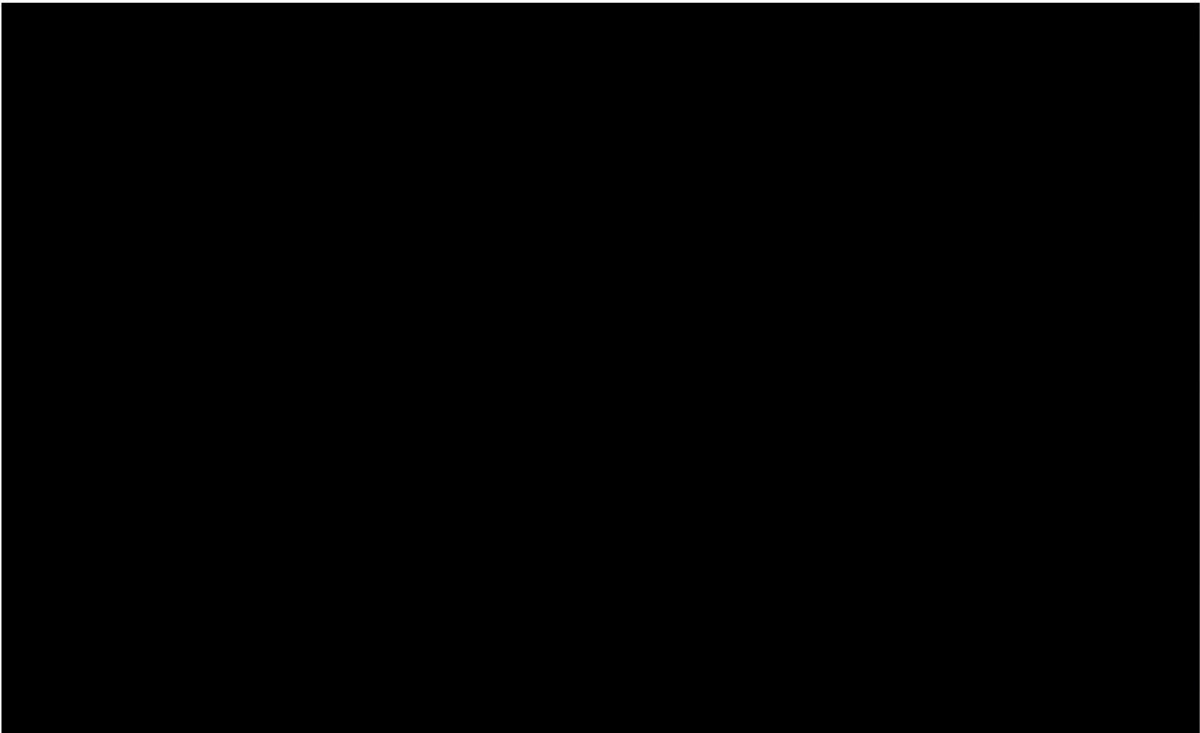
For months, Lebanon had suffered from high unemployment rates and a public debt equivalent to some 150 percent of its gross domestic product. Its economic decline accelerated following the outbreak of protests, which continued into the reporting period. As fears of a dollar shortage continued to abound, financial institutions tightened restrictions on the amount of both Lebanese liras and U.S. dollars customers could withdraw. Some banks allowed them to take out only \$400 every 30 days. Meanwhile, the alternative market value of the Lebanese lira fell by half, to LBP 3,000 to \$1, against the official rate of LBP 1,507 to \$1. In early March, the government defaulted on a \$1.2 billion Eurobond without a clear path forward.

These developments have taken a toll on Lebanese residents commercially and personally. According to a report published by the information provider InfoPro, 220,000 people lost their jobs between October 2019 and February 2020, and the number of business closures increased by 20 percent during the same period. Furthermore, a third of companies reduced their workforce by 60 percent. Throughout the reporting period, residents expressed fear to CSP field teams that essential resources like food and fuel might become prohibitively expensive, especially in light of the high alternative market exchange rate, or even run out. More and more underserved municipalities, struggling to pay for more than routine operational costs, are unable to provide their residents with basic services, and their councils are at risk of having to disband. The situation also led to increased tensions between Lebanese residents and Syrian refugees.

The outbreak of COVID-19 only exacerbated these issues. On March 15, Prime Minister Diab declared a state of medical emergency, calling for a general mobilization to combat the virus. All nonessential public institutions and most private sector businesses — grocery stores, pharmacies, and food delivery services excluded — were ordered to close. The government imposed a nighttime curfew, from 7 p.m. to 5 a.m., and banned public gatherings. Although initially intended to last for two weeks, as of the end of the reporting period the measures had been extended.

Meanwhile, the government has not yet put in place a concrete plan to assist municipalities and residents hit hardest by the virus and subsequent lockdown. Municipalities in the North, South, and Beqaa Valley reported struggling to secure equipment to help curb the virus' spread, such as personal protective equipment like masks and gloves and disinfectant that could be sprayed throughout towns and cities. Daily laborers who were forced to stay home said they were unable to earn wages to make ends meet. Fears also surrounded informal refugee settlements, which were at high risk due to a lack of services.

At the end of the reporting period, vulnerable Lebanese residents were facing increased challenges in meeting basic needs and maintaining their livelihood. Considering its objectives of enhancing basic services and economic opportunities for Lebanon's most vulnerable communities, CSP is positioned to have an enhanced impact amid the current context.



By the end of the quarter, CSP had added an additional seven team members, creating full-time employment for about 70 local staff. In this photo, the team poses after completing an experiential learning activity as part of an all-staff team-building workshop organized during the quarter.

LEBANON COMMUNITY SUPPORT PROGRAM

III. TASK ORDER I: MANAGEMENT

CSP’s management team — Task Order No. 1 (TO 1) — provides centralized operational and cross-cutting technical support to all four technical TOs under the CSP IDIQ. Throughout the second quarter of FY2020, with TOs 3 – 5 fully operational, the team adapted to provide consistent and timely support to facilitate a wider range of activities and amplify their impact in vulnerable communities.

MANAGEMENT AND OPERATIONS TASKS

HUMAN RESOURCES

During the reporting period, CSP recruited and onboarded seven new staff members, as shown in the following table. By filling the vast majority of positions across all TOs under their respective staffing plans, CSP has created full-time employment for nearly 70 local staff.

CSP RECRUITMENT (JAN. – MARCH 2020)			
LONG-TERM POSITION	NAME	TASK ORDER	HIRING DATE
Workforce Development Coordinator	[REDACTED]	TO 4	Jan. 2, 2020

Capacity Building Officer — Beqaa	██████████	TO 3	Jan. 13, 2020
Capacity Building Officer — North	██████████	TO 3	Jan. 13, 2020
MEL Specialist	██████████	TO 4	Jan. 15, 2020
Senior Program Manager	██████████	TO 2	Jan. 27, 2020
Capacity Building Technical Advisor	██████████	TO 3	Feb. 6, 2020
Capacity Building Officer — South	██████████	TO 3	Feb. 10, 2020

In light of an increase in the number of projects with a construction component under CSP’s community support activity, the engineering and construction subcontractor the *Bureau Technique pour le Développement* (BTD) also seconded Engineering Specialist ██████████ to CSP on February 21. ██████████ spends most of his time at project sites or in the CSP office, thereby increasing the engineering team’s bandwidth and helping to ensure that the projects conform to the program’s construction quality control plan.

The management team also identified and began filling all other remaining positions that will facilitate the technical TOs’ ability to carry out interventions. With start dates strategically aligned with technical need, the team expects to finish hiring for these positions during the next quarter, as shown in the table below. Following USAID’s request to modify CSP’s contracts under TOs 2 and 5, which will expand their scope of work, the program plans to hire three new positions. Under TO 2, CSP will hire a field coordinator to provide additional oversight of labor-intensive public works activities, oversee the implementation of CSP’s community engagement grants, and contribute to activity completion and close-out requirements. Under TO 5, it will bring on a construction supervisor who will assist with the oversight of wastewater management infrastructure interventions, and a procurement specialist who will assist with the awarding and execution of subcontracts related to the interventions.

Finally, following the departure of CSP’s regional program manager for the Beqaa, the management team re-advertised for the position and identified a replacement, who is expected to join the team early in the next quarter.

CSP RECRUITMENT (EXPECTED)			
LONG-TERM POSITION	NAME	TASK ORDER	HIRING DATE

Regional Program Manager - Beqaa	██████████	TO 2	April 2020
Procurement Specialist	TBD	TO 1 (dedicated to TO 5)	June 2020
Construction Supervisor	TBD	TO 5	July 2020
Field Coordinator	TBD	TO 2	August 2020

For an updated organizational chart depicting all of CSP’s staff as of the end of March, please refer to Annex A.

ACCOUNTING AND FINANCE

The details of CSP’s spending across TOs 1, 2, 3, and 5 are as follows. For a further breakdown of CSP expenditure during the reporting period, see Annex B.

TASK ORDER 1 During the reporting period, TO 1 expended a total of ██████████, with an average burn rate of ██████████ a month. Since kicking off the implementation in August 2018, TO 1 has expended ██████████, which represents ██████ percent of its overall contract ceiling of ██████████, and ██████ percent of the task order’s current obligation of ██████████. TO 1 has ██████████, or ██████ percent, of its total funds remaining. This quarter, CSP’s spending under TO 1 remained largely consistent with the previous quarter, reflecting sustained support to the three additional task orders.

TASK ORDER 2¹ Under TO 2, CSP spent a total of ██████████ during the second quarter of FY2020, with an average burn rate of ██████████ a month. To date, CSP has spent ██████████ under TO 2, which represents approximately ██████ percent of both its contract obligation of ██████████ and its contract ceiling of ██████████. In terms of available funds, CSP has ██████████, or ██████ percent, remaining under its contract ceiling. Despite experiencing delays in implementation as a result of the protests in Lebanon, the need to pay vendors in U.S. dollars, and, most recently, the COVID-19 pandemic, CSP significantly increased its spending on grants, up from ██████████ last quarter to ██████████ this quarter. During the next quarter, CSP expects to continue increasing its spending under its activity fund and maintain its the level of spending on grants, depending on how the

¹ The accounting for TOs 2 and 5 in this section is based on the task order budgets as of the end of the reporting period. The budgets under the new contracts will be reflected in future reports, after CSP finalizes them with USAID, which is expected at the beginning of the next quarter.

COVID-19 situation affects the ability to access sites for construction, equipment delivery, and other activities.

TASK ORDER 3 During the reporting period, TO 3 spent ██████████, with an average burn rate of ██████████ a month. To date, CSP has spent ██████████ under TO 3, which represents about ██████ percent of its current obligation of ██████████ and ██████ percent of its total contract ceiling of ██████████. TO 3 has ██████████ available in remaining funds, with ██████ percent remaining under the total contract ceiling. During this quarter, CSP expended ██████████ in technical assistance interventions in the capacity building activity fund and hopes to maintain this level of spending, especially given that USAID recently approved 16 technical assistance proposals. However, as with the other TOs, this increase in spending is contingent upon the loosening of safety precautions put in place in response to COVID-19, such as social distancing, which have impeded field visits and the implementation of trainings.

TASK ORDER 5 Finally, CSP expended an estimated total of ██████████ under TO 5, with an average burn rate of ██████████ a month. From July 2019 to March 2020, CSP spent ██████████ under the component, which represents ██████ percent of its current contract ceiling of ██████████ and ██████ percent of its contract obligation of ██████████. In terms of available funds, CSP has ██████████, or ██████ percent, remaining under its contract ceiling.

SUBCONTRACTS WITH INSTITUTIONAL PARTNERS

In parallel with the increase in TO 2 activities that require construction and environmental compliance, CSP's management ramped up coordination with BTD as well as the program's environmental services contractor, Earth Link & Advanced Resources Development (ELARD), throughout the quarter. Notably, CSP issued a sub-TO to ELARD to second an environmental specialist to CSP who will consult on the design of activities, participate in visits to sites of prospective activities, and provide on-the-job trainings to CSP field officers on environmental compliance. In terms of construction, CSP issued a range of sub-TOs to BTD, as follows: five to provide engineering design services for interventions under TO 2 in all three of CSP's focus regions; one to provide construction site supervision and quality control services during the implementation of a construction project in Ghazze; and one time and materials sub-TO to second an engineering specialist focused mainly on supporting the implementation and assessment of ongoing and upcoming activities under TO 2.

During the reporting period, CSP also processed the first payment under the TO 4 subcontract with AUB after the institution submitted of its first contractual deliverables. These included the bylaws of a committee that will administer a scholarship program to enhance access to TVET for vulnerable Lebanese residents, the eligibility requirements for the scholarship, and outreach materials, including applications, brochures, a poster, and a newspaper advertisement.

Finally, CSP issued work orders to BTD and ELARD in order to conduct prefeasibility studies for 12 potential wastewater interventions under TO 5. These studies enabled CSP to perform its final evaluation of potential wastewater management infrastructure projects and submit its recommendations for interventions to USAID during the quarter. For further details, see Section VI.

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.

DONATION OF CSP VEHICLE UNDER TO 4

Following the mechanical breakdown of a CSP project Ford Taurus, the vehicle was found to be unserviceable. In response, CSP sought USAID's consent to donate the vehicle to a TVET partner under TO 4 that offers mechanics-related training to enhance its ability to provide students with hands-on training and practical experience. In coordination with TO 1, the TO 4 team formed a committee to evaluate and select a suitable TVET recipient based on the following criteria: the availability of an automechanics program or curriculum; the conditions of the TVET's workshops; the availability of other cars, engines, and tools for hands-on learning; the number of students enrolled in the automechanics course; and the potential impact the donation could have on the selected TVET institute and its students. Based on this criteria, the team selected the Cortbawi Institute, a TVET organization in Jounieh that offers automechanics courses and had prequalified to partner with CSP, to receive the vehicle. Cortbawi stood out as a prime candidate because of the full curriculum it offers and its enrollment of about 30 students. During the next quarter, the team will vet the recipient, submit an official request to USAID for the disposition of the vehicle, and work with the school to confirm the details and expectations of the donation.

CROSS-CUTTING TECHNICAL SUPPORT

ENGINEERING AND ENVIRONMENTAL COMPLIANCE

As CSP's technical TOs, particularly TO 2, prepared for, initiated, and completed the implementation phase of its interventions, the management team helped to monitor environmental compliance actions in the field according to the activities' environmental mitigation management plans. For a summary of environmental compliance monitoring done on activities through the end of the reporting period, see Annex D.

MONITORING, EVALUATION, AND LEARNING

Throughout the second quarter of FY 2020, CSP's monitoring, evaluation, and learning (MEL) team focused on collecting data on CSP's completed activities to report their results. Some highlights from the team's findings during the quarter were:

- **9,418** people benefiting from U.S.-government (USG) assistance
- **53 PERCENT** of the participants in USG-assisted programs were female
- **172** people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities.
- **9,388** people have access to adequate levels of essential services.

See Annex E for CSP's full indicators performance tracking table, including targets for the quarter and the rest of FY2020. For a full account of MEL indicators for the quarter and how they compare with the targets set, please refer to Annex F.

The progress on key indicators presented in this report is the result of five activities that were completed or nearly completed throughout the reporting period. In many cases, CSP's achievements

fall short of the targets set for the quarter. This is due in large part to delays stemming from the road blockages and institutional closures stemming from the civil unrest at the beginning of the quarter, and the ban on public gatherings and other restrictions introduced in response to COVID-19 at the end of the quarter. These restrictions mostly affected essential service activities involving construction and livelihoods activities involving agriculture.

In addition to assessing the impact of CSP activities and reporting their results, CSP's MEL team had a number of other achievements throughout the quarter.

PROGRESS ON CLOSING OUT ACTIVITIES The MEL team, in coordination with the TO 2 field team and CSP's communications department, surveyed beneficiaries to assess the impact of Intervention No. BQA014: Reducing Tensions Through Equipping the Intermediate Public School of Hawch El Arab. The survey measured the percentage of people who confirmed having improved access to essential services and/or increased economic opportunities provided through U.S. government assistance, and the percentage of beneficiary community members who believed stability had improved. The MEL team is currently processing the data, which it will report in the activity close-out report in the coming months.

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

PROGRESS ON TECHNICAL TASK ORDERS' MEL PLANS During the reporting period, the team also received USAID's feedback on the MEL plans submitted for TOs 3 and TO 4, and began coordinating with the technical teams to address feedback. The MEL team is currently finalizing its revisions to both plans and intends to submit them early in the next quarter.

The team also carried out a third revision of the life of project targets for TO 2 and submitted an updated indicators performance tracking table to USAID.

ADAPTIVE MANAGEMENT TO COUNTRY CONTEXT The operational context noted earlier in this report, particularly the outbreak of COVID-19 in mid-to-late February, also impacted the MEL team's ability to collect data related to outputs and outcomes of completed activities. In parallel with the program-wide response measures carried out by management (see below and Section VII), the MEL team adapted early on by exploring and testing methods of collecting data remotely, which included using technology such as mobile phone apps. Such methods present an efficient, effective, and safe alternative to collecting information and data in person. In doing so, the team will also be able to report activities' results on time. The team will continue exploring this possibility during the next quarter and take steps to adopt remote data collection processes in case COVID-19 leads to a prolonged shutdown.

COMMUNICATIONS AND OUTREACH

SUBMISSION OF OUTREACH MATERIALS During the reporting period, the communications and outreach department ramped up its submission of materials to promote the successes of CSP's technical TOs, particularly those of the community support component. Specifically, CSP submitted the following outreach materials to USAID for approval:

- A brochure detailing CSP's technical TOs to complement the IDIQ factsheet (revised brochure to be submitted in April).
- A Transforming Lives story about Intervention No. BQA014: Reducing Tensions by Equipping the Intermediate Public School of Hawch El Arab, which the program expects to be approved during the next quarter (see Annex G).
- A request for a CSP-specific website.
- An interactive "story map," made using the online mapping software ArcGIS, of CSP's progress update for the first quarter of FY2020, which combines narrative, photos, videos, infographics, and maps to tailor the information presented in the report for a general audience. The department aims to produce a similar "map" for its quarterly progress reports in the future.

In addition to these submissions during the quarter, CSP received approval of a number of materials submitted during the previous quarter, including:

- A video about STH009: Supporting the Cooperative of Olive Growers in Tanbourit, which combined interviews and recordings of the olive harvest to highlight how CSP's support enhanced the farmers' livelihoods. The video received some 29,000 views when it was shared on CSP's Facebook page.
- A Transforming Lives story about the activity in Tanbourit.
- A revised IDIQ factsheet, inclusive of all technical TOs, which CSP can now distribute electronically and during events.
- New templates for banners, folders, and notebooks to boost the program's visibility, especially during public events.

SUPPORT TO TECHNICAL TASK ORDERS The communications team also expanded its support to CSP's technical TOs, presenting at public events, editing outreach material, and developing social media strategies tailored to each team. For example, the team presented on USAID's communications and branding requirements and gender equality and women's empowerment during a CSP event to launch the partnership between TVET institutes and SMEs that will take place under TO 4. Based on feedback from the event, the department is helping the TO 4 team create a video to reshape perceptions around the industrial repair and maintenance sector in Lebanon, which CSP has identified as a priority sector for intervention. Additionally, it is coordinating with the TO 4 team to help design the outreach materials for the Jobs, Education, and Training Scholarship.

SOCIAL MEDIA Meanwhile, the team continued to expand CSP’s social media outreach on Facebook, Instagram, Twitter and YouTube, and it launched a LinkedIn account for the program at the following address: <https://www.linkedin.com/company/community-support-program-csp-lebanon/>. By expanding its outreach efforts onto LinkedIn, CSP aims to connect with its local and international partners and audience in a more business-oriented context. In addition to posting a higher volume of material, CSP continued to post in Arabic to target communities and municipalities in rural areas and Arabic speakers in Lebanon and abroad. CSP’s most successful Facebook post during this quarter— about a skid snowblower provided under TO 2 to the North Lebanon village of Niha — reached more than 35,000 users.

Praise for CSP on Social Media

“Finally! A program that helps the Lebanese community and not only refugees,” a respondent wrote following CSP’s procurement of water tanks for the Saadnayel Public School in the Beqaa Valley.

“Your project gives us hope. We have been waiting so long for opportunities like the support you are providing to help communities,” another wrote.

It is also worth mentioning that CSP’s efforts to increase its outreach on social media have received many interactions from users across Lebanon, mainly through its Facebook page. Some respondents requested information about the project; others asked for CSP assistance based on its previous interventions. Still others are asking about training and job opportunities. CSP has also received encouraging statements, as shown in the text box.

GENDER EQUALITY AND WOMEN’S EMPOWERMENT During the reporting period, CSP’s communications manager, who serves as the program’s gender focal point, provided two presentations: one early in the quarter for CSP’s community engagement grant (CEG) partners under TO 2 and the other during the TO 4 partnership launch event. During the presentations, she informed attendees about the importance of gender equality and women’s empowerment for USAID, and USAID’s gender policy goals. She then presented the concept of gender mainstreaming and the situation of Lebanese women in the labor market. Finally, she dedicated part of her presentations to the topic of social inclusion and the situation of people with disabilities in Lebanon and suggested tips for potential activities.

To mark International Women’s Day this year, CSP used its social media platforms to profile several female beneficiaries and employees of CSP. The posts’ aim was three-fold: to raise awareness around issues of gender equality and women’s empowerment in Lebanon, to confirm CSP’s commitment to these tenets in its activities, and to highlight women’s strong socioeconomic role in Lebanon amid the country’s deteriorating economic situation. To do this, the team posted medium-length narratives that included profiles of a female beneficiary in rural Akkar who has risen to be head of the local agricultural cooperative despite her disability, and another of CSP’s TO 4 director, Khadija AL Zahzah, and the struggles she has overcome to achieve her professional success.



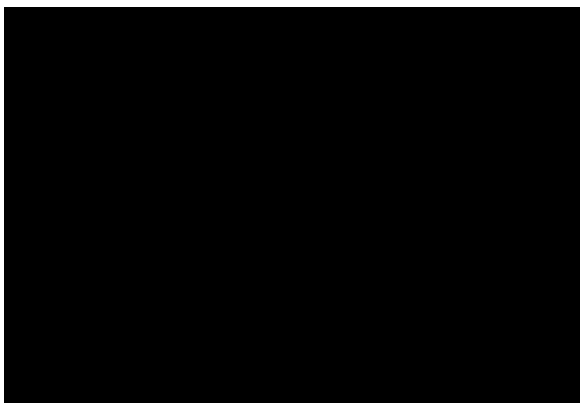
CSP's gender focal point at an event held under TO 4 in February.

LEBANON COMMUNITY SUPPORT PROGRAM



CSP staff participates in an experiential team-building activity at the all-staff retreat held in January.

LEBANON COMMUNITY SUPPORT PROGRAM



CSP's MEL team holds a virtual meeting to maintain programmatic continuity during the extended work-at-home period.

LEBANON COMMUNITY SUPPORT PROGRAM

CSP ALL-STAFF RETREAT

Following CSP's leadership retreat in November, management organized a workshop for all staff on January 23 and 24. The workshop was divided into two main parts. During the first day, the team reflected on CSP's first year, including achievements, challenges, lessons learned, solutions, opportunities, and future activities. Given that the team recently expanded from two to five TOs that encompass some 70 full-time staff, the workshop also included several team-building activities to help everyone get to know one another. During the second day, the team participated in an experiential learning activity to build a bridge that required collaboration and creative problem solving among all staff. The two-day workshop achieved several aims that are crucial to CSP's smooth operation in its second year and beyond. First, it helped cultivate a deeper understanding of all team members' roles and responsibilities, as well as the activities and goals of each TO. Second, discussing challenges and lessons learned enabled the team to share methods of adapting to the ongoing political unrest for the benefit of future activities. Finally, the workshop created the space for the entire team to express their expectations of the program.

COVID-19 RESPONSE AND ADAPTATION

PREPAREDNESS AND RESPONSE TO COVID-19

In mid-to-late February, the Lebanese government reported the first case of COVID-19 in the country. In the weeks that followed, CSP's management monitored the virus' spread and took measures to raise staff members' awareness around it. In early March, the program dedicated a portion of the monthly all-staff meeting to discussing how the virus spreads and methods that can be taken to prevent it, and management began sending a daily COVID-19 update to all staff. CSP also began taking early preventive measures at the office, purchasing and distributing sanitizer to staff, putting up awareness posters throughout the office, and enacting a discretionary work-at-home (WAH) modality for certain staff. The

team also provided its field officers with sanitizer for their cars.

As the situation worsened and the confirmed cases of infections increased throughout the country, CSP enacted a mandatory WAH modality to protect its staff, partners, and beneficiaries, and minimize the risk of spreading the virus in the office or field. The decision, which was originally put in place from March 16 – March 27 and then extended indefinitely, was in line with guidance from the Lebanese government and international best practices. Staff were permitted to take home equipment and supplies they considered necessary to carry out their work responsibilities efficiently from home. Given that staff may rely more heavily on their personal phone and internet data while working at home, CSP has also taken steps to track their communication-related expenses in case they are eligible to be reimbursed later on. Furthermore, management provided the teams with guidance to prioritize desk work that would set them up to hit the ground running on field work once the program's normal operations resume.

For a detailed depiction of how COVID-19 was affecting CSP's focus regions by the end of the reporting period, please refer to Annex H.

CONTINGENCY PLAN FOLLOWING ORDERED DEPARTURE OF U.S. CITIZENS Near the end of the reporting period, the chief of party (COP) and TO 5 director departed their post (followed by the Quantum-provided reporting officer at the start of the subsequent quarter), in accordance with an evacuation order issued by the United States government for all nonemergency American citizen personnel and their eligible dependents. CSP developed a contingency plan to maintain its business and programmatic operations as much as possible during the evacuation period, which was initially not to exceed 30 days. The plan detailed methods of securing program assets, including regular inspections of CSP offices, expat residences, and vehicles. It also put in place strategies for maintaining business and programmatic momentum during the COP's ordered departure. For more details, see Section VII.

IV. TASK ORDER 2: COMMUNITY SUPPORT PROGRAM

Under the community support component (Task Order No. 2), CSP is working with local partners to mitigate sources of tension through a mix of short- and medium-term assistance interventions that improve livelihoods and address gaps in service delivery. The activities follow a multistep process to achieve stabilization and development objectives. To target support amid widespread need, CSP profiles communities including local actors, their relationships, and the strengths and weaknesses of local systems. Once a community has been selected for an intervention, CSP adopts a participatory approach to design an activity that considers input from local actors, including municipalities, CSOs, and other community-based groups. CSP also consults with engineering and environmental contractors to maximize the benefit of interventions for beneficiary communities and to help avoid changes or delays in implementation.

Despite the road blockages, institutional closures, and other delays during the reporting period, CSP continued profiling communities and designing activity proposals under TO 2. Additionally, the program ramped up its coordination with its community engagement grant (CEG) partners, which are augmenting the TO 2 team's field capacity, bolstering its ability to identify key tension drivers in local communities, proposing projects to address those tensions. By the end of the quarter, CSP had submitted an additional 11 projects to USAID, one of which has received approval.

Notably, during the reporting period CSP also received a request from USAID to modify its contract and expand its work under TO 2. Once approved, the contract would enable CSP to carry out up to 130 community support interventions, compared with about 110 under the previous contract, over an additional 12 months. Chemonics is currently finalizing the modification with USAID, which it expects to complete early in the next quarter.

COMMUNITY IDENTIFICATION AND SELECTION

SITUATION MONITORING: PRESELECTION

To determine which villages should undergo a full profiling exercise and be considered serious contenders for assistance, during FY2019 CSP had assessed all communities throughout the North, South, and Beqaa Valley using existing datasets on factors [REDACTED]

[REDACTED]

[REDACTED]

As of March, CSP has not revisited its initial preselection scoring of communities, as it has not updated the preselection data. Although many media reports and unofficial sources speaking with CSP field teams noted a rise in poverty and unemployment levels, citing reasons linked to the civil unrest that began in October and later COVID-19, no official statistics are available to confirm these reports at the municipal or village level. If anything, anecdotal evidence suggests that conditions have only worsened in Lebanon's most underserved and vulnerable communities.

COMMUNITY PROFILES: FINAL SELECTION

Based on the results of CSP's preselection assessment, the program selects communities for a profiling stage, during which the field teams collect information about each community, [REDACTED]

[REDACTED]
[REDACTED] A
community profile is conducted for all preselected villages.

During the reporting period, the TO 2 team focused mainly on coordinating with its community engagement grant (CEG) partners to profile 14 communities for potential engagement through the rapid analysis and design (RAD) and local systems approach (LSA) methodologies. (Additional information about the CEG partners and the RAD and LSA methodologies are provided later in this section.) These included three communities that were referred to CSP after experiencing flareups in tensions: Es Sfire, Sir ed Dinnieh, and Mankoubeen/Wadi Nahle. The team also profiled 15 villages in the Beqaa (designated "program-led" in Annex I) that USAID had recently designated a priority. In total, CSP had initiated the profiling exercise for 32 villages during the quarter: six in the South, six in the North, and 20 in the Beqaa. This number exceeds the program's previously established flexible target of 30 profiles per quarter. See Annex I for a summary of the community profiles undertaken by CSP during the reporting period.

It is worth noting that CSP managed to continue its profiling activities despite limitations on movement and social gatherings posed by COVID-19. As a mitigation measure to continue its profiling exercises, the TO 2 team replaced in-person visits with meetings either online or over the phone to finalize the profiles.

In light of management's guidance to focus on desk work during the program-wide WAH modality instituted in March in response to COVID-19, the TO 2 team also worked on digitizing community profiles and uploading them to CSP's database. This facilitates the MEL team's ability to analyze data and produce graphs and dashboards, such as the one shown in Figure I, that show trends across CSP's regions of focus and help the TO 2 team identify needs that span municipal unions or clusters rather than just individual municipalities. For full examples of the dashboards created by the MEL team using the digitized community profiles, see Annex J.

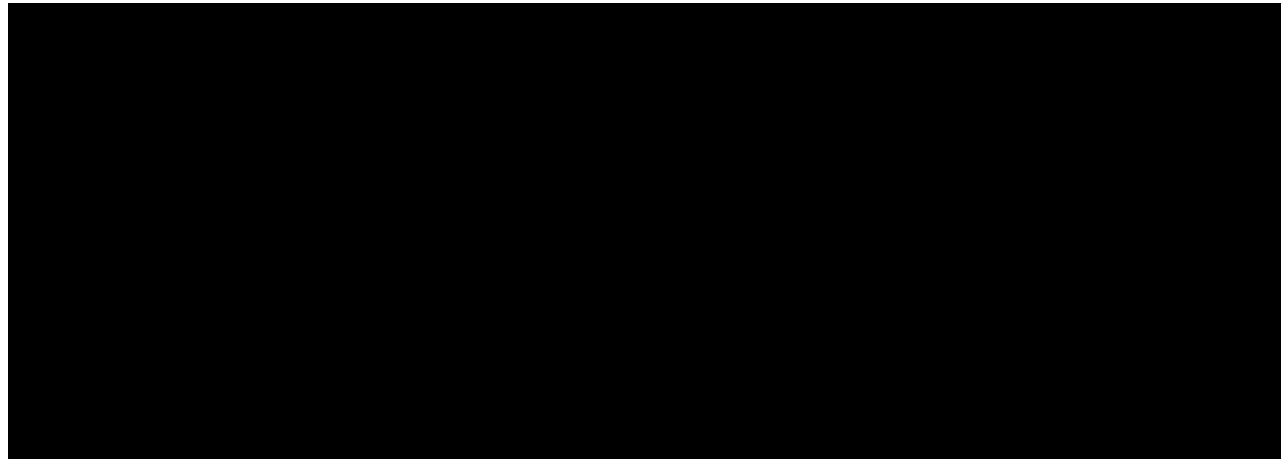


Figure 1: A dashboard analyzing water service conditions by district and governorate based on data obtained during TO 2's community profiling exercises.

LEBANON COMMUNITY SUPPORT PROGRAM

ACTIVITY DESIGN

During the quarter, in light of the complications arising from CSP's operating context, CSP launched and prioritized its work with CEG partners to design interventions under the RAD and LSA methodologies, focusing on communities with complex conflict dynamics as identified during the conflict mapping process. Meanwhile, the team also continued developing program-led activities.

By the end of the quarter, the team had submitted seven concepts notes and 11 project proposals — referred to officially as activity approval packages, or AAPs. Of those, one had been approved: STH017: Improving Economic Opportunities in El Qariye (South) by Supporting Community Investments. Eight others were pending USAID approval. The final two — one to provide solar power for a public school in Ain Arab (Nabatieh) and the other to expand the capacity of the CLAC cultural development center in El Qaa — were not approved by USAID. The Ain Arab activity did not receive approval because public schools are not currently a priority area for CSP. As for the El Qaa proposal, USAID requested that CSP propose alternative activities that address more urgent livelihoods needs.

It is worth noting that of these 11 proposals, three were co-designed with CSP's technical assistance component (TO 3) as part of the co-design process pioneered during the previous quarter. Under the co-design process, CSP submits a comprehensive package of assistance that include a material assistance intervention under TO 2, an individually tailored training that complements that intervention under TO 3, and MEL and strategic communications plans from CSP's MEL and outreach and communications departments, respectively.

Regarding the concept notes, USAID determined that the potential activities did not fall under CSP's scope of work and advised CSP not to continue with their design process. The notes comprised mostly emergency response interventions, including COVID-19 response packages for affected municipalities and an intervention to vaccinate livestock in the northern Beqaa. However, USAID later deemed that it would respond to COVID-19 through other projects. The notes also included a batch of energy- and cost-efficient interventions aimed at improving security by replacing municipal streetlights with either LED or solar-powered bulbs, but there was deemed to be a high risk in the communities in question that the light poles would be vandalized and used to display political or other messages.

Finally, CSP received USAID approval to proceed with a number of activities submitted during the previous reporting period, including STH016: Enhancing Security and Municipal Service Delivery in Rachaiya el Foukhar (Nabatieh) and NTH027: Supporting Khirbet ej Jendi's (Akkar) Electrical Backup System.

COMMUNITY ENGAGEMENT GRANT PROGRESS

Through the CEGs, CSP is augmenting its field presence by partnering with five local Lebanese organizations. During the previous quarter, CSP launched grants with the five partners — Caritas and Nahnoo in the South, Peace Labs and in the Beqaa, the Akkar Network for Development (AND) in the North, and the Rene Mouawad Foundation (RMF) in both the Beqaa and the North. (For further details about the grants, please refer to Annex K.) These partners are engaging 36 communities across CSP's three focus regions to bolster CSP's efforts under TO 2 in identifying and designing activities to address tensions in communities.

In January, TO 2 held the second half of the six-day workshop on conflict-sensitive community engagement for its partners. The workshop allowed participants to delve deeper into CSP's LSA methodology, which helps them understand sources of tension more accurately and therefore better identify resource-, service-, or economic-based tensions. It included real-life case studies, planning sessions between CSP's regional teams and their respective partners, and knowledge-sharing sessions so that the CEG partners can benefit from previous CSP experiences in communities throughout Lebanon. On the last day of the workshop the participants developed detailed workplans, agreed on stakeholder engagement dos and don'ts, and received a briefing on USAID requirements related to communication, marking and branding, social media, and gender equality and social inclusion.



A CSP CEG partner works on a tension mapping exercise as part of the second half of the workshop on conflict-sensitive community engagement held in January.

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Having completed the workshop, CSP ramped up its coordination with the partners in mid-February, providing them with guidance as they hit the field to begin implementing the RAD and LSA methodologies. For a full list of villages undergoing the community engagement process and the status of CSP's intervention in each community, see Annex L.

RAPID ANALYSIS AND DESIGN (RAD) The RAD methodology is used for short projects that address fairly recent, non-systemic causes of tension in communities. During the quarter, the partners began carrying out RAD in 35 communities, focusing on finalizing desk research to prepare to conduct key informant interviews (KIIs) and focus group discussions (FGDs) in the field in March. While in-person field work ultimately proved impossible due to the outbreak of COVID-19, CSP provided the five partners with guidance to conduct KIIs and FGDs virtually, using WhatsApp and online teleconferencing applications such as Zoom. Meanwhile, the grantees shared with CSP their desk reviews, minutes of meetings they held with communities, and their reports for feedback.

By the end of the quarter, six reviews had been shared with CSP — one each in the North and the Beqaa, and four in the South — and the team was working on providing feedback. The team plans to work with the CEG partners to incorporate its feedback and continue with the RAD process during the coming quarter. Although more specific village-based tension drivers such as competition over water resources or lack of essential services will be shared later, a preliminary assessment showed that the country's dire economic situation was driving tensions among the residents of most municipalities, and increasingly becoming an obstacle to local development.

LOCAL SYSTEMS APPROACH (LSA) The LSA methodology aims to understand more deep-seated tensions in communities by taking a more holistic view of community dynamics, and therefore requires a greater level of community engagement and larger field presence than the RAD methodology. Consequently, the ban on public gatherings because of COVID-19 delayed partners' progress on the LSA approach. Only one partner managed to proceed with the LSA by conducting a desk review and mapping key stakeholders — Nahnoo in the southern village of El Helalieh. CSP expects the other partners to make progress in the coming quarter once they can safely do so.

PROGRAM-LED APPROACH

Although CSP prioritized progress on implementing the community-led approach during the reporting period, it nevertheless also continued designing program-led interventions to respond to acute, tension-inducing needs that were identified.

DESIGN OF COMMUNITY STABILIZATION AND DEVELOPMENT CONCEPT NOTES This quarter, CSP's regional teams concentrated primarily on submitting community stabilization projects, especially in response to the COVID-19 outbreak near the end of the reporting period. CSP shared a list of potential activities to USAID after consulting with many key stakeholders and partner municipalities. While USAID did not move forward on this list, instead providing guidance to CSP focus on livelihood, income generation, and development interventions that would be needed once the COVID-19 situation starts to improve, the team may find ways to use the information it learned and research it carried out to inform future projects. Given the increased frequency of protests caused by worsening economic conditions, CSP remains open to discussing opportunities with USAID on ways to innovate responses as needs arise



CSP installs streeting lighting to reduce tensions in El Khiara by bolstering residents' sense of safety and security.

LEBANON COMMUNITY SUPPORT PROGRAM



The CSP-provided street lighting in El Khiara

LEBANON COMMUNITY SUPPORT PROGRAM

Meanwhile, the TO 2 team received a positive response from USAID on concept notes submitted during the previous quarter that entailed labor-intensive activities. Through these activities, CSP would hire local workers on a short-term basis to carry out low-risk public works activities and other projects, thereby both providing communities with humanitarian assistance and stimulating the local economy. USAID yellow-lit the concept notes on the condition that CSP develops three pilot activities out of the original eight, in the regions of Ed Damour, Hasbani, and Qalmoun and Deddeh. During this quarter, the team was able to develop the activity in the Ed Damour region, through which a local partner, the Lebanese Reforestation Initiative, would hire residents on a temporary basis to carry out maintenance works on public infrastructure and assist with other projects such as litter clean-up campaigns and forest maintenance. In Qalmoun and Deddeh, CSP is considering a project that would also hire short-term local workers to reconstruct a stairway that used to connect the two villages but has fallen into disrepair. The team is still working out the details of the activity in Hasbani. CSP plans to submit these other two labor-intensive projects during the next quarter. . In total, the TO 2 team submitted seven concept notes to USAID this quarter, all of which USAID opted not to proceed with.

ACTIVITY IMPLEMENTATION

By the end of the reporting period, CSP had received USAID's approval of a total of 43 activities during the life of the project. Of these, one was closed out, 15 were completed, 26 were still under implementation, and one was canceled. Among the 15 completed activities, 12 activity completion statements (ACS) have been submitted. The map in Annex M shows CSP's community support interventions by region of focus and sector, while the map in Annex N shows the interventions by funding level. For a full breakdown of CSP activities proposed under TO 2 and their status, see the activity tracker in Annex O.

ACTIVITY HIGHLIGHT: REDUCING TENSIONS AND ENHANCING SAFETY AND SECURITY IN BY IMPROVING STREET LIGHTING IN FOUR LEBANESE MUNICIPALITIES

In many neighborhoods and villages across Lebanon, the streets are either poorly lit or not lit at all. Residents of areas experiencing this issue repeatedly told CSP that the darkness was exacerbating tensions among communities, as they feel that their safety and security are threatened. In response, CSP is providing

energy and cost efficient public street lighting to more than 11,750 residents in four municipalities across Lebanon: El Khiara (Beqaa), Niha (North), Rachaiya el Foukhar (Nabatieh), and Saida (South).

To maximize the interventions' cost-effectiveness, the lighting includes a mix of highly efficient LED bulbs and solar-powered lighting that will reduce municipal operating costs for electricity by as much as 70 percent. Importantly, the improved public lighting will enable shops in CSP-supported villages to remain open later. In Old Saida in particular, CSP worked closely with the Ministry of Culture to ensure that the activity would provide the local community with economic benefits.

Altogether, the four lighting interventions are valued at about [REDACTED], with municipalities contributing some [REDACTED]. These interventions aim to reduce intercommunal tensions while also supporting the municipalities' capacity to provide their residents with public services in a cost-efficient way.

IMPLEMENTATION CHALLENGES AND NEXT STEPS

As noted earlier in this report, CSP encountered significant delays as a result of its operating context during the reporting period, especially COVID-19. These delays hit TO 2 particularly hard given the high level of field engagement required for the team to carry out its work. For example, work on activities in several areas throughout CSP's focus regions came to a halt when the government introduced the ban on public gatherings. These include activities in Kfar Hilda, Mouanse, Bebnine, Ghazze, and Saida. For other activities, such as the provision of lighting in El Khiara, the situation delayed the testing and finalization of the activity. For further details about how the situation is affecting specific interventions, please refer to the tracker in Annex O. For more information about adaptive measures CSP put in place to maintain programmatic continuity, see Section VII.

In terms of programming, CSP plans to bring together its CEG partners during the next quarter to discuss challenges encountered in the field throughout CSP's focus regions and identify trends impacting communities and municipalities, especially as they relate to COVID-19 and the economic situation. CSP plans to meet with the partners in May, and then to report out its findings to USAID in case they would inform possible programmatic pivots. Meanwhile, the delays experienced during the quarter may lead CSP to extend the deadlines for the CEG partners' deliverables so that they can best finalize their interventions and achieve agreed-on targets. CSP plans to discuss this potential further with USAID as the deadlines draw closer.



Photo: The director of CSP's technical assistance and capacity building activity compiles materials in anticipation of training workshops that the program expects to carry out beginning in the next quarter.

LEBANON COMMUNITY SUPPORT PROGRAM

V. TASK ORDER 3: TECHNICAL ASSISTANCE

CSP's technical assistance component (Task Order No. 3) is complementing the program's other activities by ensuring that the recipients of assistance possess the know-how, skills, and tools to maximize the impact and sustainability of USAID investments. The team is achieving this objective primarily by providing beneficiary communities with a range of standard and on-the-job trainings. Examples of trainings may include the safe operation and maintenance of CSP-provided equipment and machinery under the community support component, improvements to businesses' human resources capacity under the workforce development component, and cost recovery of wastewater infrastructure under the wastewater management initiative. Throughout the life of the project, CSP aims to provide more than 1,100 individuals with trainings that help maximize the impact of other CSP-provided assistance.

The previous reporting period marked the first quarter of TO 3's full operation, during which it solidified its methodology for selecting and designing interventions, began making field visits to prospective beneficiary communities, initiated the process of identifying training organizations to partner with CSP, and held preparatory meetings with representatives from AUB and LAU to kick off a collaborative partnership between CSP and the universities.

During this second quarter of FY2020, CSP shifted its emphasis to designing and proposing activities. Importantly, TO 3 also moved into the field implementation stage, signing memorandums of understanding (MOUs) to provide trainings to two vulnerable communities in the North Lebanon

governorate of Akkar. The rest of this section details CSP's achievements under TO 3 during the reporting period and is divided into two main subsections — progress on the provision of technical assistance to municipalities and civil society and steps taken on the collaborative partnership with AUB and LAU.

TECHNICAL ASSISTANCE TO MUNICIPALITIES AND CIVIL SOCIETY

DESIGN OF TECHNICAL ASSISTANCE INTERVENTIONS

During the previous quarter, the TO 3 team designed and pioneered tools for profiling communities benefiting from assistance under TO 2, assessing their outstanding needs, and confirming that addressing them falls under TO 3's scope of work. This quarter, the TO 3 team shifted its focus to designing and submitting proposals — known officially as technical assistance assessment reports, or TAARs — to provide trainings tailored to the specific needs of communities benefiting from CSP-provided assistance under TO 2. By the end of the reporting period, the team had designed and submitted an additional 14 proposals to USAID for approval, bringing its total to 24. The team managed to do so despite the road blockages, institutional closures, and ban on public gatherings that took place throughout the quarter by devising creative solutions to mitigate the effects of delays, as discussed later in this section. The number of proposals designed and submitted exceeds the team's goal of 20 by the end of the quarter, and is more than half its fiscal year target. Of the 24 proposals submitted so far, USAID approved 16 of them. The approved interventions will provide trainings to a range of beneficiaries, including municipalities, CSOs, agricultural cooperatives (COOPs), and schools. Please refer to the section labeled "TAARs Tracker" in Annex P for a complete list of the trainings submitted and approved by the end of the quarter.

Throughout the next quarter, the team aims to design and submit 11 proposals, bringing the total number to 35. This would leave only five interventions for TO 3 to propose during the fourth quarter to meet its fiscal year target.

FIELD VISITS AND PROPOSAL DESIGN As part of its profiling and selection process, the TO 3 team conducts field visits to communities throughout various stages of the design and implementation process. The visits have a range of purposes, from helping the team to better understand communities and their outstanding needs, to signing MOUs, to attending events key to the implementation stage. The information gleaned from early visits also informs the design of intervention proposals.

The team conducted 22 field visits during the reporting period. Of those, 19 were dedicated to profiling and assessing the communities; two took place to sign MOUs for assistance, with the agricultural COOPs in Akroum and Jdaidet el Qaitaa. Finally, the team visited Rachaiya el Foukhar with members of the TO 2 team to kick off the joint intervention in the village, for which TO 3 will provide training on the safe operation and maintenance of street lighting provided by TO 2. By the end of the first half of FY2020, the team had conducted a total of 41 field visits.

To conduct these visits in spite of the civil unrest that continued into mid-January, the team adopted a strategy of combining field visits in multiday trips, leaving Beirut at times when roads throughout the country were open and then overnighing for two to three days to meet with all targeted stakeholders. In mid-March, in response to the ban on public gatherings caused by the outbreak of COVID-19 in the

country, the TO 3 team put all in-person field visits on hold until further notice. Instead, the team plans to continue its profile and assessment meetings through Skype and other online teleconferencing applications. In this way, the team expects to conduct 16 field visits throughout the next quarter.

The field visits will pave the way for the team to focus during the last quarter of the fiscal year on working with partner organizations to design training for clusters of beneficiaries on subjects such as clean energy, public-private partnerships to deliver public services, best practices on solid waste and wastewater management, municipal data management, and mapping to improve the efficiency of local relief efforts.

COORDINATION WITH TO 2 Finally, the team continued collaborating with CSP's community support component to close the gap between material assistance interventions that were carried out before TO 3 was fully operational and potential complementary trainings.

To date, TO 3 has designed trainings to complement 17 of the 30 TO 2 activities approved by USAID during FY2019. The team determined that another four activities, for projects in El Miye w Miye, Ali en Nahri, Markabta, and Ghazze, the latter two which involved the construction of retaining walls, did not require technical assistance. The seven activities related to capacity building for the water establishments are set to be integrated into activities under TO 5 in collaboration with the USAID-funded Lebanon Water Project. The team recommended that the scope of one activity, in Fissane, be revisited. The final activity — training to build the solid waste management capacity for the Al Fayhaa' Municipal Union will be revisited later in the year, as it was not deemed an urgent priority.

In addition, the team has to date submitted six proposals for a new batch trainings as part of comprehensive packages of assistance co-designed with TO 2 (see Section IV). Three of the packages — for interventions in Rachaiya el Foukhar, El Qariye, and Khirbet ej Jendi — received USAID's approval and are currently under implementation. TO 3 also submitted four concept notes for that were attached to 2 proposals for projects in Bechmizzine, Ras Nhach, Ein Ibil, and East Saida.

IMPLEMENTATION OF TECHNICAL ASSISTANCE

SELECTION OF SERVICE PROVIDERS Having received USAID approval on 15 projects by the end of January, CSP moved to identify expert organizations qualified to design and implement trainings. To do so, the team issued two requests for proposals (RFPs) during the reporting period:

- The first is to design and implement trainings on the safe operation and maintenance of CSP-provided equipment, including electrical machinery, solar panels, and water-related equipment such as pumps and filters. The RFP was re-advertised this quarter after CSP received a low level of response from the market and high proposed budgets in December following its first release, prompting the program not to accept any of the proposals it received.
- The second is to design and implement trainings for municipalities, schools, CSOs, and agricultural COOPs. The topics covered by these may include but not be limited to asset management and strategic planning for municipalities, fire safety and emergency evacuation in schools, bookkeeping and organizational development for CSOs, and business planning, marketing, and communications for COOPs.

To mitigate the potential for the RFPs resulting again in unsatisfactory proposals, CSP held two live Q&A sessions in late January in parallel with releasing the RFPs and called prospective vendors individually to invite them to attend. In total, 18 companies and CSOs attended the session. When the proposal window closed, CSP had received 18 proposals for 18 different categories of training. The favorable result suggests that inviting individual vendors to apply and conducting live Q&A sessions is a strategy that can be adopted program-wide to increase response rates to RFPs and similar solicitations.

After evaluating the responses during the month of February, CSP signed purchase orders with four service providers, as follows:

- **AL-RAWAN** and **RJR TRADING & CONTRACTING** To design and implement trainings on the safe operation and maintenance of CSP-provided equipment, as described above
- **UNIVERSITY OF SAINT JOSEPH** To design and implement trainings on water conservation at schools and best practices for solid waste and wastewater management for the Akroum olive farmers COOP.
- **RENE MOAWAD FOUNDATION** To design and implement trainings on financial management, asset management, and strategic planning for municipalities

By the end of the quarter, CSP had also finalized negotiations for a purchase order with the Lebanese Center for Active Citizenship (CAC)/For Development to design and implement trainings for CSOs. The team was continuing negotiations with the Association for Forests, Development and Conservation to design and implement trainings for COOPs and schools. CSP expects to finalize and sign the purchase orders with both prospective partners early in the next quarter, raising the number of CSP service providers under TO 3 to six.



The TO 3 team signs its first MOU — to deliver technical assistance to a women’s COOP in Jdaidet el Qaitaa. CSP will deliver trainings on business planning, food processing, and bookkeeping to boost the COOP’s business.

LEBANON COMMUNITY SUPPORT PROGRAM



CSP meets with six engineering students at AUB who will work with the TO 3 team and CSP engineers to design an intervention in Akroum.

LEBANON COMMUNITY SUPPORT PROGRAM

IMPLEMENTATION PROGRESS By the end of the quarter, CSP had received USAID approval on 16 proposals under TO 3 and contracted four partners to start implementing the associated trainings. Two contractors, Al-Rawan and RJR, had designed and submitted their training material for CSP’s approval. As of the end of March, CSP engineers were reviewing the trainings’ content, while the TO 3 team was reviewing their format and language to ensure that they conformed to all contractual requirements regarding technical language, branding, and visibility. CSP plans to finalize its review, work with the partners to resolve outstanding concerns, and approve the trainings early in the next quarter so that they can be delivered once CSP resumes its normal operations. In case of a prolonged ban on public gatherings due to COVID-19, CSP may consider adaptive measures that would enable the partners to deliver their trainings remotely.

CSP also kick-started its field implementation under TO 3, signing two MOUs — with the olive farmers COOP in Akroum and the women’s agricultural COOP, both in northern Akkar. In Akroum, CSP will strengthen the COOP’s financial management capacity by introducing a system of accounting. It will also help the COOP to improve its solid waste management and wastewater management capacities to ensure that it complies with environmental mitigation measures and properly manages and disposes of waste from the CSP-upgraded olive press. In Jdaidet el Qaitaa, CSP will train the women’s COOP on food safety, packaging, pricing, sales, and management. In doing so, the program aims to improve the quality of the COOP’s products and the soundness of its management practices, thereby enhancing its prospects for long-term viability.

In light of the COVID-19 outbreak, CSP will continue signing MOUs under TO 3 through Skype and other online platforms during the next quarter. The TO 3 team expects to finish signing MOUs related to its approved activities by the end of May 2020 so that it can begin implementing trainings once CSP’s normal operations return to normal and its partners can access the field.

For the complete status of CSP's progress on implementation under TO 3, including the full list of proposals submitted to USAID and their status, please refer to Annex P.

COLLABORATIVE PARTNERSHIP WITH THE AMERICAN UNIVERSITY OF BEIRUT

Under TO 3, CSP is partnering with AUB and LAU to provide USP students with opportunities to intern or volunteer with CSP and more than 50 Lebanese CSOs. In doing so, CSP is augmenting its capacity to carry out interventions, while also giving the scholars hands-on learning experience and helping them fulfill the volunteer and internship requirements of their scholarship.

This quarter, CSP officially launched its volunteer and internship collaboration with USP, holding a workshop with about 35 CSOs to introduce them to CSP, explain the CSP-USP collaboration, and begin the process of pathways to internship and volunteer opportunities for USP students at the CSOs.

Having held its preliminary meetings with the universities and sent MOUs to them during the previous reporting period, this quarter the TO 3 team signed the MOU with LAU, formally establishing a framework for collaboration with the university. As a result, CSP admitted its first LAU-USP student, as an intern with CSP's procurement team under TO 1. The student will officially begin her internship with CSP once the program's regular work resumes.

CSP also launched its partnership with AUB, bringing on six students to assist the Akroum COOP in ensuring it meets all environmental compliance requirements. Over the course of two semesters during the coming academic year, the six USP students will work with CSP's engineering team to assess the olive pressing facility of the Akroum COOP, oversee the design and implementation of the environmental mitigation measures and technical assistance, and produce the necessary technical reports. Along with CSP engineers and other specialists, the students will coordinate directly with members of the COOP and the surrounding community on an eco-friendly approach to sustainably dispose of the wastewater and solid waste linked to the CSP-provided olive press.

CSP is also finalizing its negotiations with AUB to bring on a USP student on a part-time basis to help strengthen the collaboration between AUB and CSP and assist in implementing an integrated extracurricular educational track whereby AUB-USP students would be able to fulfill their all their internship, volunteer, and community service requirements while working with CSP.

IMPLEMENTATION CHALLENGES AND NEXT STEPS

As noted throughout this section, the TO 3 team experienced multiple delays stemming from the operational context — first, the civil unrest and resulting road blockages and institutional closures in January, followed by COVID-19 and the subsequent ban on public gatherings in early March. The team managed to mitigate the effects of the former by planning multiday trips to visit stakeholders, enabling it to continue performing its assessments and developing and submitting proposals and to launch the implementation stage of its interventions. However, the latter resulted in the indefinite postponement of in-person field-based tasks. Still, CSP is coordinating virtually with all partners under TO 3 to finalize their trainings and ensure that they can begin field work in some 16 Lebanese communities as soon as it is safe to do so. The program is also conducting field visits with prospective beneficiaries online so that it can continue producing proposals for new trainings. In doing so, it hopes to continue maximizing the impact of its material interventions in underserved and vulnerable Lebanese communities.

During the upcoming quarter, CSP expects to begin the field implementation stage of its technical assistance interventions. CSP will coordinate with teams from Al-Rawan, RJR, the RMF, and the Lebanese CAC to finalize the design of and deliver training workshops that focus on the safe maintenance and operation of CSP-provided equipment, strengthening municipalities' institutional capacities, and supporting agricultural cooperatives and CSOs in strengthening their internal management capacities.

In parallel, the team plans to complete the field work portion of its Akroum intervention in coordination with the six AUB-USP interns. CSP plans to finalize its field assessment and design a specific intervention that fits the diverse specializations of the group of interns. Meanwhile, the program plans to recruit LAU-USP students to implement several USAID-approved activities that pertain to marketing and branding for municipalities.

Lastly, and as the TO 3 team has nearly closed the gap between FY19 activities and complementary trainings, the team will begin working with TO 5 to embed technical assistance interventions into the design of its wastewater management projects. In doing so, CSP will ensure that technical assistance is a crucial element of the projects' design phase rather than a post-facto component.

VI. TASK ORDER 5: WASTEWATER MANAGEMENT

Under the wastewater management component — Task Order No. 5 (TO 5) — CSP is identifying and implementing interventions that mitigate the pollution resulting from the discharge of untreated domestic and industrial wastewater into the environment. Following its start-up and mobilization during the first quarter of FY2020, the program has launched a two-track approach to achieving this objective: infrastructure and investment. Despite the road and institutional closures caused by civil unrest in January, and the increasing restrictions on public gatherings caused by COVID-19 beginning in mid-February, the team made significant progress on both tracks during the reporting period.

Regarding infrastructure, TO 5 initially aimed to carry out at least three interventions that would treat at least 6,000 cubic meters (m³) of wastewater per day environmentally. However, after submitting its recommendations for interventions during the reporting period, the team received a request from USAID to revise its contract to extend its mandate by six months and almost double its available construction budget. As a result, the TO 5 team would have the capacity to implement four to six infrastructure interventions that treat at least 12,000 m³ of wastewater environmentally daily. The team plans to finalize the details of the contract modification to expand the work of TO 5 with USAID, as well as the selection of wastewater management infrastructure interventions, early in the next quarter.

The team also progressed along the investment track, which will use CSP's [REDACTED] Investment Incentives Fund to finance a rebate program that will help private industries install equipment to mitigate their wastewater output.

The rest of this section shows how the TO 5 team's achievements in terms of both infrastructure and investment during the reporting period have successfully positioned CSP to begin preparing for design and implementation throughout the latter part of FY2020.

WASTEWATER MANAGEMENT INFRASTRUCTURE

SELECTION OF PROPOSED INFRASTRUCTURE INTERVENTIONS

By the end of the previous quarter, the team had short-listed 12 possible interventions to undergo prefeasibility studies by its subcontractors. The interventions were culled from a list of 60 possible projects based on three criteria: their estimated cost, the amount of wastewater that would be treated if the interventions were carried out, and whether any other agency is currently engaged in implementing a project at the site in question.

During the beginning of this reporting period, two CSP subcontractors, BTD and ELARD, carried out prefeasibility studies on each of the 12 short-listed interventions. The studies provided information such as the potential scope of the projects, focusing on what needed to take place to maximize impact; their estimated cost; the expected results; and a possible timeline for completion.

Based on the studies' findings, the TO 5 team conducted a final, two-part screening and evaluation process. First, it assessed each project on a pass-fail basis according to four criteria: whether the project had issues related to land acquisition, was deemed too complex under the scope of TO 5, had potential issues of restricted access, and had a minimum flow of 500 m³ a day, thereby enabling CSP to meet its programmatic objectives. Two projects did not pass these criteria and were filtered out. The TO 5 team

then carried out a final evaluation of the remaining 10 projects, scoring and ranking them on factors such as the number of beneficiaries, whether the project would ease tensions in communities, the level of importance placed on them by the Lebanese government and relevant regional water establishment (RWE), and sustainability prospects. For the full list of criteria used in the final evaluation, see the “Intervention Selection and Implementation Methodology” report, approved by USAID in December 2019. A list of the 10 projects ranked according to the results of the final evaluation can be found in Annex Q.

Based on this methodology, CSP identified five priority wastewater management infrastructure interventions, which it submitted to USAID in its “Selection of Proposed Wastewater Infrastructure Interventions” report in early February. It is worth noting that the TO 5 team managed to meet its contractual deadline for this deliverable despite the delays arising from the civil unrest that began in October. The five priority interventions, which were recommended based on TO 5’s initial budget and scope of work as described above, are as follows:

RECOMMENDED WASTEWATER INFRASTRUCTURE INTERVENTIONS						
RANK	PROJECT	REGION	WASTEWATER MANAGED ENVIRONMENTALLY (M ³ /D)	COST (\$)	NO. OF BENEFICIARIES	TOTAL SCORE (OUT OF A MAXIMUM 42)
1	Saida Wastewater Conveyance System	South	6,343.96	██████████	46,751	38
2	Borj Rahhal Wastewater Pumping Station and Force Main	South	7,333.28	██████████	54,042	36
3	Iaat Wastewater	Beqaa	15,000	██████████	166,747	36
4	Aitanit Wastewater Treatment Plant Rehabilitation and Sludge Management	Beqaa	5,000	██████████	38,000	36
5	Nmairiye Wastewater Pumping Station	South	7,401.53	██████████	54,545	34

In addition to the five priority interventions, the TO 5 team identified two projects in the North, scoring sixth and seventh highest in its evaluation. These interventions were deemed technically viable and feasible, and if implemented would result in CSP carrying out a wastewater management infrastructure

intervention in all three of its focus areas. However, when considered alongside the five priority interventions, they exceeded the available budget for construction under the original TO 5 contract. The two additional projects are:

ADDITIONAL RECOMMENDED WASTEWATER INFRASTRUCTURE INTERVENTIONS						
RANK	PROJECT	REGION	WASTEWATER MANAGED ENVIRONMENTALLY (M ³ /D)	COST (\$)	NO. OF BENEFICIARIES	TOTAL SCORE (OUT OF A MAXIMUM 42)
6	Izal Wastewater Treatment Plant and network	North	948.82	██████████	7,188	30
7	Tikrit Wastewater Treatment Plant and network	North	2,350.79	██████████	17,809	30

CONTRACT MODIFICATION REQUEST FROM USAID

Following its initial submission of its proposal for interventions, CSP received a request from USAID to expand the work of TO 5 by increasing its budget by ██████████ dollars and extending its mandate by six months, resulting in a total budget of ██████████ — with ██████████ dedicated to infrastructure — over four and a half years. The requested modifications will enable CSP to add to the number of interventions it will carry out, and also double the amount of domestic wastewater output those interventions will treat environmentally, enhancing CSP’s impact under TO 5 in underserved and vulnerable communities.

In parallel with the contract modification, and in response to a request from USAID, CSP is providing new scenarios comprising different projects that TO 5 could implement under the new budget and timeline. The scenarios range from four to six interventions, with the most expensive scenario costing an estimated ██████████. All five scenarios also include at least one project in the North, South, and Beqaa, as well as the construction of at least one new wastewater treatment plant and associated network. A summary of the scenarios can be found in Annex R. The team will propose these scenarios to USAID as part of its revised report, which it plans to finalize early in the next quarter.

NEXT STEPS

As CSP prepares to move into the feasibility, design, and construction phases of the infrastructure projects, the team will coordinate with the management team to define the scopes of work of CSP’s subcontractors under TO 5, tailoring to the anticipated needs of the interventions. This includes drafting a new environmental services contract to ensure the projects follow USAID’s environmental compliance

requirements and also drafting a design services contract. CSP also plans to hire two new full-time positions under — a construction supervisor and a procurement specialist (budgeted under TO 1 but dedicated to TO 5) — with the aim of onboarding them in 2020 as the TO 5 team kicks off the intervention design process and ramps up its engagement with subcontractors.

WASTEWATER MANAGEMENT INVESTMENT

INVESTMENT INCENTIVES FUND

During the previous reporting period, CSP decided to use its [REDACTED] Investment Incentives Fund to finance a rebate program that will help Lebanese industries acquire equipment and machinery that will enable them to mitigate their wastewater pollution. Having met with several organizations to identify sectors poised to benefit from such an initiative, the TO 5 team decided during the reporting period to partner with the Association of Lebanese Industrialists (ALI) to administer the program. ALI represents licensed and viable industries throughout Lebanon.

Throughout the quarter, CSP held meetings with representatives from ALI and, based on their recommendation, identified seven agro-food industries that expressed a readiness to take part in the rebate program. These include olive oil processors, pickling businesses, and producers of tahini and the dessert halwa. Early in the next quarter, the TO 5 team plans to prepare a sole-source justification memo for soliciting ALI to apply for a CSP grant to help administer the relationships with the prospective industries under the IIF.

WASTEWATER STEWARDSHIP

Along its investment track, the team also began developing a concept note for USAID that proposes working with private sector industries and institutions to help them adopt wastewater stewardship under their corporate social responsibility strategy. As part of this initiative, CSP would identify and initiate discussions with private institutions and corporations to encourage them to promote environmental stewardship in their outreach to employees, customers, and the public. It would then follow up with interested institutions and corporations to help them formulate messages, tips, and advice for inclusion in inward and outward facing communications. In doing so, CSP would complement its wastewater management efforts at little to no cost by helping engage and educate the public in issues related to community sanitation, public health, economic development, and environmental protection. The team plans to submit the concept note to USAID during the next quarter.

IMPLEMENTATION CHALLENGES AND NEXT STEPS

Near the end of the reporting period, the TO 5 team followed the program-wide recommendations to mitigate COVID-19's effect on its work (see Sections III and VII), focusing on desk-based tasks whose completion will position the team and its subcontractors to design and implement the infrastructure interventions once normal operations resume. For example, as noted earlier the team began coordinating with CSP's management and its subcontractors to develop new scopes of work in anticipation of the interventions' approval. Furthermore, the team held twice-daily meetings virtually to keep all the members up to date on progress. It also continued holding online meetings with its subcontractors.

A protracted ban on public gatherings may cause delays in the feasibility and design phases of the infrastructure track, preventing the subcontractors from conducting site visits to collect data and information. Such delays might also lead, in the longer term, to the postponement of the projects' construction. To minimize possible delays in the short and long term, the TO 5 team will provide its subcontractors with guidance on identifying and prioritizing steps that could be carried out remotely, thereby expediting the preparation process. CSP will also coordinate with them to develop action plans in case the medical situation improves, restrictions are loosened, and the subcontractors are safely able to make site visits for data collection purposes.

Finally, the closure of nonessential businesses has led to the shutdown of most industries CSP would partner with to reduce industrial wastewater pollution. To maintain progress, the team continued meeting virtually with ALI to finalize the details of their role in helping administer the IIF and to reach out to prospective industrial partners to participate in the rebate program.

VII. LESSONS LEARNED, BEST PRACTICES, AND NEXT STEPS

While the early part of the reporting period was marked by on-going protests and public demonstrations related to grievances about Lebanon’s political system and deteriorating economy, the month of March was dominated by increasing concerns about the spread of COVID-19. In response, the Government of Lebanon imposed increasingly restrictive measures to limit social gatherings, movement, and the work of non-essential businesses. As noted throughout this report, the deteriorating economy and COVID-19 restrictions have had a profound impact on CSP’s ability to make progress on some activities during the latter part of the reporting period. In addition to the steps taken by individual TOs to mitigate the impact of COVID-19 on programmatic progress, CSP put in place a number of new program-wide practices and contingencies to enable operations to continue.

PROGRAMMATIC LESSONS LEARNED CSP is organizing “pause and reflect” sessions for recently completed activities, with a particular emphasis on interventions that either experienced implementation challenges or have not yet achieved expected results. Organized by the MEL team, the purpose of these learning-oriented sessions is to identify design, implementation, and monitoring weaknesses; capture lessons learned to inform the design of more impactful activities; and identify measures needed to fulfill activity objectives and meet community expectations. Using the case of the TO 2 intervention to procure and deliver rotary tillers in Noura (Akkar), CSP found that an activity’s feasibility and viability can be enhanced through more intentional and structured community engagement, which can help the team better understand community needs in terms of both material assistance and technical assistance to maintain and operate CSP-provided equipment. In response, CSP is augmenting its field presence and connection to communities by working with and through local partners (under subgrant agreements) that have long-standing and sustained relationships with the project’s beneficiaries. As for livelihoods activities targeting seasonal agriculture interventions, the design of projects should be in line with the farmers’ agricultural calendar; otherwise, the growing season will be missed, and CSP may need to wait a full year to realize expected results. CSP also found that beneficiary communities are not always actively communicating with their constituents about the availability of CSP-improved services or CSP-provided equipment. CSP is addressing this finding by incorporating a public outreach component — including training for local partners on how to communicate with the public — to amplify the impact of CSP assistance.

FINANCE AND OPERATIONS CONTINUITY During the reporting period, Chemonics opened a new corporate bank account and individual bank accounts for all staff from CSP and the Chemonics-implemented USAID/Lebanon Enterprise Development (LED) project. These accounts will increase staff’s access to U.S. dollars as they will not be subject to the cash withdrawal restrictions Lebanese banks have put in place due to the struggling economy. The decision came as a response to staff members’ repeated feedback about the negative impact of not being able to access their earned salaries in full each month. The new payment method took effect beginning in January.

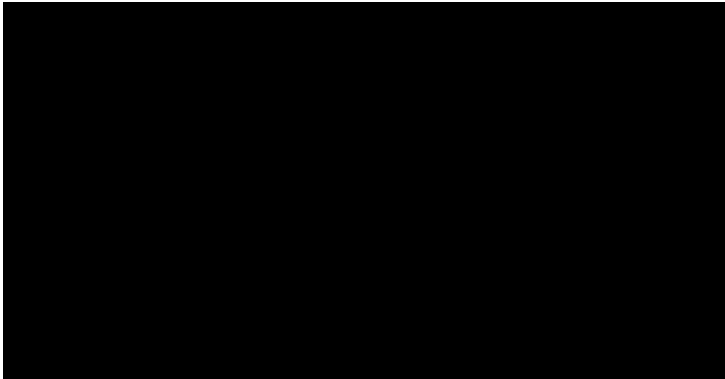
Similarly, as the Lebanese lira continues to depreciate against the U.S. dollar, CSP’s suppliers, subcontractors, and grantees were given the option to be paid in USD with “fresh money” wired from the U.S. In response, the TO 1 finance and operations team coordinated with the Chemonics home-office to ensure the payment of vendors in USD from an off-shore account. This new payment method is not only facilitating the technical work of CSP, but it is reducing the costs of assistance to beneficiaries by as much as 50 percent as materials purchased in USD on the local market are protected from inflation.

In response to the threat of COVID-19, CSP authorized mandatory work-at-home (WAH) for all staff, initially effective for the period from March 16 – March 27, and extended indefinitely on March 24. The purpose of WAH is to protect staff, partners, and beneficiaries by decreasing the risk of contamination and helping to decrease the spread of the virus. Accordingly, no staff were allowed access to CSP’s main office in the [REDACTED] and the adjacent TO 5 office located in the [REDACTED]

[REDACTED] similarly, field-based staff were not permitted to visit project sites without prior approval from the COP.

To maintain team cohesion, all regularly scheduled and ad hoc meetings continued to take place virtually on either Skype for Business or Microsoft Teams platforms, both of which are available to all staff through their Microsoft Office 365 licenses. Given the size of the CSP team (about 70 staff), virtual meetings for the monthly all staff meeting were deemed ineffective. As an alternative, CSP is using Loom — a free communication

tool to create instantly shareable videos — to share video updates and other important information from the COP and the five TO directors. To supplement the monthly updates, the COP also makes weekly Loom videos — usually on Monday mornings — to share important announcements or set priorities for the week. The benefit of Loom is that staff do not have to worry about connectivity issues at a specific meeting time or be able to receive a large file video attachment. Feedback has been positive as all staff members can see senior leadership on a regular basis. The COP and TO directors are also soliciting inquiries from staff to develop follow-up frequently asked questions (FAQ) sheets to share with the entire team.



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

LEBANON COMMUNITY SUPPORT PROGRAM

While not ideal, these uses of available technology for communicating during the protracted work-at-home period are enabling CSP to continue supporting staff members individually while also promoting teamwork.

PROGRAMMATIC CONTINUITY CSP is also using a number of innovative and alternative methods to sustain programmatic progress during the lockdown. For example, upon delivery of certain supplies to partner communities, CSP is organizing video calls in the presence of the minimum number of individuals possible to conduct a visual inspection and acceptance of materials; CSP expects to use this practice to deliver solid waste bins in Berqayel, which will take place early in the next quarter. CSP is also conducting virtual site visits for prospective bidders of construction activities for a number of activities, including solar-powered streetlights in Old Saida, water tank in Bqasta, and streetlamps in Rachaiya el Foukhar. Given restrictions on social gatherings and movements, these videos are shared with potential offerors interested in submitting a proposal in lieu of holding what is normally a mandatory site visit. By instituting this practice, CSP is able to continue with procurement and make awards during the lockdown period, enabling construction contractors and other suppliers to hit the ground running once the lockdown is lifted.



LEBANON COMMUNITY SUPPORT PROGRAM

U.S. Agency for International Development

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Washington, D.C. 20523

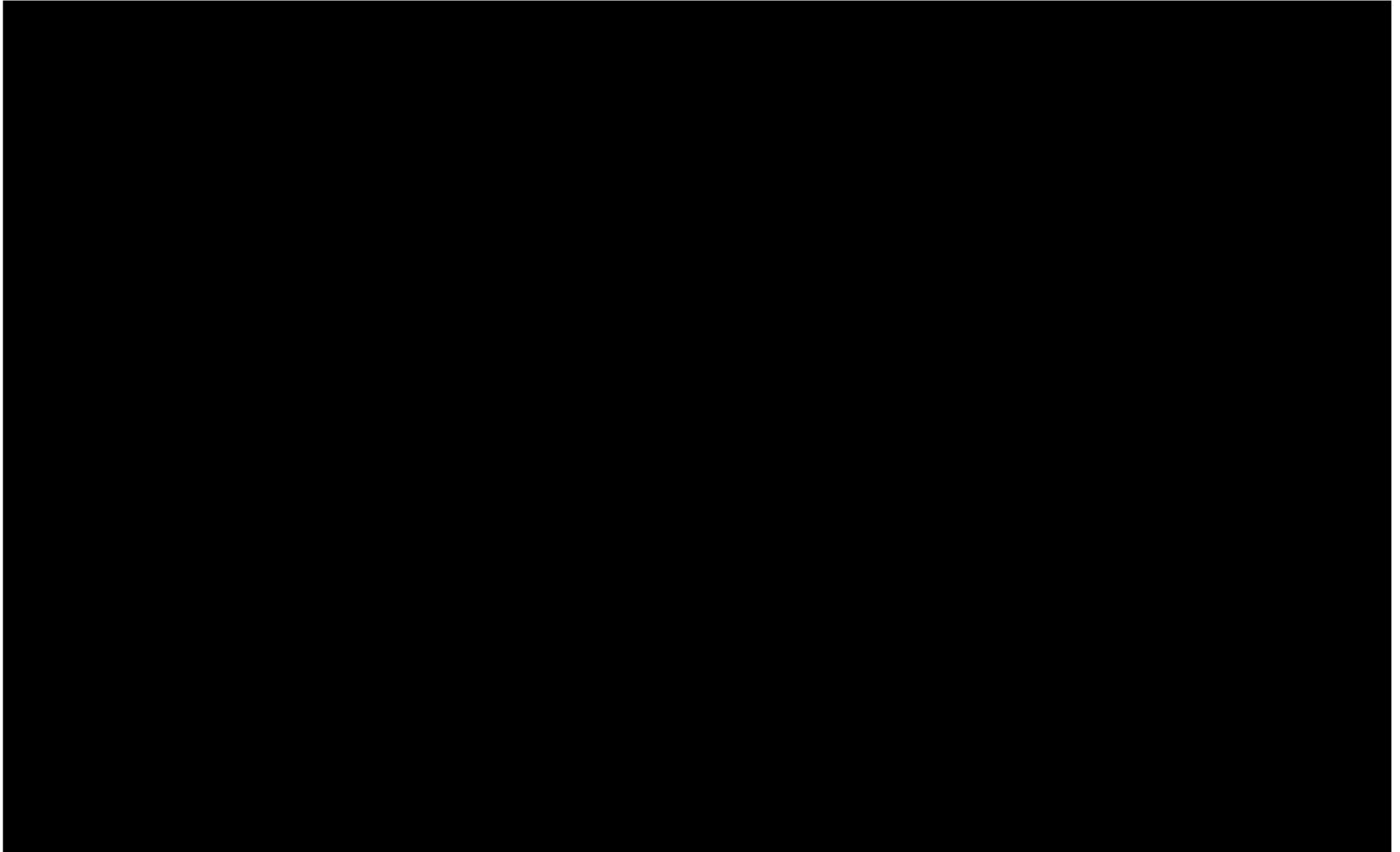
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VIII. ANNEXES

ANNEX A: ORGANIZATIONAL CHART



ANNEX B: FY2020, Q2 FINANCIAL REPORT



[REDACTED]

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ANNEX D: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q2)

ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q2)							
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 a follow-up visit in May 2020 to support and supervise the implementation of the remaining environmental mitigation action points
Beqaa	Tannoura	BQA004	Providing the Municipality with 250-KVA Generator and Replacing Storm-Affected Accessories	Approved by USAID	Compliance visit report done in March 2020	Fully compliant	
Beqaa	El Qaa	BQA009	Equipping El Qaa Municipality for Storm Response	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 2020
Beqaa	Hawch er Rafqa	BQA014	Reducing Tensions by Equipping the Intermediate Public School of Hawch El Arab	Approved by USAID	First compliance visit report done in January 2020	Partially compliant, pending points: - Bins must be emptied at least three times per day. (Responsibility: School administration) - Diesel tank or jerry cans must be stored within a containment. (Responsibility: School administration) - Spill kits must be available where the diesel is being stored to clean up	CSP engineers/field officers will conduct a follow-up visit in May 2020 to support and supervise the implementation of the remaining environmental mitigation action points

						any accidental release. (Responsibility: School administration) - Two (2) portable powder type fire extinguishers (free of ozone depleting substances) must be available on each floor. (Responsibility: School administration)	
Beqaa	El Khiara	BQA015	Enhancing Safety and Security Through Solar Lighting in El Khiara	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 2020
Beqaa	Saadnayel	BQA016	Reducing Tensions by Installing Water Filtration System at Intermediate Public School of Saadnayel	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 2020
North	Tripoli	NTH001	Improving Sorted Solid Waste Collection Capacity of the Union of Al Fayha' Municipalities	Approved by USAID	Compliance visit report done in January 2020	Fully compliant	
North	Jabal Akroum	NTH003	Enhance Strained Water Services in Jabal Akroum	Approved by USAID	Compliance visit report done in January 2020	Fully compliant	
North	Akroum	NTH004	Supporting Olive Tree Farmers in Akroum Through a Decanter and Generator	Approved by USAID	First compliance visit report done in Decemeber 2019	Partially Compliant, pending points: - Improving the seepage prevention measures for the pomace drying area. (Responsibility: Cooperative)	Second environmental mitigation inspection is expected in July 2020. The preliminary corrective measures (subject to further study and on-site

- 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).

assessments) to meet full compliance include:

1. Demolition of existing concrete pad currently used for the pomace drying area
2. Ground preparation for the casting of the new concrete pad that will serve as the new pomace drying area, including removal of any contaminated soil, vegetation, debris, and any other hazardous material
3. Casting of a reinforced concrete pad serving as a pomace drying area
4. Casting of a reinforced concrete pad serving as a base for the new polyethylene tanks
5. Casting of a reinforced concrete channel that will host the new PVC pipes
6. Supply and installation of PVC pipes to connect the existing pomace discharge outlet through the new concrete channel to the pomace from the drying area and then into the decantation tanks

7. Emptying of the existing pomace from the excavated area and properly disposing it at an approved dump location and cleaning the bottom of the excavation
8. Supply and installation of triple-layer polyethylene tanks, with an approximate capacity of 10,000 liters
9. Pipework to connect the tanks together at a high level

Note: As part of the CSP-USP collaboration under TO 3, six USP students will work with CSP's engineering team to assess the olive pressing facility of the cooperative in Akroum, oversee the design and implementation of the environmental mitigation measures and technical assistance, and produce the necessary technical reports.

North	Fnaideq	NTH012	Supporting Livelihoods by Improving Sales for a Rural Cooperative in Fnaideq	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 2020
North	Noura	NTH015	Providing Support for Farmers in Noura Affected	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 2020

			by the Syrian Conflict				
North	Bebnine	NTH017	Supporting Al Salam Public Mixed School in Bebnine	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 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/FO in May 2020
South	El Miye w Miye	STH002	Improving Sorted Solid Waste Collection Capacity of El Miye w Miye Municipality	Approved by USAID	Compliance visit report done in March 2020	Fully compliant	
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/FO in May 2020
South	Jinjlaya	STH010	Enhancing the Provision of Water in Jinjlaya	Approved by USAID	Compliance visit report done in March 2020	Fully compliant	
South	Ed Damour	STH014	Emergency Response to Ed Damour Wildfires by Replacing Damaged Electrical Cables	Approved by USAID	TBD	Environmental compliance visit not yet conducted	First environmental mitigation inspection visit to be conducted by CSP engineers/FO in May 2020

and Water
Networks

ANNEX E: INDICATORS PERFORMANCE TRACKING TABLE

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

ANNEX F: PERFORMANCE MONITORING — PROGRESS MADE TOWARD TARGETS SET

#	Indicator Title	Freq. of Reporting	Y1 Total Actual	Y2, Q2 Target	Y2, Q2 Actual	10% ± Deviation	Y2 Targets	Y2 Results	LOP Total Actual	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 USG assistance [PMP]	Quarterly	44,291	73,350	9,418 ²	(87%)	234,540	23,909	68,200	<p>CSP reached 13 percent of its target for the quarter. The achieved results are the outputs of the five activities that were completed or nearly completed by the end of the reporting period.</p> <p>The deviation from the target is because many activities under implementation included construction work or work related to agriculture season, which needs to be completed prior to CSP reporting their results.</p> <p>In Q2, CSP is reporting the results of one completed activity (BQA016 — Saadnayel) and four activities under implementation: NTH001 — Al Fayhaa, NTH019 — Niha, STH002 — El Miye w Miye, and STH014 — Ed Damour, which is an emergency response. However, CSP is currently implementing 26 activities.</p> <p>CSP will continue reporting the results of the ongoing and upcoming activities.</p>

² This includes TO3's contribution in achieved results

02	Number of local actors with enhanced abilities as a result of USG support [PMP]	Quarterly	9	14	3	(79%)	49	9	18	<p>CSP reached 21 percent of its target for the quarter. CSP is currently implementing 25 activities that aim to enhance the abilities of local actors. However, CSP reports only on local actors who successfully completed or are about to complete USG-supported activities. Reported local actors are: BQA016 — Saadnayel, NTH019 — Niha, and STH014 — Ed Damour</p> <p>Activities under implementation and activities already reported on in previous quarters are not reported.</p>
03	Proportion of female participants in USG-assisted programs	Quarterly	61%	30%	53% ³	77%	30%	54%	57%	<p>CSP exceeded the target set for the quarter.</p> <p>Most of the reported beneficiaries are female students in schools or female residents in assisted communities. (The numbers were estimates provided by local actors.)</p> <p>Reported figures are from: BQA016 — Saadnayel, NTH001 — Al Fayhaa, NTH019 — Niha, STH002 — El Miye w Miye, and STH014 — Ed Damour.</p>
Purpose Level: Priority needs in underserved and vulnerable communities met.										
Result I 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								<p>No results to report from the quarter.</p> <p>In Q2, CSP is reporting the results of one completed activity (BQA016 — Saadnayel) and four activities under implementation: NTH001 — Al Fayhaa, NTH019 — Niha, STH002 — El Miye w Miye, and STH014 — Ed Damour, which is an emergency response.</p>

³ This includes TO3's beneficiaries in the calculation

										However, CSP is currently implementing 26 activities and expects more activities to be completed in the coming quarter, resulting in more values to be reported.
IR I.1 Level: Development resources accessed by communities.										
08	Number of community resources and/or assets involved in USG-assisted activities	Quarterly	2	17	0	(100%)	56	6	8	Please see the justification from as the previous indicator, as the two are interrelated.
09	Number of community members who have participated in the CSP activity cycle	Quarterly	48	374	26	(93%)	1,145	49	97	CSP reached 7 percent of its target for the quarter. The activities with reported results are community stabilization interventions and emergency responses that do not involve many community members in the CSP activity cycle, as opposed to activities implemented under Component 2, community development. The deviation from target will decrease as soon as the TO 2 technical team implements activities through the RAD and LSA processes, as well as activities under Component 2.
10	Number of people who have participated in USAID-funded training	Quarterly	0	30	30	0%	150	30	30	No deviation from set target. These are the results of ToT "Engaging Communities in Conflict CSP & Partners Methodology," implemented to build the capacities of CSP's local partners to implement the RAD and LSA methodologies and be able to identify communities' essential service needs.
11	Number of trainees who have participated in USAID-funded training	Quarterly	0	30	30	0%	450	30	30	No deviation from set target. These are the results of ToT "Engaging Communities in Conflict CSP & Partners Methodology" implemented to build the capacities of CSP's local partners to implement the RAD and LSA methodologies and be able to identify communities' essential service needs.
IR I.2 Level: Capacity of local actors to mobilize resources developed.										

12	Number of activities implemented with participation from local stakeholders	Quarterly	10	14	5	(64%)	49	11	21	<p>CSP reached 36 percent% of its target for the quarter. Five activities had been completed or nearly completed by the end of reporting period.</p> <p>The deviation from the target is because many activities under implementation include construction work or work related to agriculture season, which needs to be completed prior to CSP reporting their results.</p> <p>In Q2, CSP is reporting the results of one completed activity (BQA016 — Saadnayel) and four activities under implementation: NTH001 — Al Fayhaa, NTH019 — Niha, STH002 — El Miye w Miye, and STH014 — Ed Damour, which is an emergency response. However, CSP is currently implementing 26 activities.</p> <p>CSP will continue reporting the results of the ongoing and upcoming activities.</p>
Result 2 Level: Community members benefit from local development collaboration.										
14	Number of USAID-assisted local actors (including CSOs, private sector organizations, etc.) engaged in community, regional, and national programs	Quarterly	9	14	5	(64%)	50	12	21	<p>CSP reached 36 percent of its target for the quarter. CSP is currently implementing 26 activities engaging local actors in communal, regional, and national programs. However, CSP reports only on local actors who have successfully complete, or nearly completed USG-supported activities.</p>
IR 2.1 Level: Essential services delivered or improved.										
15	Number of essential services provided, installed, or upgraded	Quarterly	10	10	3	(70%)	32	6	16	<p>CSP reached 30 percent of its target for the quarter. Nevertheless, the number of essential services provided is 21 and are the following: water, 7; electricity, 4; emergency response, 2; infrastructure, 5; public education, 1; solid waste management, 1; wastewater, management 1</p> <p>CSP reports only on successfully completed USG-supported activities.</p>

										Results reported are from: BQA016 — Saadnayel, NTH019 — Niha, and STH014 — Ed Damour
16	Number of people with access to adequate levels of essential services	Quarterly	21,940	75,098	9,388	(87%)	239,570	23,664	45,604	<p>CSP reached 13 percent of its target for the quarter. It is worth mentioning that 21 out of the 26 activities that were being implemented at the end of the quarter provide people with access to adequate levels of essential services. CSP reports only on successfully completed activities or activities about to be completed, where services have been delivered and people can access them.</p> <p>Results reported are from: NTH001 — Al Fayhaa, NTH019 — Niha, STH002 — El Miye w Miye, and STH014 — Ed Damour, which is an emergency response</p>
IR 2.2 Level: Economic opportunities increased.										
18	Number of people directly benefiting from increased economic opportunities as a result of USG assistance in local communities	Quarterly	1	257	172	(33%)	814	215	216	<p>CSP reached 67 percent of its target for the quarter. Out of the four livelihood activities that were being implemented during the quarter to improve people's economic opportunities by increasing their income or decreasing costs of production, only one was completed.</p> <p>Results reported are from STH009 — Tanbourit.</p>
19	Number of micro, small, or medium enterprises supported by USG assistance	Quarterly	0	3	0	(100%)	8	0	0	No results be to be reported from the quarter.

ANNEX G: TRANSFORMING LIVES — CSP ASSISTANCE IN HAWCH EL ARAB



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FROM THE AMERICAN PEOPLE

SNAPSHOT

Reducing Tensions and Improving Learning Outcomes in Lebanon’s Beqaa Valley: USAID Support to Underserved Students at the Hawch el Arab Intermediate School

“With the heaters provided by CSP and the rehabilitated playground, the classes are warmer and the playground is secure. There’s no more violence on the playground. Students play together in a safe environment and come back home clean and healthy.” — [REDACTED], the head of the parents’ committee at the Hawch el Arab Intermediate Public School

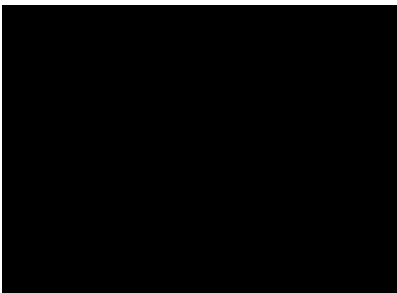


Photo credit: Community Support Program (CSP) Students at the Hawch el Arab Intermediate Public School enjoy recess on the playground rehabilitated by CSP.

[REDACTED] a 14-year-old student at the Hawch el Arab Intermediate Public School in Lebanon’s Beqaa Valley, has grown up understanding that education is crucial to her future. [REDACTED] comes from the Baalbek-Hermel region, where the poverty and unemployment rates are higher than the national average. Her father, a farmer, struggles to find work given the economy, and her family is supported by her brother. Still, Waad says her brother’s salary barely covers their basic needs.

For [REDACTED] education offers a path to help her brother lift the family out of poverty. She has consistently earned the top marks in her classes, and upon graduating from school, she hopes to attend a technical institute to study accounting. The fact that this is not a traditional path for girls in her situation has only strengthened her resolve.

Recently, though, [REDACTED] found herself struggling to stay motivated. “We didn’t have any desire to go to school, especially in the winter and cold weather,” she says.

The Hawch el Arab is one of the two public schools in the area. It hosts 94 Lebanese students and, since the Syrian Civil War broke out, has taken in dozens of Syrian refugee students. At the same time, the school received minimal assistance to cope with the influx. As a result, it was unable to pay for regular maintenance, leading its equipment and facilities to fall into disrepair. Some staff members say the playground conditions became dangerous for the students.

“The tables were broken,” says [REDACTED]. “Playing football during recess felt like a punishment to us; we fell down in the mud and went back home very dirty and sometimes injured.”

The Hawch el Arab also did not have adequate heating, which students and staff said could make conditions untenable in the winter and was negatively affecting their performance and confidence. “My kids were complaining about the cold at school,” says [REDACTED], the head of the parents’ committee at the school. “But I couldn’t do anything.”

The condition of the Hawch el Arab was also leading to tensions between the community it serves and the wider area, as well as between the school’s Lebanese and Syrian students; the latter were perceived as placing an added strain on the Hawch el Arab’s already meager resources.

UNCLASSIFIED

To boost the learning outcomes and the well-being of the students and staff, the Lebanon Community Support Program (CSP) provided the Hawch el Arab with new equipment, including 98 desks and chairs; 11 heaters (one for each classroom in the school); and six large plastic solid waste bins. It also renovated classrooms and the playground. By improving the conditions at the school, the intervention, worth [REDACTED], also aimed to quell the tensions stemming from the neglect felt by the local Lebanese community.

According to [REDACTED], since the students began experiencing improvements, the disillusion the community used to feel about the school has turned to a sense of pride.

[REDACTED], a student at the school, says he used to hate waking up early in the cold mornings for school. "Now I wake up early. I bring my football with me, and come back early to play in the playground before the classes begin," he says. He also enjoys class more. "It's warmer and I can concentrate."

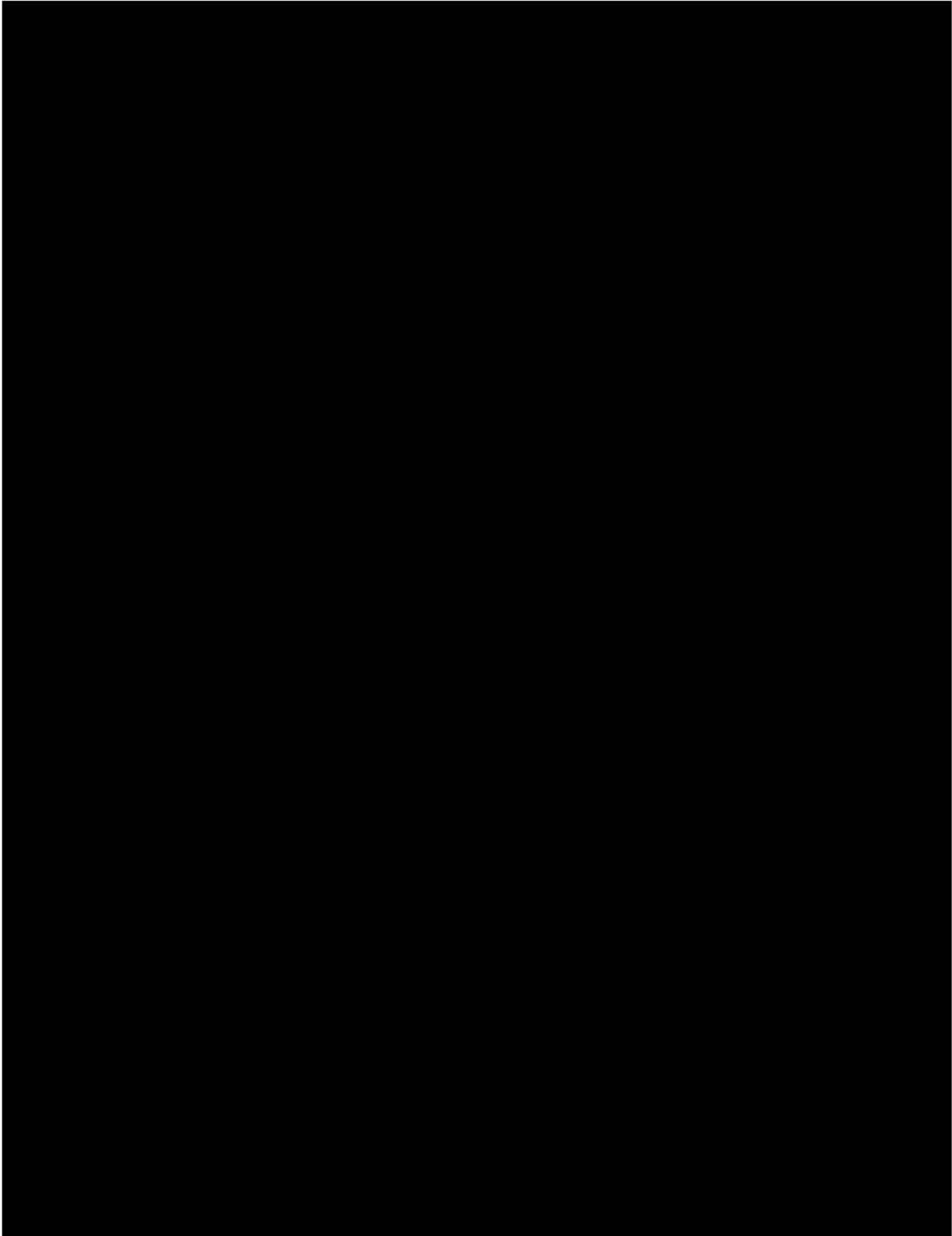
For [REDACTED], the new equipment and rehabilitation has reinvigorated her drive to prepare for the Brevet exam, which she must pass later this year to continue her education. "Now I feel more excited to go to school with my classmates. We are working as group to prepare for our exams and concentrating more in classes," she says.

"We care more about protecting the equipment because we don't want to lose what we just received ... We have a feeling of ownership of this opportunity," she adds.

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.

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ANNEX H: COVID-19 IN LEBANON BY REGION (AS OF MARCH 2020)



Date: April 2020 / Produced By: 

ANNEX I: TO 2 COMMUNITY PROFILES (JAN. – MAR. 2020)

SOUTH

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

NORTH

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

BEQAA

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

ANNEX J: MEL DASHBOARDS BASED ON TO 2 COMMUNITY PROFILES

Please refer to the email attachment labeled “Annex J. MEL Dashboards.

ANNEX K: TO 2 COMMUNITY ENGAGEMENT GRANT TRACKER

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

ANNEX L: TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER

TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER (RAD)				
MUNICIPALITY	DISTRICT	REGION	COMMUNITY ENGAGEMENT METHODOLOGY	GRANTEE
Rachiine	Zgharta	North	RAD Process finalized and report sent	RMF – CE001
Kousba	El Koura	North	Step two (stakeholders mapping and field work protocols) + conducting KIIs.	RMF – CE001
Batroun	Batroun	North	Step one of the RAD (Desk review and list of challenges)	RMF – CE001
Mansoura	West Beqaa	Beqaa	RAD Process finalized and report sent	RMF – CE001
Kamed EL Loz	West Beqaa	Beqaa	Step one of the RAD (Desk review and list of challenges)	RMF – CE001
Manara	West Beqaa	Beqaa	Step one of the RAD (Desk review and list of challenges)	RMF – CE001
Es Swairi	West Beqaa	Beqaa	Step one of the RAD (Desk review and list of challenges)	RMF – CE001
Yarine	Tyre	South	RAD Process finalized and report sent	Caritas – CE002
Aalma ech Chaab	Tyre	South	RAD Process finalized and report sent	Caritas – CE002
Arab El Jall	Saida	South	Step one of the RAD (Desk review and list of challenges)	Caritas – CE002

Kfar Jarra	Jezzine	South	Step one of the RAD (Desk review and list of challenges)	Caritas – CE002
Anane	Jezzine	South	Step one of the RAD (Desk review and list of challenges)	Caritas – CE002
Marj	Zahle	Beqaa	Step one of the RAD (Desk review and list of challenges)	Peace Labs – CE004
Jdita	Zahle	Beqaa	Step one of the RAD (Desk review and list of challenges)	Peace Labs – CE004
Makse	Zahle	Beqaa	Step one of the RAD (Desk review and list of challenges)	Peace Labs – CE004
Kfar Chouba	Hasbaya	South	RAD Process finalized and report sent	Nahnoo – CE005
Kfar Hamam	Hasbaya	South	RAD Process finalized and report sent	Nahnoo – CE005
Al Fardis	Hasbaya	South	Step one of the RAD (Desk review and list of challenges)	Nahnoo – CE005
Meri	Hasbaya	South	Step one of the RAD (Desk review and list of challenges)	Nahnoo – CE005
EL Heberiyeh	Hasbaya	South	Step one of the RAD (Desk review and list of challenges)	Nahnoo – CE005
Qobbet Chamra	Akkar	North	Step two (stakeholders mapping and field work protocols) + conducting KIIs.	AND – CE006
Tal Abbas Gharbi	Akkar	North	Step two (stakeholders mapping and field work protocols) + conducting KIIs.	AND – CE006

Hissa	Akkar	North	Step two (stakeholders mapping and field work protocols) + conducting KIIs.	AND – CE006
Talmaayan	Akkar	North	Step two (stakeholders mapping and field work protocols) + conducting KIIs.	AND – CE006
Rmoul	Akkar	North	Step two (stakeholders mapping and field work protocols) + conducting KIIs.	AND – CE006
Mechmech	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Hrar	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Beit Ayoub	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Beit Younis	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Khreibet	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Jebrajel	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Burj	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Tikrit	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
Oyoun	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006

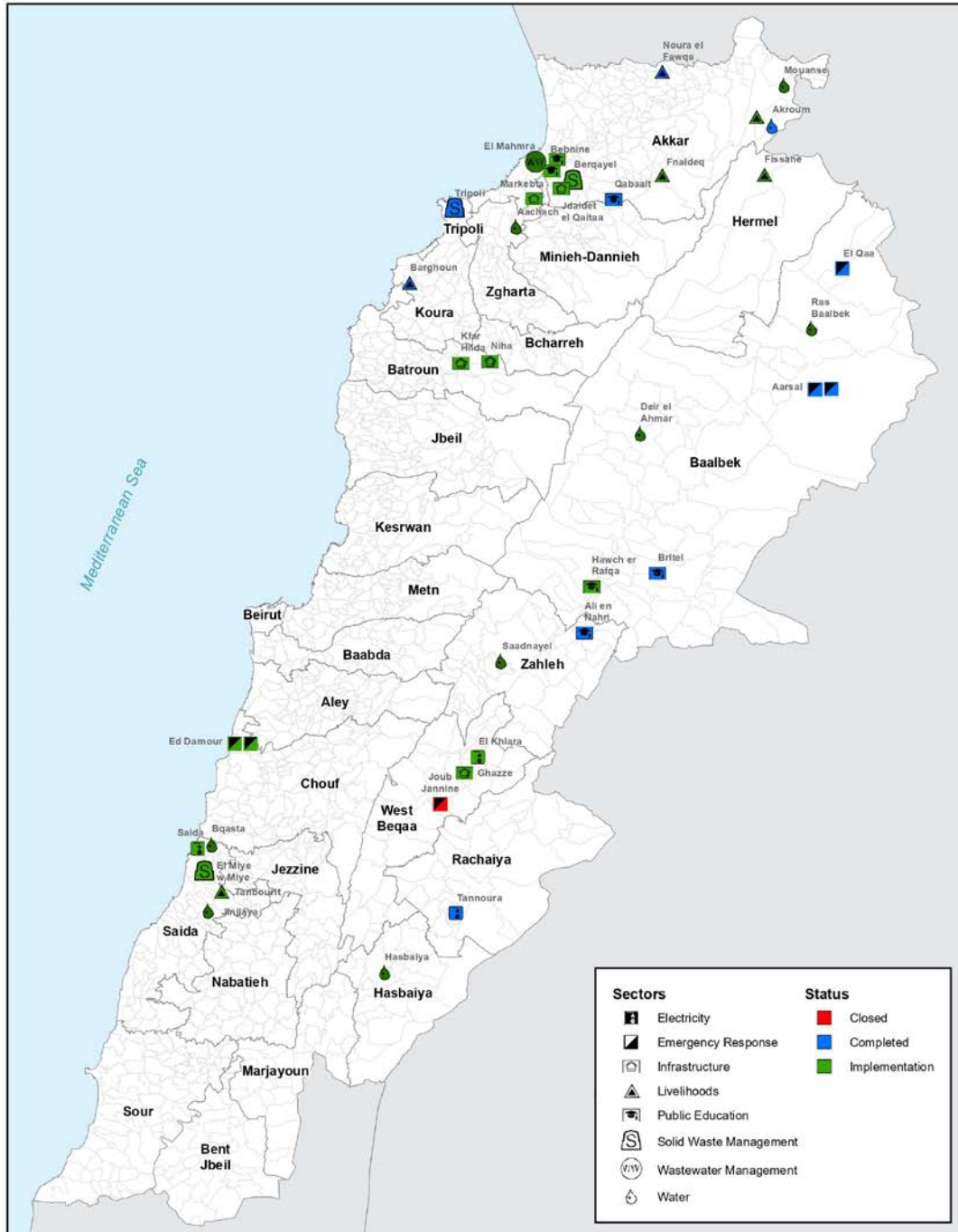
Bazbina	Akkar	North	Step one of the RAD (Desk review and list of challenges)	AND – CE006
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TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER (RAD)

MUNICIPALITY	DISTRICT	REGION	COMMUNITY ENGAGEMENT METHODOLOGY	GRANTEE
El Hleiyeh	Saida	South	Step one of the LSA (Desk review and Stakeholder mappings)	Nahnoo – CE005

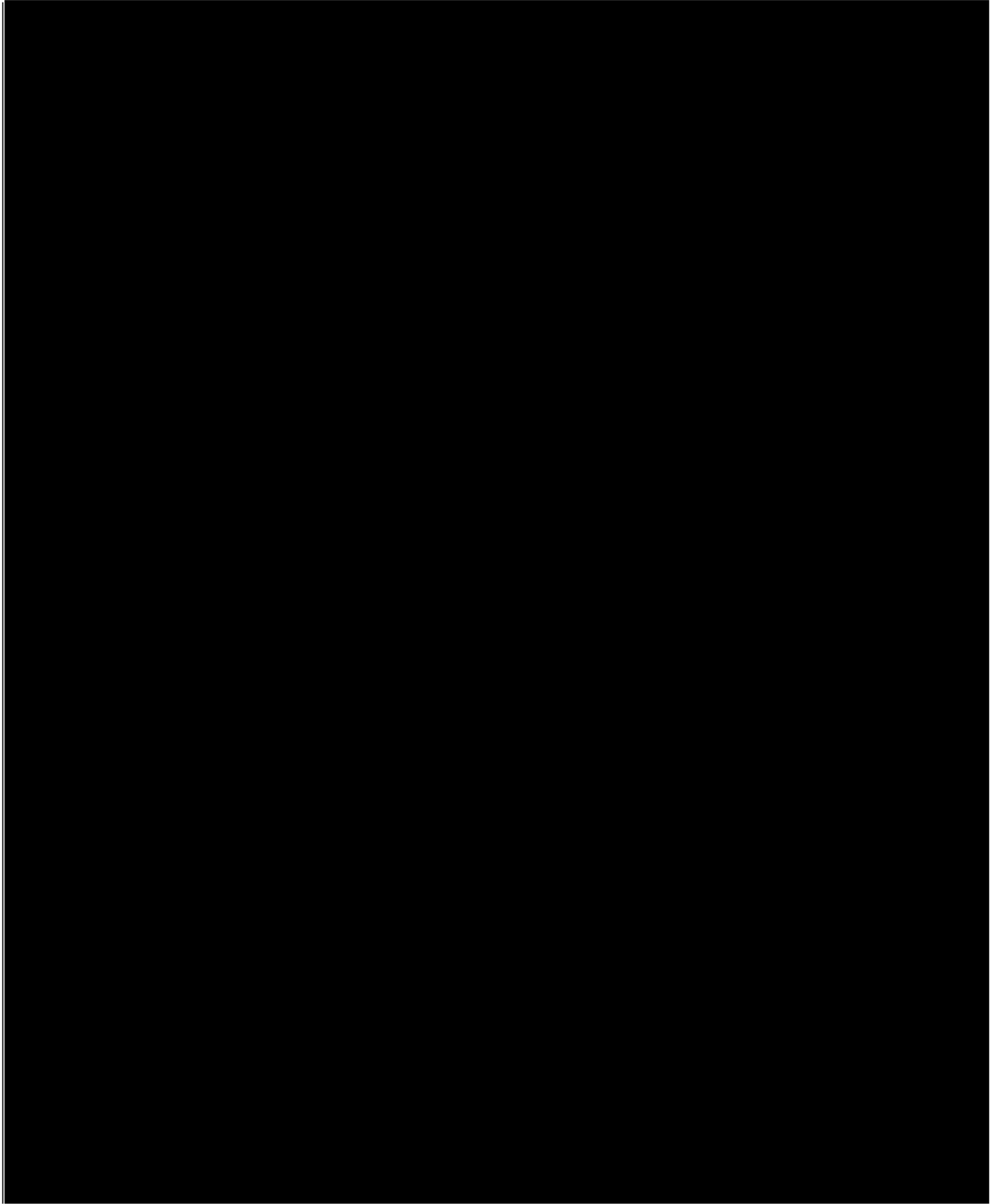
ANNEX M: CSP ACTIVITIES BY SECTOR AND IMPLEMENTATION STATUS (AS OF MARCH 2020)

CSP ACTIVITIES
Sector & Status



ANNEX N: CSP ACTIVITIES BY FUNDING LEVELS (AS OF MARCH 2020)

CSP ACTIVITIES
Funding Levels



0 10 20 40 Kilometers

Date: January 2020 / Produced By: SOCIAL IMPACT

ANNEX O: CSP TO 2 ACTIVITY TRACKER

Lebanon CSP Activity Concept, Design, and Implementation Tracker												
Code	Location	Dist.	Gov.	Region	Activity Description	Original end date	Approved NCE date	Comp	Estimated /Final Value	Status	Notes (Updates, Challenges, Progress)/	Partner
BQA001	Britel	Baalbek	Baalbek - Hermel	Beqaa	Providing Essential Equipment to Britel Public School			I		Completed	Pending USAID approval to closeout.	Britel Public School
BQA002	Ali en Nahri	Zahleh	Beqaa	Beqaa	Providing Essential Equipment to Ali El Nahri Public High School			I		Completed	Pending USAID approval to closeout.	Ali El Nahri Public School
BQA003	Aarsal	Baalbek	Baalbek - Hermel	Beqaa	Provision of Fuel Vouchers in Response to Local Grievances			I		Completed	Pending USAID feedback and approval to close out.	Aarsal Municipality
BQA004	Tannoura	Rachaya	Beqaa	Beqaa	Providing the Municipality with 250 KVA Generator and Replacing Storm-Affected Accessories			I		Completed	Pending USAID feedback and approval to close out.	Tannoura Municipality
BQA005	Joub Jannine	West Beqaa	Beqaa	Beqaa	Re-equipping SADA NGO Center in Joub Jannine after Norma Storm Damages			I		Closed	Closed	SADA El Beqaa NGO
BQA007	Fissane	Hermel	Baalbek - Hermel	Beqaa	Expanding Fissane Cooperative	4/30/2019	1/1/2020	I		Under Implementation	CSP team visited the village and discussed to rescope the activity to focus on almonds production with the cooperative. New scope to be shared with USAID for approval. Delay is due to finalizing the design.	Agricultural Cooperative Fissane
BQA008	Aarsal	Baalbek	Baalbek - Hermel	Beqaa	Provision of Fuel Vouchers in Response to Local Grievances II			I		Completed	Pending USAID feedback and approval to close out.	Aarsal Municipality
BQA009	El Qaa	Baalbek	Baalbek - Hermel	Beqaa	Equipping El Qaa Municipality for Storm Response			I		Completed	Pending USAID feedback and approval to close out.	El Qaa Municipality
BQA011	Deir El Ahmar	Baalbek	Baalbek - Hermel	Beqaa	Enhancing the Efficiency of Water Provision to Reduce Tensions in Deir El Ahmar	01/31/2020	12/30/2020	I		Under Implementation	CSP's lawyer is engaging with municipality to try to find a solution for the legal	Deir El Ahmar Municipality

											documentation of land. COVID-19 related delay	
BQA012	Ghazze	West Beqaa	Beqaa	Beqaa	Improving Public Safety in Ghazze Through Retaining Wall	11/30/2019	6/30/2020	I		Under Implementation	Contractor currently halting implementation in response to COVID-19 lockdown. COVID-19 related delay	Ghazze Municipality
BQA014	Hawch Er Rafqa	Baalbek	Baalbek - Hermel	Beqaa	Reducing Tensions by Equipping the Intermediate Public School of Hawch El Arab			I		Completed	Pending ACP development	Hawch El Arab Public School
BQA015	El Khiara	West Beqaa	Beqaa	Beqaa	Enhancing Safety and Security through Solar Lighting in El Khiara	4/15/2020	5/15/2020	I		Under Implementation	An issue occurred with the streetlights' batteries, which were found to have short-circuited after experiencing water damage. CSP's engineering team came to an agreement with the supplier to place the batteries on the lighting poles below the solar panels. This solution, which will protect the batteries from damage caused by the high water table, will not incur any additional cost and is expected to be carried out in May after experiencing delays due to COVID-19. COVID-19 related delays	El Khiara Municipality
BQA016	Saadnayel	Zahleh	Beqaa	Beqaa	Reducing Tensions Through Installation of Water Filtration System at Intermediate Public School of Saadnayel			I		Completed	Pending ACP development. COVID-19 related delays.	Saadnayel Intermediate Public School
BQA017	Ras Baalbek	Baalbek	Baalbek - Hermel	Beqaa	Rehabilitating the Main Irrigation Channel in Ras Baalbek to Preserve Water and Improve Livelihoods	8/31/2020		I		Under Implementation	Design under review as part of the CQCP process	Ras Baalbek Municipality
BQA018	Majdel Anjar	Zahleh	Beqaa	Beqaa	Equipping Majdel Anjar Agricultural Produce Cooperative			I		AAP Submitted	Pending CSP feedback to USAID comments.	Majdel Anjar Agricultural

												Produce Cooperative
Pending	Loussiya	West Beqaa	Beqaa	Beqaa	Reducing Tensions Through Operating Water-Supply Pump on Solar Energy and Upgrading the New Water Network in Loussiya			1		Yellow-Lit	Pending AAP.	
Pending	Nabha el Qeddam	Baalbek	Baalbek - Hermel	Beqaa	Enhancing Security and Service Delivery Through Solar Street Lighting in Nabha El Qeddam			1		Yellow-Lit	Pending AAP.	
Pending	Bechwat	Baalbek	Baalbek - Hermel	Beqaa	Support the Municipality of Bechwat in Optimizing Irrigation Practices			2		Pending Yellow light	Pending revised Concept note	
Pending	Ainata	Baalbek	Baalbek - Hermel	Beqaa	Supporting an agricultural services center for Ainata Farmers			2		Pending Yellow light	Pending revised Concept note	
Pending	Ras Baalbek	Baalbek	Baalbek - Hermel	Beqaa	Improving Water Efficiency and Agricultural Production Through Drip Irrigation Infrastructure in Ras Baalbek			2		Yellow-Lit	Pending AAP.	
NTH001	Tripoli	Tripoli	North	North	Improving Sorted Solid-Waste-Collection capacity of the Union of Al Fayha' Municipalities			1		Completed	Pending USAID feedback and approval to close out.	Union of Fayha' Municipalities
NTH002	Qabaait	Akkar	Akkar	North	Supporting Qabaait Public Middle School			1		Completed	Pending USAID feedback and approval to close out.	Qabaait Public Middle School
NTH003	Jabal Akroum	Akkar	Akkar	North	Enhance Strained Water Services in Jabal Akroum			1		Completed	Pending ACP development.	Akroum Municipality

NTH004	Akroum	Akkar	Akkar	North	Supporting Olive Tree Farmers in Akroum Through a Decanter and Generator	5/31/2019	11/30/2019 (A NCE request will be submitted once the design is finalized)	1		Under Implementation	Pending closing event when situation allows and new environmental compliance component. Delay is due to finalizing the compliance component and COVID-19	Cooperative for Production and Processing of Olives in Akroum and Surroundings
NTH007	El Mahmra	Akkar	Akkar	North	Supporting the Wastewater-Management System in El Mahmra	10/31/2020		2		Under Implementation	Currently under design by BTD which will impact the final ERAC submission.	El Mahmra Municipality
NTH008	Markebta	Minieh-Dannieh	North	North	Building a Supporting Wall in Markebta	9/30/2019	7/31/2020	1		Under Implementation	Tendering underway	Markebta Municipality
NTH009	Jdaidet el Qaitaa	Akkar	Akkar	North	Supporting Jdaidet el Qaitaa Women's Cooperative for Agricultural Products	4/30/2020	A NCE request will be submitted this week	2		Under Implementation	CDM Smith reviewing the final draft from CSP. Delay is due to finalizing the design and approvals	Jdaidet el Qaitaa Municipality
NTH010	Kfar Hilda	Batroun	North	North	Ensuring Proper Water Flow in the Channels of Kfar Hilda	4/15/2020		1		Under Implementation	Tendering underway. Delay due to design	Kfar Hilda Municipality
NTH011	Tall Aabbas ech Charqi	Akkar	Akkar	North	Construction of a Reinforced-Concrete Water-Irrigation Channel for Tall Aabbas ech Charqi village			2		AAP Submitted	Pending USAID feedback and approval	Tall Aabbas ech Charqi Municipality
NTH012	Fnaideq	Akkar	Akkar	North	Supporting Livelihoods Through Improving Sales for a Rural Cooperative in Fnaideq	10/30/2019	4/30/2020	1		Under Implementation	Pending design of the exterior.	Cooperative Association for Production of Agricultural Products in Fnaideq
NTH013	Mouanse	Akkar	Akkar	North	Rehabilitating the Pumping System for the	3/15/2020	7/30/2020	1		Under Implementation	Subcontracting in process. Delay is due to COVID-19	North Lebanon

					Artesian Well Supplying Mouanse and Nsoub villages							Water Establishment
NTH015	En Noura	Akkar	Akkar	North	Providing Support for Farmers in Noura Affected by the Syrian Conflict			1	████████	Completed	Pending USAID feedback and approval to close out.	Noura Municipality
NTH016	Bebnine	Akkar	Akkar	North	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	4/15/2020	7/30/2020	1	████████	Under Implementation	Rehabilitation works to be launched soon. Delay is due to COVID-19	Al Mourabia Marzouka Al Mouzakzek Public School for Girls
NTH017	Bebnine	Akkar	Akkar	North	Supporting Salam Public Mixed School in Bebnine			1	████████	Completed	Pending MEL visit and ACP development. COVID-19 related delays	Salam Public Mixed School
NTH019	Niha	Batroun	North	North	Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids	10/31/2020		2	████████	Under Implementation	Snow blower annex delivered. Other procurement underway	Footprints NGO
NTH020	Aachach, Meriata, Arde	Zgharta	North	North	Improving and Rehabilitating the Irrigation distribution Network in Aachach, Meriata, and Arde villages to supporting Livelihoods and Ease Water Resource Tensions amongst the three villages.	11/4/2020		2	████████	Under Implementation	Pending CSP feedback on ERAC comments to USAID. Technical design of activity by BTD is launched	Municipalities of: Aachach, Meriata, and Arde
NTH024	Berqayel	Akkar	Akkar	North	Supporting Solid-Waste Management in Berqayel Village by Waste Bins, Broom, and Two Recycling Points	7/31/2020		1	████████	Under Implementation	Procurement underway	Municipality of Berqayel

NTH026	Barghoun and Badbhoun	El Koura	North	North	Supporting the Olive Farmers in Barghoun and Badbhoun by Providing Mechanical Harvesters			1	██████	Completed.	Pending MEL visit and ACP development. COVID-19 related delays	Haq for Development NGO
NTH027	Khirbet ej Jendi	Akkar	Akkar	North	Supporting Khirbet ej Jendi Electrical Backup System (generator and cables)	8/31/2020		1	██████	Under Implementation	Pending ERAC Submission which will build on the final technical design of activity by BTB.	Municipality of Khirbet Ej Jendi
NTH028	Ras Nhach	Batroun	North	North	Supporting the Solid Waste Sorting System in Ras Nhach through Distributing Bins and Awareness Campaign			1	██████	AAP Submitted	Pending USAID feedback and approval.	Ras Nhach Municipality
NTH029	Bechmizzone	El Koura	North	North	Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmizzone Material Recovery Facility in Koura through equipment provision and technical assistance			2	██████	AAP Submitted	Pending USAID feedback and approval.	Bechmizzone Municipality and MRF
Pending	Haret el Fouwar	Zgharta	North	North	Completing the Sewage Network Lines in Haret el Fouwar Village			2	██████	Yellow-Lit	Pending AAP.	
Pending	Khirbet Daoud	Akkar	Akkar	North	Enhancing Electricity Provision in Khirbet Daoud			1	██████	Yellow-Lit	Pending AAP.	
Pending	Kfar Aaqqa	Koura	North	North	Water-Treatment System in Kfar Aaqqa to Produce Drinking Water			1	██████	Yellow-Lit	Pending AAP.	
Pending	Qalmoun/Deddeh	Koura	North	North	Labor Intensive intervention to construct a stairs between the two communities			1	██████	Yellow-Lit	Pending AAP.	
Pending	Menjez	Akkar	Akkar	North	Addressing Irrigation Water Shortages in			1	██████	Yellow-Lit	Pending municipal confirmation on the feasibility of the activity before developing an AAP.	

					Menjez to Improve Livelihoods							
STH001	Saida	Saida	South	South	Installing Solar LED lights in Old Saida alleys to enhance sense of security	7/31/2019	10/30/2020	1		Under Implementation	RFP underway	Saida Municipality
STH002	Mieh w Mieh	Saida	South	South	Enhance Solid-Waste Collection and Sorting from Source efforts in Mieh w Mieh	4/30/2019	1/1/2020	1		Under Implementation	Distribution of bins in final school pending. Then ACP development to follow. Delay is due to COVID-19	Mieh w Mieh Municipality
STH005	Hasbaiya	Hasbaiya	Nabatieh	South	Providing Water Filtration for Hasbaiya Water Tank	7/30/2020		1		Under Implementation	BTD submitted design but price seems over budget therefore CSP will engage with SLWE and USAID on feasibility and effectiveness	Hasbaiya Municipality
STH006	Bqasta	Saida	South	South	Providing Better Water Services in Bqasta	12/31/2019	12/31/2020	2		Under Implementation	Tender documents complete and tendering to follow.	Bqasta Municipality
STH007	El Ghazieh	Saida	South	South	Enhancing Water Provision in El Ghazieh Region Through Construction of a Water Tank			2		AAP Submitted	Pending SLWE documentation of land ownership to receive USAID approval.	South Lebanon Water Establishment
STH008	Ain Ebel	Bent Jbeil	Nabatieh	South	Upgrade of the Municipal Festival Grounds to Support Local Economic Integration and Cultural Events	1/31/2021		2		AAP Submitted	Pending CSP resubmission as one package with hiking trail expansion.	Municipality of Ain Ebel
STH009	Tanbourit	Saida	South	South	Supporting the Cooperative of Olive Growers in Tanbourit			1		Under Implementation	Pending ACP development	Cooperative of Olive Farmers in Tanbourit
STH010	Jinjlaya	Saida	South	South	Enhancing the Provision of Water in Jinjlaya	12/31/2019	4/30/2020	1		Under Implementation	Equipment delivered. Pending ELARD visit	South Lebanon Water Establishment
STH014	Ed Damour	Shouf	Mount Lebanon	South	Emergency response to Damour wildfires by replacing damaged electrical cables and water networks	12/31/2019	5/30/2020	1		Under Implementation	Water pipes were installed. And descopeing of electricity component sent to USAID for approval.	Municipality of Damour

STH015	Ed Damour	Shouf	Mount Lebanon	South	Providing equipment to Arc en Ciel in response to the latest wildfires	1/31/2020		1		Under Implementation	Pending delivery of wood for furniture. Delay is due to COVID-19	Arc En Ciel
STH016	Rachaiya el Foukhar	Hasbaya	Nabatieh	South	Enhancing Security and Service Delivery Through Efficient Street Lighting in Rachaiya El Foukhar	9/30/2020		1		Under Implementation	Pending CSP response to USAID comments on ERAC	Rachaiya El Foukhar Municipality
STH017	El Qariyeh	Saida	South	South	Improving Economic Opportunities in El Qariye by Supporting Community Investments	10/30/2020		1		Under Implementation	Design and procurement to be launched	Municipality of El Qariyeh
STH018	Jinsnaya	Jezzine	South	South	Constructing an Elevated Water Tank in Jinsnaya	12/31/2020		2		AAP Submitted	Pending CSP feedback on USAID comments	South Lebanon Water Establishment
STH020	East Saida	Saida	South	South	Supporting the Sorting from Source Initiative in East Saida by providing bins and expanding the awareness-raising campaign			2		AAP Submitted	Pending USAID feedback and approval	Municipalities of: El Bramieh, Hlaliye, Abra, Majdelyoun, Es Salhiye, Ain ed Delb
Pending	Damour, Mechref, Kfarmatta	Shouf	Mount Lebanon	South	LRI Labor Intensive Forest Management Activities in ChoufAaley Area			1		Yellow-lit	Pending AAP	Lebanese Reforestation Initiative (LRI)
Pending	Chebaa	Hasbaya	Nabatieh	South	Supporting Farmers Through Providing Water-Irrigation Systems			2		Yellow-Lit	Pending AAP	
Pending	Kfar Hamam	Hasbaya	Nabatieh	South	Rehabilitating the Wastewater-Treatment Facility in Kfar Hamam			1		Yellow-Lit	Pending AAP	

ANNEX P: TO 3 PROGRESS STATUS

Please refer to the email attachment labeled “Annex P. TO 3 Progress Status.”

**ANNEX Q: FINAL EVALUATION OF POSSIBLE WASTEWATER MANAGEMENT
INFRASTRUCTURE INTERVENTIONS**

Please refer to the email attachment labeled “Annex Q. Final Evaluation of Interventions.”

**ANNEX R: RANKED SCENARIOS OF POSSIBLE WASTEWATER MANAGEMENT
INFRASTRUCTURE INTERVENTIONS**

