



LEBANON COMMUNITY SUPPORT PROGRAM

# QUARTERLY REPORT

## LEBANON COMMUNITY SUPPORT PROGRAM

April – June 2020



# USAID/LEBANON COMMUNITY SUPPORT PROGRAM

FY2020, Q3 PROGRESS REPORT: APRIL – JUNE 2020

**JULY 30, 2020**

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**IDIQ Contract No. 72026818D00005**  
**Task Order No. 1 72026818F00002**  
**Task Order No. 2 72026818F00003**  
**Task Order No. 3 72026819F00001**  
**Task Order No. 5 72026819F00003**  
**USAID/Lebanon Community Support Program (CSP)**  
**Chemonics International Inc.**



**FRONT COVER PHOTO** A USAID CSP-provided pump removes floodwater from the village of El Qaa in Lebanon's Beqaa Valley. By providing El Qaa with three pumps, CSP is enabling the municipality to meet the basic public service needs of 2,150 residents who are hit hardest by flooding after heavy storms.

**BACK COVER PHOTO** A CSP expert partner delivers a training on how to safely operate and maintain CSP-provided LED streetlights. Under the community support component, CSP provided Niha with the streetlights, as well as a skid snowblower, and lids for municipal solid waste bins.

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## ACRONYMS

|        |  |         |   |
|--------|--|---------|---|
| AAP    | activity approval package                              | MOU     | memorandum of understanding                     |
| AFDC   | Association for Forests, Development, and Conservation | PMPL II | Performance Management Plan for Lebanon II      |
| AND    | Akkar Network for Development                          | PPE     | personal protective equipment                   |
| AUB    | American University of Beirut                          | RAD     | rapid analysis and design                       |
| ALI    | Association of Lebanese Industrialists                 | RFP     | request for proposals                           |
| BTD    | <i>Bureau Technique pour le Développement</i>          | RMF     | Rene Moawad Foundation                          |
| CAC    | Center for Active Citizenship                          | RWE     | regional water establishment                    |
| CDC    | Centers for Disease Control and Prevention             | TAAR    | technical assistance assessment report          |
| CEG    | community engagement grant                             | TO      | task order                                      |
| COOP   | cooperative  | TVET    | technical and vocational education and training |
| CSO    | civil society organization                             | USG     | U.S. government                                 |
| CSP    | Community Support Program                              | USJ     | University of Saint Joseph                      |
| ELARD  | Earth Link & Advanced Resources Development            | USP     | University Scholarship Program                  |
| FGD    | focus group discussion                                 | WAH     | work at home                                    |
| IDIQ   | indefinite delivery, indefinite quantity               | WHO     | World Health Organization                       |
| IIF    | investment incentives fund                             | WFP     | World Food Program                              |
| JET    | Jobs, Education, and Training                          |         |   |
| KII    | key informant interview                                |         |   |
| LAU    | Lebanese American University                           |         |   |
| LIW    | labor-intensive works                                  |         |   |
| LRI    | Lebanon Reforestation Initiative                       |         |   |
| LSA    | local systems approach                                 |         |   |
| MEFOSA | MENA Food Safety Associates                            |         |   |
| MEL    | monitoring, evaluation, and learning                   |         |   |





## 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.

Through the IDIQ mechanism, 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: community support projects, technical assistance and capacity building, workforce development, and wastewater management (see the text box).

The third quarter of FY2020, spanning from April to June, was characterized largely by CSP's creative responses to minimize the impact of COVID-19 on progress. By adapting its management and programmatic approaches, CSP was able to continue designing and implementing projects to benefit underserved communities despite the restrictions on movement and public gatherings imposed throughout the reporting period to curb the spread of the virus.

In the early weeks of the quarter, CSP had indefinitely extended its mandatory work-at-home (WAH) modality to reduce the risk of COVID-19 spreading among staff, partners, and beneficiaries. CSP's management team (TO 1) continued providing policy guidance and operational support to the technical teams during the remote work period. As the health situation in Lebanon improved and the government eased its restrictions, the TO 1 team monitored staff members who opted to work voluntarily from the office and in the field. It also created a phased approach to reopening CSP's offices in Beirut that focused on ensuring the safety of staff. In terms of implementation, the management team made several staffing additions and promotions and continued engaging CSP's subcontractors to support the technical teams, especially CSP's wastewater management component as it prepares to kick off six wastewater infrastructure interventions.

Despite the difficult operating context, the monitoring, evaluation, and learning (MEL) team adopted several remote data collection tools and methods to enable it to continue collecting high-quality data on CSP's activities in a timely manner. The team also held a "pause and reflect" session to discuss lessons learned about activities whose outcomes varied from their expected results. Importantly, the MEL team coordinated with the TOs 3 and 4 teams to finalize their respective MEL plans. Meanwhile, the communications and outreach team created, submitted, and received approval of various materials — such as Transforming Lives stories, brochures, and an awareness video and associated materials — that will enhance the technical team's impact and highlight the program's achievements to internal and external audiences. It also increased CSP's social media presence to augment its outreach efforts.

CSP's community support component (TO 2) focused on coordination with its community engagement grant (CEG) partners, offering guidance and oversight as they helped to assess communities, identify key tension drivers, and design interventions in response to them. During the quarter, the team managed to submit eight proposals for new activities and submitted an additional 17 concept notes. In addition to its usual community stabilization activities, the team is focusing primarily on the design and implementation of livelihoods and income generating activities to help communities respond to Lebanon's dire economic crisis.

Significantly, CSP's technical assistance component (TO 3) kicked off the field implementation stage of its training program during the reporting period. By the end of the quarter, the team had delivered training to communities on topics such as the safe operation and maintenance of CSP-provided equipment and strategic planning workshops that promote partner organizations' longevity. By the end of the reporting period, TO 3 had received USAID's approval of a total of 26 proposals for technical assistance. While the team encountered delays in designing new activities as a result of COVID-19, it conducted virtual assessment meetings to limit their impact. TO 3 also continued its collaboration with the USAID-funded University Scholarship Program (USP), bringing on eight interns who are carrying out engineering, graphic design, and business planning projects. Finally, the team continued its collaboration with TO 2 and kicked off its complementary support to CSP's other technical teams.

Finally, the wastewater management component (TO 5) progressed significantly along its infrastructure track, receiving USAID's approval of six infrastructure interventions that will enable communities to treat more than 42,000 cubic meters of domestic wastewater output and benefit more than 367,000 underserved residents. Upon receiving the approval, the team engaged CSP's subcontractors in conducting the final feasibility studies and cost-benefit analyses for the projects and provided them with the guidance needed to complete them on time despite the COVID-19 restrictions. The team also began the process of officially engaging the Association of Lebanese Industrialists (ALI) to help CSP administer its investment incentives fund to finance a rebate program that will encourage local industries to reduce their wastewater output.

CSP's workforce development component (TO 4) falls under USAID's economic growth office and operates according to a different development objective and set of results. Although the team prepares a separate quarterly progress report from the rest of the IDIQ, it is worth noting a number of key highlights on TO 4's progress during the reporting period. First, the team continued to prepare the roll-out of the Jobs, Education, and Training (JET) Scholarship, which will enable underserved residents from CSP's focus areas to boost their employability prospects by pursuing technical and vocational education and

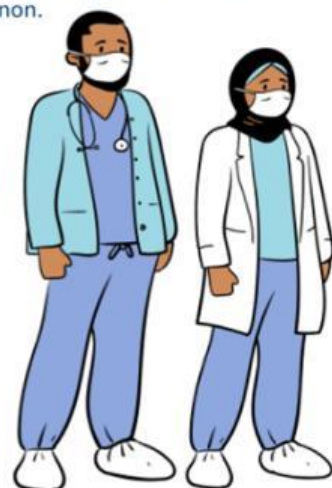
### COVID-19 Response Training

CSP implemented two training series to enable its home-based health care partners to respond to emerging needs stemming from the outbreak of COVID-19 in Lebanon.

**18**  
Total Trainees

**72%**  
Female

**28%**  
Ages 15 - 29



### Personal Protective Equipment

CSP is also procuring PPE for three small business partners in the home-based health care sector, including face masks, gloves, gowns, sanitizers, and disinfectants.



training (TVET). Meanwhile, the team is developing a fast-tracked scholarship award, which will target students from three of CSP's TVET school partners. These students are all in their final year but are at risk of having to discontinue their studies due to acute financial hardship. Finally, the TO 4 team designed and carried out an activity, including two training workshops and a personal protective equipment (PPE) procurement activity, to enable its home-based health care partners' to safely and effectively respond to increased demand stemming from the COVID-19 pandemic (see the graphic for an overview of the results achieved).

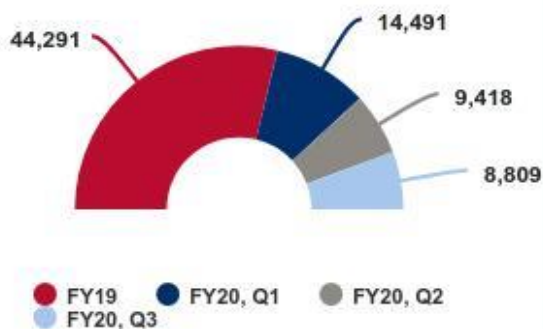
The rest of this report describes the progress made by each TO during the third quarter of CSP's second year. It is organized by TO and includes a brief section introducing the country context; a chapter each detailing the work accomplished by TOs 1, 2, 3, and 5; and a final section on lessons learned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





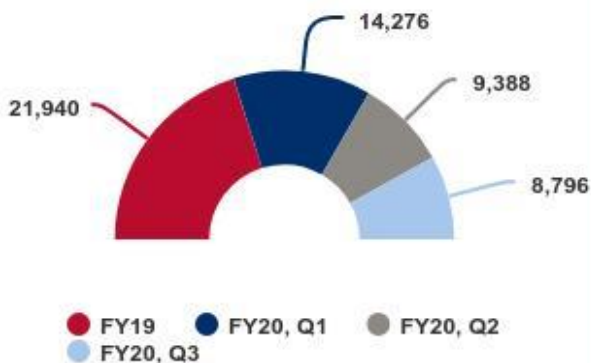
## Community Support Program (CSP) in Lebanon FY2020, Quarter 3

No. of People Benefiting from USG Assistance Under CSP\*



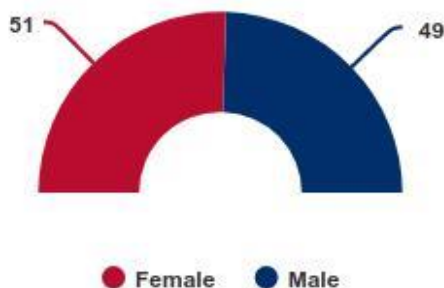
To Date: 77,009

No. of People with Adequate Levels of Essential Services



To Date: 54,400

Percentage of Female Participants in USG-Assisted Programs (FY2020, Q3)



To Date: 58%

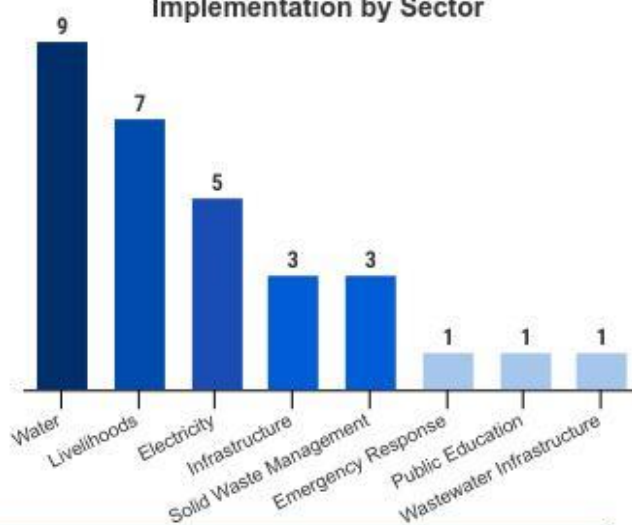
### Main Accomplishments During the Reporting Period:

- The **community support component** ramped up its engagement with communities, beginning the implementation of seven new activities focused mainly on improving livelihoods and creating income-generating opportunities.
- CSP's **technical assistance component** began training beneficiaries on topics such as the safe operation and maintenance of CSP-provided equipment and the improved internal systems of CSP-supported institutions.
- The **workforce development component** is designing two types of scholarships to enable underserved Lebanese residents to attend private TVET institutes: 1) expedited scholarships for students in their last year of studies and 2) the standard, JET Scholarship. It also carried out two trainings and a procurement activity to enable its home-based health care partners to respond to increased demand stemming from the COVID-19 situation.
- Under the **wastewater management component**, CSP finalized the selection (with USAID's approval) of six wastewater infrastructure interventions that will mitigate more than 42,000 cubic meters of domestic wastewater output and carried out final studies and cost-benefit analyses for the interventions.

### Community Support Activities

#### Implementation by Sector

- 30 under implementation
- 14 completed
- 5 closed out
- 1 canceled



### Activity Highlight

Under the community support component, CSP provided the olive farmers cooperative (COOP) in northern Akroum with equipment to enhance its members' olive oil production and improve their product's quality. This included a new centrifuging machine and a higher-power generator to power it.



During the reporting period, CSP launched a series of complementary training workshops to further assist the COOP. First, the program trained members to safely operate and maintain the CSP-provided generator (shown in photo). CSP is also offering the COOP financial management and business-oriented workshops to promote its long-term viability. Finally, CSP interns from the USAID-funded University Scholarship Program are working with the COOP to ensure it meets all environmental compliance standards as it ramps up production.

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) and does not necessarily reflect the views of USAID or the United States Government.

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



## II. BACKGROUND AND COUNTRY CONTEXT

Since its beginning, FY2020 has been marked by one of the most turbulent periods in Lebanon's post-Civil War era, and the third quarter proved no exception. In mid-October 2019, protesters throughout the country began taking to the streets to denounce allegations of rampant corruption by the political elite and call for reform. To some degree, the government acquiesced to their demands. In late October, then-Prime Minister Saad Hariri resigned, and his successor, Hassan Diab, a university professor, vowed to create a technocratic Cabinet to address the people's demands.

In response to the daily unrest and frequent, unpredictable roadblocks, schools and universities closed their doors for weeks, setting students behind. Businesses were shuttered, at first temporarily and then permanently. 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. The market value of the Lebanese lira, which is officially pegged at LBP 1,507.5 to USD 1, also began to slide, hitting a low of LBP 9,500 to \$1 by the end of the reporting period.

The COVID-19 pandemic, which broke out in Lebanon in mid-February, only deepened Lebanon's vulnerabilities (see the map on the next page for the number of COVID-19 cases reported in CSP's regions of operation). It is important to note that the government enacted response measures early on, so this reporting period was characterized by a ban on public gatherings, restrictions on the movement of vehicles, remote learning for schools and universities, cancellation of official exams, and a curfew. The government also stopped all commercial traffic passing through the country's only civilian airport. By the end of June 2020, the number of cases in the country had plateaued at 1,740, including 33 deaths.

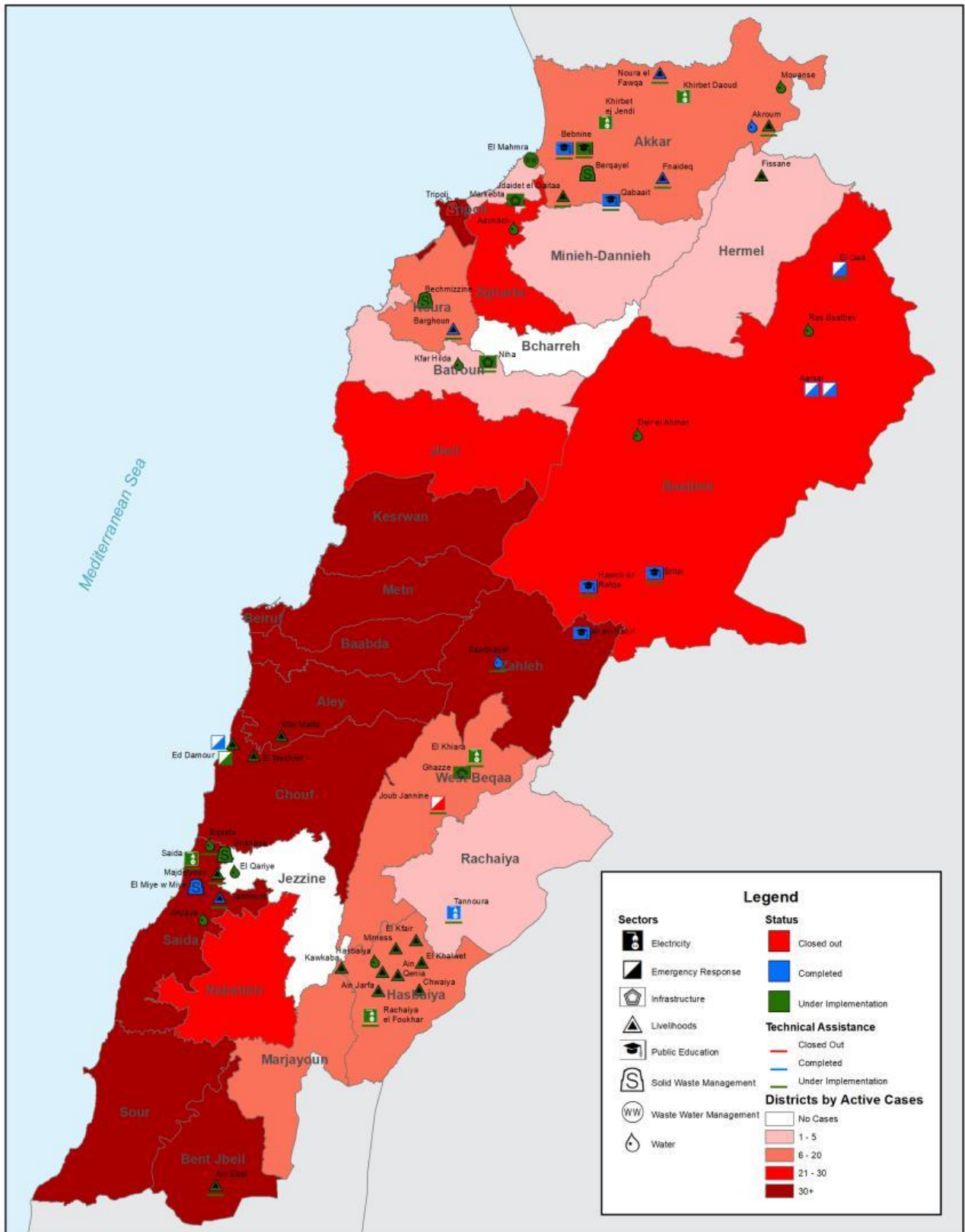
But with businesses closed and consumers quarantined at home, the country's economic collapse accelerated. According to a June 2020 report from the World Food Program (WFP), two out of every three Lebanese households had a reduced income compared with the previous year, and 10 percent reported resorting to alternative income sources to make ends meet. The unemployment rate climbed to 33 percent, and about a fifth of the remaining workforce experienced a salary cut.

The skyrocketing unemployment and hyperinflation have led to other crises. Among those interviewed by WFP, half the country's Lebanese residents, two-thirds of the Palestinian refugees, and three-quarters of the Syrian refugees expressed concern about inadequate access to food. A diesel fuel shortage has decreased the reliability of state-provided electricity, and private generators are no longer able to fill the entire outstanding demand, resulting in blackouts. Residents throughout the North, South, and Beqaa Valley, CSP's three focus regions, reported an uptick in security incidents, including robberies, car thefts, and tensions among local families and tribes. More and more municipalities experienced trouble providing their residents with basic public services and report being on the verge of having to disband.

By 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 well positioned to have an enhanced impact amid the current context.

# CSP TO2-TO3 Activities

## Coronavirus Active Cases



0 10 20 40 Kilometers

Date: July 2020 / Produced By: SOCIAL IMPACT



### 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 task orders under the CSP IDIQ. The current reporting period was characterized by CSP's administrative and programmatic response to COVID-19. In early April, staff were still working under an indefinite WAH modality, and CSP's management team provided guidance on prioritizing desk-based tasks that could be accomplished remotely. As fewer new cases were recorded and the Government of Lebanon lifted restrictions on movement and public gatherings meant to curb the spread of the virus, CSP's management team first monitored staff who opted to return to the office voluntarily and, later, devised and began rolling out a phased return-to-office strategy. The remainder of this section details the management and cross-cutting technical support the team provided as it helped to steer CSP's technical teams in maintaining programmatic momentum despite the COVID-19 situation.

#### MANAGEMENT AND OPERATIONS TASKS

##### ADAPTIVE MANAGEMENT

In response to the outbreak of COVID-19 in Lebanon and the government's order of full mobilization in March, CSP had updated its security risk assessment and adopted an indefinite mandatory WAH modality on March 24 to reduce the risk of spreading the virus among staff, beneficiaries, and partners. Additionally, Chief of Party [REDACTED] and TO 5 Director [REDACTED] left their posts based on a departure order issued by the U.S. government for nonemergency American citizens and their dependents.

Throughout the reporting period, CSP's management team monitored a number of factors to determine how and when to begin normalizing operations, including the Government of Lebanon's restrictions on businesses and other local organizations, the status of USAID Lebanon's departure order, the guidance of other international organizations and agencies, and the number of staff who expressed interest in returning to the office on a voluntary basis with safety measures put in place.

In June, as the number of newly reported cases began decreasing across the country, CSP allowed staff to start returning to the office voluntarily. To ensure social distancing as staff members returned, CSP designed a three-phase reopening process. During Phase 1, 33 percent of staff from each Task Order are allowed to work from the office for 6 hours a day. Phase 2 allows 66 percent of staff for 6 hours a day. During Phase 3, the full team will be able to work from the office for eight hours a day. By the end of the reporting period, CSP was in Phase 1 of the reopening process and was closely monitoring COVID-19-related factors to determine whether to continue with the reopening plan as scheduled.

Before beginning the phased reopening, the management team provided staff with a comprehensive set of guidance, based largely on recommendations from the World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC), with measures and procedures staff will be expected to abide by to ensure office safety. These include guidance on social distancing while still using the office space, such as limiting the number of people present in meeting rooms and best practices for washing hands and cleaning workspaces.

##### HUMAN RESOURCES

**RECRUITMENT** Despite the COVID-19 situation, CSP continued recruiting qualified local staff who would best enable the program to deliver assistance to underserved Lebanese communities. Importantly, CSP led several key recruits during this quarter, including for the regional program manager (RPM) for the Beqaa Valley under TO2, field officer engineer for the South region under TO2, construction supervisors under TO5, among other recruits.

The management team also created a number of new positions to respond to the increased workload and acceleration of programming taking place across CSP’s technical teams. For example, following the breakdown of a CSP vehicle, Driver ██████████ transitioned to an office and logistics assistant function, where he will provide additional support to the operations team. To accommodate the increase in TO 2 activities, CSP recruited for a new project coordinator who will maintain relationships with key stakeholders and enable the team to accelerate the design and implementation of effective community stabilization and community development programs. Following an open recruitment process, CSP selected ██████████ for the position, who had previously served as a TO 2 field officer for the South. These staffing updates, and other examples of promotion from within, are reflected in the following table:

| CSP STAFFING UPDATES (APRIL – JUNE 2020) |            |            |                |   |
|--|------------|------------|----------------|---|
| LONG-TERM POSITION                       | NAME       | TASK ORDER | HIRING DATE    | REMARKS   |
| Project Coordinator                      | ██████████ | TO 2       | April 26, 2020 | Previously served as Field Officer in the South under TO2           |
| Office & Logistics Assistant             | ██████████ | TO 5       | June 1, 2020   | Previously served as Driver under TO5                               |
| Procurement Specialist TO5               | ██████████ | TO 1       | June 8, 2020   | Previously as Procurement Specialist under TO1                      |
| Construction Supervisor                  | ██████████ | TO 5       | June 26, 2020  | Previously served as Field Officer- Engineer in the South under TO2 |

Having filled most openings across all TOs under their respective staffing plans, CSP has created full-time employment for more than 70 local staff. For an updated organizational chart depicting all of CSP’s staff as of the end of June, please refer to Annex A.

As a result of these internal movements and promotions, CSP has a few vacancies to fill under its staffing plan during the final quarter of the fiscal year, as follows:

| CSP VACANCIES (AS OF JUNE 30, 2020) |            |
|-------------------------------------|------------|
| LONG-TERM POSITION                  | TASK ORDER |
| Procurement Specialist              | TO 1       |
| Field Officer – South               | TO 2       |
| Field Officer Engineer- South       | TO 2       |

**SALARY ADJUSTMENTS** CSP adopted a new salary scale during this quarter to enable us to attract, recruit, and retain top talent. . Following USAID’s release of a new biodata form in September 2019 that requires the use of market of rates for establishing salaries rather than salary history, Chemonics conducted a market assessment of similar positions in Lebanon (implemented by a third-party HR consulting firm). Based on the results of the assessment and to be in line with USAID’s new guiding principles for establishing salaries, CSP updated its compensation policies and developed a new salary scale that ensures compliance with USAID’s updated requirements and that staff are being paid more fairly for the jobs they are performing according to their level of experience and education.

Following the establishment of the salary scale, CSP mapped staff to the appropriate grade and step on the scale and conducted a careful review of all staff salaries. [REDACTED]

[REDACTED]

### ACCOUNTING AND FINANCE

In the third quarter of FY2020, CSP increased average monthly spending across all five task orders as the teams ramped up technical implementation, launching new grants, organizing training sessions, and continuing to engage with local subcontractors on the design and execution of activities. This section presents a detailed summary of spending across each task order, including explanations of variances in expected expenditure and shifting trends from the previous quarter. For a detailed breakdown of CSP expenditure during the reporting period, see Annex B.

[REDACTED]

### GRANTS AND SUBCONTRACTS WITH INSTITUTIONAL PARTNERS

During the reporting period, CSP submitted updated grants and activity manuals to USAID for approval. The manuals were adapted to fit the scope and requirements of CSP’s workforce development component (TO 4). The revised grants manual also included new guidance that reflects the revisions to the Automated Directives System (ADS), including updated guidance related to the identification and solicitation of potential grantees and their eligibility, new types of partner

organizations that can benefit from USAID grants, updates to the types of activities that grantees can implement, and the permissibility of “renewal awards.”

Meanwhile, CSP continued coordinating closely with its construction quality control subcontractor, BTD, and its environmental services subcontractor, ELARD, to execute sub-TOs under which BTD and ELARD are providing engineering design, construction site supervision, and environmental compliance services for a number of ongoing and potential interventions under CSP’s community support component (TO 2).

CSP also issued new subcontracts to BTD and ELARD to conduct feasibility studies and provide engineering design services for six wastewater infrastructure interventions that will be carried out under the wastewater management component (TO 5). In parallel, the team issued a new indefinite quantity subcontract to ELARD to provide environmental compliance services for the six infrastructure interventions.

Finally, CSP modified the ongoing time and materials subcontract with its communications subcontractor, Quantum. The subcontract modification served to incorporate additional time through May 2021 for CSP’s reporting officer, [REDACTED] to provide written consent and train staff on effective business writing, while also changing his employment status to long-term full-time professional to reflect his role on CSP.

## 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. Notably, CSP has been achieving a high success rate of eligibility notices with minimal issues, rejections, or requests for clarification from the vetting supporting unit, and has been respecting the vetting timeline and information requirements on all submissions.

## DONATION OF AN UNSERVICEABLE VEHICLE UNDER TO 4

As of the end of the previous quarter, CSP had identified the Cortbawi Institute, a CSP partner TVET organization based in Jounieh, to receive a 2013 Ford Taurus that CSP previously used for its field operations. Since the vehicle was found to be unserviceable, CSP selected Cortbawi to receive the donation based on it having a full auto-mechanics program; the favorable condition of its workshops; the availability of other cars, engines, and tools for hands-on learning; its enrollment of more than 30 students studying mechanics. During the past quarter, CSP’s management team coordinated with the workforce development team to finalize the paperwork necessary to complete the donation, and at the end of the reporting period, CSP transferred the vehicle to the school. Through the donation, CSP is helping to ensure that Cortbawi has the resources necessary to offer its students practical training that will make them competitive applicants in Lebanon’s increasingly constricted job market.

### **Beneficiary Spotlight:**

*“Having the car will enable our students to learn about new features and new specs, allow them to work on a relatively new car, and enrich our portfolio.”*

— [REDACTED]  
director of the Cortawi Institute, which received a vehicle from CSP to enhance its auto-mechanics course



Left: The CSP-donated Ford Taurus is transferred to the Cortbawi Institute. Right: Students at the Cortbawi TVET institute work on the CSP-donated Ford Taurus.

LEBANON COMMUNITY SUPPORT PROGRAM

## 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 several 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 during the reporting period, please see Annex D.

### COMMUNICATIONS AND OUTREACH

**SUBMISSION OF OUTREACH MATERIALS** During the reporting period, the communications and outreach department continued developing materials to promote the successes of CSP, particularly those of TO 2, as it is the longest-running component. Specifically, CSP submitted the following outreach materials to USAID for approval:

- Two Transforming Lives stories about CSP interventions in the villages of Tannoura (Beqaa) and Niha (North). In Tannoura, CSP improved access to electricity and reduced tensions through an emergency response (see Annex E). In Niha, CSP fulfilled essential public service needs.
- A video, a fridge magnet design, and a bag to be distributed as part of an awareness campaign on the importance of sorting at source in the village of Berqayel (Akkar).
- An infographic related to the Al Fayhaa recycling campaign in North Lebanon.

| Performance for Your Post            |                   |                      |
|--------------------------------------|-------------------|----------------------|
| 6,125 People Reached                 |                   |                      |
| 267 Reactions, Comments & Shares (g) |                   |                      |
| 236 Like                             | 39 On Post        | 197 On Shares        |
| 6 Love                               | 1 On Post         | 5 On Shares          |
| 10 Comments                          | 2 On Post         | 8 On Shares          |
| 16 Shares                            | 12 On Post        | 4 On Shares          |
| 1,028 Post Clicks                    |                   |                      |
| 744 Photo Views                      | 0 Link Clicks (g) | 284 Other Clicks (g) |
| NEGATIVE FEEDBACK                    |                   |                      |
| 0 Hide Post                          | 0 Hide All Posts  |                      |

CSP's most highly engaged Facebook post from the reporting period, showing a training delivered to the El Qaa Municipality on the safe operation and maintenance of CSP-provided water pumps.

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- A press release highlighting CSP’s successes in its first year and a half of programming despite the difficult operating context stemming first from the mass protests that broke out in October 2019 and, later, the COVID-19 pandemic
- An interactive “story map,” made using the online mapping software ArcGIS, of CSP’s progress update for the second quarter of FY2020, which combines narrative, photos, videos, infographics, and maps to tailor the information presented in the report for a general audience. CSP will continue producing a similar “map” for its future quarterly progress reports.

In addition to these submissions during the quarter, CSP received approval of several materials submitted during the previous or current quarter, including:

- Three Transforming Lives story about activities in Tannoura, Hawch el Arab (Baalbek-Hermel), and Qabaait (Akkar).
- A brochure detailing CSP’s technical TOs to complement the IDIQ factsheet.
- The three Berqayel outreach materials listed above.

**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. The team is also regularly supporting technical TOs during kickoff meetings to explain branding and marking requirements to CSP partners, in addition to offering its support in generating outreach material throughout the implementation of their activities.

**SOCIAL MEDIA** Following increased efforts to expand the program’s social media outreach, CSP’s Facebook page surpassed 4,000 “likes” and reached almost 4,200 followers during the previous quarter; the milestone marks a significant achievement since the beginning of Fiscal Year 2020, when CSP had only 180 “likes.” The program’s almost daily Facebook efforts are augmented by accounts on Twitter, Instagram, LinkedIn, and, since June, SlideShare, where CSP can publicly share its written deliverables with followers. CSP’s most successful Facebook posts during the reporting period both focused on CSP’s support to the El Qaa Municipality, including a CSP training on how to safely operate and maintain CSP-donated water pumps (6,125 reach) and a training workshop on asset management (5,453 reach). Throughout the quarter, CSP focused on posting a higher volume of material, including posts in both English and Arabic to target communities and municipalities in rural areas and Arabic speakers in Lebanon and abroad. The team plans to continue expanding its social media coverage in the coming months as TOs 4 and 5 progress into the implementation phase of their components.

It is also worth mentioning that CSP’s efforts to increase its outreach on social media have resulted in more than 150

### **Outreach Spotlight:** **Bqasta**

*In southern Bqasta, CSP is installing a water tank to provide local residents with equal access to water. Following a kick-off meeting for the activity, CSP’s communications department advised the municipality as it drafted and disseminated a press release promoting USAID’s support to the community.*

*The press release was widely circulated among local media, reaching more than 30 outlets — an important win as CSP strives for large-scale outreach about its activities amid the COVID-19 pandemic and deteriorating economic situation. The outlets that shared the press release include:*

- Radio Liban
- MTV News
- LBCI
- Al Joumhouria
- Mustaqbal Web
- The National News Agency
- Beirut Time
- Saida Online

messages 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. Due to the economic crisis, requests for job opportunities have increased, even from better-off areas like Mount Lebanon.

### GENDER EQUALITY, WOMEN'S EMPOWERMENT, AND SOCIAL INCLUSION

During the reporting period, CSP's communications manager, who serves as the program's gender focal point, continued to provide awareness on gender equality and social inclusion during all kickoff meetings, encouraging CSP's partners to include and encourage women and people with disabilities in their activities. Additionally, CSP continued to promote CSP's staff and female beneficiaries on its social media platforms. For example, the team recently profiled CSP's training and partnerships coordinator, [REDACTED], who is a previous recipient of a USP scholarship. In addition to her work on CSP, Ms. [REDACTED] excels in cooking and has her own Instagram page where she connects with people from all over the world.



CSP promoted [REDACTED] a female staff member and USP graduate on its Facebook page.  
LEBANON COMMUNITY SUPPORT PROGRAM

The gender focal point also participated in a key informant interview conducted by a gender consultant from PSMPL II, implemented by Social Impact. Social Impact is in the process of developing a resource guide on integrating gender in governance programs within USAID, which includes governance in local development programs like CSP. The objectives of this guide is to provide USAID and implementing partners with the knowledge and skills needed to integrate gender into the overall program cycle. The guide will address challenges and gaps in three areas: laws, parliamentary and municipal elections, and civil society participation and leadership. The guide will increase knowledge of gender patterns and norms in Lebanon that significantly determine outcomes in these three areas and enable them to address these issues in a gender sensitive manner. The gender and governance guide can be used as a good reference in implementing the women's empowerment strategy, where implementing inclusive and equitable local development activities are concerned, through enhancing the active participation of men and women equally in local governance activities such as municipal functions and elections, civil society participation, and NGOs.

### MONITORING, EVALUATION, AND LEARNING

In line with CSP's adaptive management approach to minimize the impact of COVID-19 on programming during the quarter, CSP's monitoring, evaluation, and learning team participated in a session focused on remote data collection that was delivered by a GIS specialist from Social Impact's Performance Management Plan for Lebanon II project (PMPL II). The session presented tools and techniques for remote data collection purposes, and offered CSP the opportunity to share information about the approaches it is pioneering, including collecting data from beneficiaries via WhatsApp and then transferring them to official written forms.

As a result of its creative data collection tactics, the MEL team managed to continue collecting data to report on the results of CSP's completed activities. Some highlights from the team's findings during the quarter were as follows:

- **8,809 PEOPLE** benefited from U.S. Government (USG) assistance during the quarter.

- **43 PERCENT** of the participants in U.S. government-assisted programs were female.
- **352 COMMUNITY MEMBERS** have participated in the CSP activity cycle.
- **8,796 PEOPLE** report having access to adequate levels of essential services through CSP assistance.

These outputs measure the results of six activities that were, or were about to be, completed during this reporting period.

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

In most cases, the results achieved during the reporting period fell short of the targets set in the work plan. This is due, in part, to the fact that many of the activities under implementation by the end of the quarter included construction work that needs to be completed before results can be reported. Other activities depend on agricultural growing seasons that had not yet taken place for CSP's impact to be measured. These are known factors that should be considered when setting targets. In addition, the COVID-19 pandemic and subsequent restrictions affected progress on almost all CSP activities, as well as the prevailing political and socioeconomic instability in Lebanon.

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.

**COLLABORATION, LEARNING, AND ADAPTING** As part of CSP's Collaboration, Learning, and Adapting (CLA) agenda, the MEL team organized and facilitated a "pause and reflect" session to discuss activities whose outcomes varied from their expected results. The meeting was attended by staff from TOs 1, 2, and 3, and focused on Activity No. NTH0015: Providing Support for Farmers in Noura Affected by the Syrian Conflict. The session tackled the following topics:

- Identifying design, implementation, and monitoring challenges
- Capturing lessons learned
- Detecting potential adaptive measures to implementation and monitoring to fulfill activity objectives and expected results while also meeting communal expectations

The meeting yielded important lessons from the activity, such as the need for an enhanced engagement process that could help CSP to better understand community needs, an activity design that factors in seasons for agricultural projects, and improved promotion of the activity among the community. The MEL team is also discussing an action plan for closing the gap between the reported and the targeted results with USAID. The team expects to report on the results of this process further in later reporting. For additional details about the outcome of the CLA meeting, please refer to Annex H.

**PARTICIPATION IN FIRST DATA VERIFICATION SESSION** In line with USAID's data quality standards, CSP participated in the first data verification session with the PMPL II team. Conducted virtually using the Microsoft Teams application platform, the session covered all the indicators for the first two quarters of FY2020. The topics discussed included what the indicators should measure, the data collection tools that should be used to measure results, how results are calculated, and when they should be reported. Following the session, CSP's MEL team shared electronic copies of



documents with the PMPL II team, including data collection forms, examples of memorandums of understanding (MOUs) signed with local actors, and screenshots of CSP's database of beneficiaries.

**FINALIZING MEL PLANS** During the third quarter, CSP received approval of the TO 3 MEL plan. The plan was finalized following a meeting with the director of CSP's technical assistance component (TO 3) and the PMPL II team that focused on the definitions of certain progress indicators and proposed annual targets.

Meanwhile, the CSP MEL director, Social Impact team, and the MEL specialist on CSP's workforce development component (TO 4) worked with the TO 4 director to address USAID's feedback and resubmit the TO 4 MEL plan. As of the end of this reporting period, the TO 4 MEL plan was pending USAID feedback.

**COORDINATION WITH CSP GRANT PARTNERS** Finally, the team continued coordinating with the community support team (TO 2), including field officers, regional program managers, and implementing partners, to ensure that CSP is collecting high-quality data in a timely manner from the program's community engagement grant partners.





CSP rehabilitated 45 steel waste barrels and provided lids for them to address a solid waste management problem in Niha (North). For further details about this intervention, please refer to the “Activity Highlight” Subsection below.

██████████ FOR LEBANON COMMUNITY SUPPORT PROGRAM

#### **IV. TASK ORDER 2: COMMUNITY SUPPORT**

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 incorporates 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.

During the reporting period, USAID issued a modification to TO 2’s contract, which extends its period of performance from its original end date of January 13, 2021 to January 13, 2022, and increases its budget ██████████. With these changes, CSP will be able to deliver USAID-supported assistance to a target of 645,580 people through 130 activity interventions in some of the most underprivileged and vulnerable communities in Lebanon’s North, South, and Beqaa Valley.

Although the quarter was dominated by delays stemming from the COVID-19 outbreak and subsequent lockdown, the TO 2 team still managed to submit 17 concept notes and eight activity proposals, six of which have since been approved. It also coordinated closely with local partners to engage communities and identify tensions despite the lockdown, which has positioned it to design and submit a large number of proposals during the final quarter of FY2020.

## COMMUNITY IDENTIFICATION AND SELECTION

### SITUATION MONITORING: PRESELECTION

During FY2019, CSP assessed all communities throughout the North, South, and Beqaa using existing datasets according to a number of factors [REDACTED]

[REDACTED]

[REDACTED]

During the reporting period, the CSP team continued using the initial preselection data and has not revisited its preselection scoring of communities. However, anecdotal evidence suggests that poverty and unemployment rates have risen as a result of the civil unrest that began in October and, later, the weakening of the Lebanese lira against the U.S. Dollar and the COVID-19 outbreak. In light of the shifting country context, CSP will determine in the next few months whether it needs to make updates to the preselection data.

### COMMUNITY PROFILES: FINAL SELECTION

Following the preselection process, the program assesses communities to collect information about the [REDACTED]

[REDACTED]

To mitigate the impact of COVID-19 restrictions on CSP's profiling activities, the TO 2 team replaced in-person visits with meetings either online or over the phone to finalize profiles. This adaptive approach enabled CSP to carry out nine community profiles remotely during the quarter.

Combined with the 19 traditional community profiles carried out in the field throughout the quarter, CSP's community support team initiated the profiling exercise for 28 villages during the reporting period:

- 5 in the Beqaa
- 8 in the South
- 15 in the North

Of the 28, CSP selected 10 new communities for program-led activities, while 12 communities are undergoing the rapid analysis and design (RAD) and local systems approach (LSA) methodologies in coordination with CSP's CEG partners. (Additional information about the CEG partners and the RAD and LSA methodologies are provided later in this section.) Three of the profiled communities — Ain Qana (Nabatieh), Aarab Tabbaya (Nabatieh), and Dahr el Ahmar (Beqaa) — were referred to CSP after experiencing a flare-up in tensions as residents' feelings of neglect deepen due to worsening public services and economic opportunities (see text box for more details about Dahr el Ahmar). Ain Qana and Aarab Tabbaya were referred to CSP by the South Lebanon Water Establishment and the governor of South Lebanon, respectively, while Dahr el Ahmar was referred to CSP by the UNDP field team. See Annex I for a summary of the community profiles undertaken by CSP during the reporting period.

It is worth noting that the profiles pointed to an increase in economics and livelihoods issues as key tension drivers. For example, local actors commonly reported worsening poverty within their communities due to high inflation stemming from Lebanon's economic crisis, an associated loss of income or purchasing power, and rising food prices. They said the COVID-19 outbreak has exacerbated the situation by further reducing people's access to food, livelihood opportunities, and other basic services.

In response to the emerging trends, CSP is adapting its programming to address rising livelihoods needs in particular. For example, the team is piloting two labor-intensive works (LIW) activities that would provide local residents with short-term employment opportunities to carry out community improvement activities, helping to alleviate the impact of the current economic crisis while also accomplishing development projects. More information about the LIW projects and CSP's other activities can be found in the following subsection.

## **Tension Spotlight:** **Dahr el Ahmar**

### **The Context:**

- *Up to 12 hours of state electricity cuts per day*
- *Four generators run by the municipality as an alternative power supply*
- *60 households unable to pay for alternative power supply*
- *60 households unable to pay generator fees, whose costs are covered entirely by the municipality*
- *Unstable and depreciating value of Lebanese lira against the U.S. dollar*

### **The Problem:**

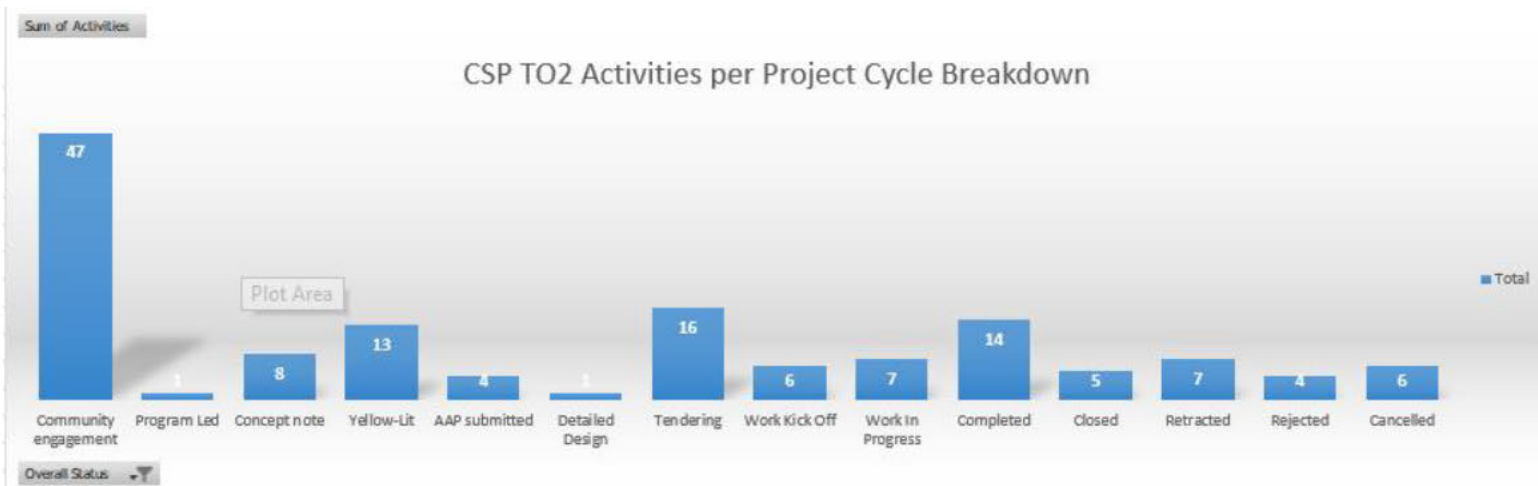
*A generator supplying 400 households is breaking down. Repairs cost \$1,000 a month, while a new generator costs more than \$60,000 and renting a generator costs LBP 15,000,000 a month. Amid the economic crisis, the municipality can no longer afford to provide the 400 homes with power.*

### **The Tension:**

*The situation is leading to acute tensions between those in the area with consistent access to electricity and those whose homes the municipality can no longer afford to power.*

### **The Solution:**

*CSP is exploring the possibility of supplying the municipality with a new generator to cover the community's outstanding electricity needs. In parallel, it would train municipal workers on how to safely operate and maintain the generator, as well as consider other entry points to provide technical assistance.*



Following the community identification and selection processes, CSP begins designing activities. The visualization above shows a breakdown of the status of all CSP activities under design and/or implementation as of June 2020.

### ACTIVITY DESIGN

In terms of activity design, CSP prioritized activities that are being developed with the CEG partners (see below). In light of the COVID-19 outbreak, CSP provided new directives regarding the partners' RAD and LSA methodologies, permitting them to conduct key informant interviews (KIIs) and focus group discussions (FGDs) remotely to the maximum extent possible.

By the end of the quarter, the team had submitted 17 concepts notes and eight activity proposals, known officially as activity approval packages, or AAPs. Six proposals have since been approved, while one was still pending approval. CSP also received USAID's approval of an activity that it had proposed during the previous reporting period. The seven approved activities are as follows:



Finally, USAID recommended that CSP not pursue one activity — to construct irrigation canals in Tall Aabbas Ech Charqi.

Of the 17 concept notes, 14 were deemed to be feasible and fall under CSP’s scope of work, and CSP will develop them into full activity proposals. [REDACTED]

### COMMUNITY ENGAGEMENT GRANT PROGRESS

Through the CEG grants, CSP augmented its field presence by partnering with five local Lebanese organizations in each of its focus regions — Caritas and Nahnoo in the South, Peace Labs 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 J.) These partners are engaging 46 communities to bolster CSP’s efforts under TO 2 in identifying and designing activities to address tensions in communities. An updated summary of the status of the CEG process in each village can be found in Annex K.

**RAPID ANALYSIS AND DESIGN** The RAD methodology is used for short projects that address recent, non-systemic causes of tension in communities. During this quarter, the partners finalized the RAD process in 20 communities, conducting the necessary desk research, KIIs, and FGDs; sending their final reports to CSP’s field teams; and revising them based on CSP’s feedback when necessary. As noted earlier, CSP provided its partners with guidance to use free online tools such as WhatsApp and Zoom when field work proved impossible due to COVID-19 restrictions. This raises the total number of RAD reports finalized by CSP in coordination with the local partners to 26.

In general, CSP found that the country’s economic crisis was the main driver of tension and civil unrest throughout the country. Other triggers included competition over water resources and a lack of basic public services, especially solid waste management and electricity.

**LOCAL SYSTEMS APPROACH** While the RAD methodology looks into what may be described as more surface level tension drivers, the LSA methodology aims to understand more deep-seated tensions in communities by taking a more holistic view of community dynamics. It therefore requires a greater level of community engagement and a larger field presence than the RAD methodology, which was impossible for most of the reporting period due to COVID-19 restrictions. The situation led to significant delays in the partners’ ability to carry out the LSA. While the partners were able to launch the desk research phase in targeted communities and some began conducting virtual KIIs and FGDs, CSP has requested an extension that would give the partners two more months to finalize the process. For additional information about CSP’s response measures to mitigate COVID-19-related delays, see the “Implementation Challenges and Next Steps” subsection below.

### 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 the acute livelihoods and economic needs communities are experiencing as a result of the economic crisis.

**DESIGN OF COMMUNITY STABILIZATION AND DEVELOPMENT CONCEPT NOTES** This quarter, CSP’s regional teams concentrated primarily on submitting livelihoods and income generating activities along with community stabilization projects in response to the economic crisis that is affecting the country.

As noted above, the community support team also received USAID’s approval on two LIW activities that would hire local workers to carry out low-risk public works activities and other projects, providing communities with needed labor-intensive works while stimulating incomes of vulnerable persons. As a result, CSP launched grants with the Lebanese Reforestation Initiative (LRI) and the Association for Forest Development and Conservation (AFDC). In the towns of Ed Damour, Kfar Matta, and Mechref, CSP will work with the LRI to pay 156 local workers █████ each over 12 weeks to clean up litter and recyclable waste and prune and trim foliage, reducing the fire risk for the coming season and improving residents’ safety. Meanwhile, CSP and AFDC will pay 450 residents in Nabatieh █████ for 10 days of work over a 12-week period to carry out works such as cleaning an irrigation canal, waste cleanup, and pruning and trimming. By hiring a greater number of workers for shorter bursts of time compared with the LIW activity in Ed Damour, Kfar Matta, and Mechref, CSP is enabling a greater number of residents in Nabatieh, where poverty levels are particularly high, to benefit from the activity.

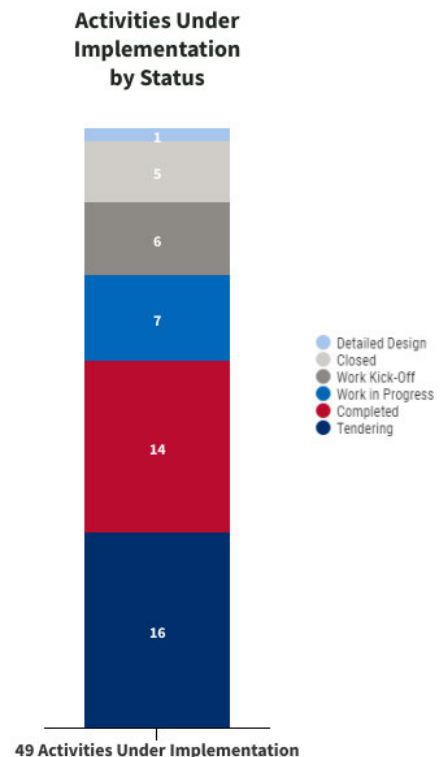
During the next quarter, CSP plans to redesign and submit a third LIW activity that would hire short-term workers to rehabilitate a hiking trail between the northern village of El Qalamoun and Dedde.

**ACTIVITY IMPLEMENTATION**

By the end of this quarter, CSP’s portfolio of approved activities had reached 49. Please refer to the graph at the right for a further breakdown of the status of the activities under implementation and to the graph on the next page for a sector-by-sector breakdown of the activities under implementation.

The map in Annex L shows CSP’s community support interventions by region of focus and sector, while the map in Annex M 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 N.

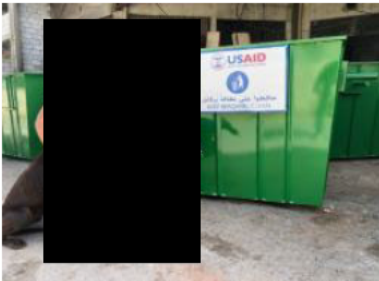
It is worth noting that despite the creative approaches adopted by CSP and its partners to limit COVID-19-related delays, the outbreak adversely impacted the flow of CSP’s programming, causing a dip in progress on programming. However, an uptick in activity had begun by the end of the quarter, and CSP has put in place medium-term measures to make up lost ground as much as possible (see “Implementation Challenges and Next Steps” section below).







Before-and-after photos of CSP's streetlighting intervention in Niha  
LEBANON COMMUNITY SUPPORT PROGRAM

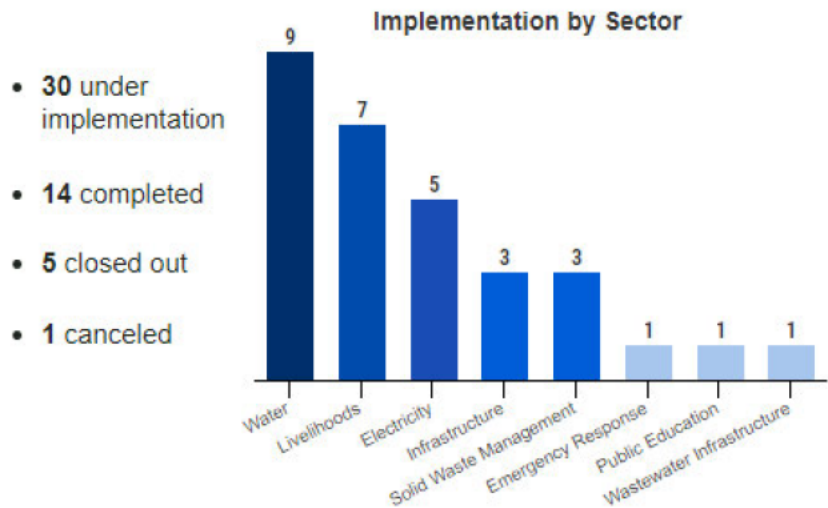


A CSP-provided steel garbage container in Berqayel  
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The Ghazze retaining wall before and after CSP's rehabilitation project  
LEBANON COMMUNITY SUPPORT PROGRAM

## Community Support Activities



### ACTIVITY HIGHLIGHT

As noted throughout this section, CSP is finding that Lebanese municipalities, with their finances strapped due to the economic crisis, are increasingly unable to meet their residents basic public service needs. In response, during the reporting period CSP carried out three activities — in Niha (North), Berqayel (North), and Ghazze (Beqaa) — to reduce tensions by bolstering the towns' ability to deliver high-quality services.

In Niha, CSP provided a range of assistance, including 85 LED streetlights to illuminate the village's roads and improve residents' sense of security, and a skid snowblower that was delivered just in time for the town to plow narrow residential roads for the first time and prevent them from being cut off to vehicular traffic. CSP also rehabilitated 45 steel waste barrels and manufactured lids for them. The community support activity was complemented by a training by CSP's technical assistance arm on how to safely operate and maintain the equipment (see the text box on the next page for beneficiary feedback).

Meanwhile, in Berqayel CSP procured 60 large steel garbage containers, two collection points for recyclables, and a street-sweeping accessory to boost the town's solid waste management capabilities. As a result, garbage no longer piles up on Berqayel's streets, which are kept clean from dirt and litter. In parallel, CSP will hold an awareness campaign for Berqayel's residents on the importance of sorting at source. For the campaign, which will kick off during the next reporting period and aims to engage 200 households, CSP and its local partner, the Berqayel-based Hadatha Association, will go door to door to 200 households to distribute educational materials on how to properly sort waste at home and

provide bags that the residents can use to sort their waste and carry it to the community collection points. CSP will also disseminate [an informational video](#) on social media, while Hadatha will conduct a four-week radio series featuring campaign organizers, environmental experts, and beneficiaries from the community.

Finally, CSP engaged 32 local Lebanese and Syrian refugee workers to rebuild a 70-meter retaining wall in Ghazze, ensuring the safety of pedestrians that travel along a highly trafficked sidewalk that connects the town’s mosques, public middle school, municipal union building, as well as an informal refugee settlement comprising about 100 tents to ensure pedestrians’ safety.

Through the three activities and other public service-oriented projects, CSP improved public safety and living conditions for more than 47,000 residents.

### **IMPLEMENTATION CHALLENGES AND NEXT STEPS**

Throughout the reporting period, CSP encountered significant delays stemming from the difficult operating context — namely, the COVID-19 pandemic. The virus and subsequent restrictions on movement and public gatherings put in place by the Lebanese government to curb its spread prevented the team from making site visits, attaining legal documentation from governmental entities, and other activities necessary to complete programming. As noted earlier, CSP’s CEG partners were largely unable to carry out the field work needed to complete the LSA methodology in communities.

The community support team responded by taking several measures meant to enable CSP to maintain momentum on its programmatic objectives. For example, when possible the team conducted field work such as site visits necessary for potential bidders to submit accurate quotations and proposals on virtual platforms like Skype.

On May 28, CSP held a feedback session with the CEG partners to discuss emerging trends and challenges that they were facing in the field. During the meeting, the partners noted a predominance of economic and financial concerns among communities, as well as the need for support in fixing up deteriorating services that municipalities can no longer provide because of the financial situation. They also cited challenges in attaining the level of engagement needed to carry out the LSA process. In response, CSP worked with the partners to revise the LSA, shortening the first, research phase and part of the early engagement process, allowing more time for them to work with local advisory groups. It also added a fifth step, post-approval engagement, to raise awareness on approved interventions and support further engagement during activities’ implementation phase.

Meanwhile, the challenging context across the country since October 2019 impacted the work of most ministries and authorities, causing delays in CSP programming. In Deir El Ahmar, for example, CSP experienced delays in obtaining the legal documentation for the land reclamation by the municipality that is necessary for the solar panels to be placed. An activity in El Mhammara was delayed due to a last-minute change in the permit status of one of the landowners, who would not agree to the sewage network being implemented under the activity to pass through his land. Therefore, the CSP team and BTD had to alter the design and provide an alternative route. Despite the delays, the CPS team

### **Beneficiary Spotlight:**

*“We overcame the scary darkness we used to live in. Women and children are not afraid to go out after dark like before. Finding Niha is not a challenge anymore for a new visitor; we’re using the streetlights as a way to identify the location of the village.”*

— [REDACTED], a member of a small committee that oversees Niha’s affairs

continues to follow up on these interventions on a weekly basis to ensure that they remain on track and achievable within the remaining timeframe of the TO. These interventions, along with the activity to install street lighting in Old Saida, which was delayed due to design issues as well, are expected to kick-start during Quarter I of FY2020. Information on the status of all impacted activities experiencing delays is listed in Annex N.

Looking forward to the final quarter of the fiscal year, CSP will ramp up the design and implementation of activities. The community support team aims to submit approximately 50 concept notes and 40 activity proposals, the bulk of which the teams plan to finalize in the second half of the fourth quarter.



██████████ is seen driving the street-sweeping accessory provided to the Berqayel Municipality by CSP. ██████████ also underwent a CSP-provided training on how to safely operate and maintain the equipment.

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## V. TASK ORDER 3: TECHNICAL ASSISTANCE

CSP's technical assistance component (Task Order No. 3) complements the program's other activities by ensuring that CSP beneficiaries 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 training workshops. Examples of topics 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.

During the third quarter of FY2020, CSP moved into the field implementation stage of its training. The program also continued designing and proposing training workshops, contracting local expert partners to implement them, and signing memorandums of understanding with beneficiary communities that will receive them. Further details are provided throughout the remainder of this section.

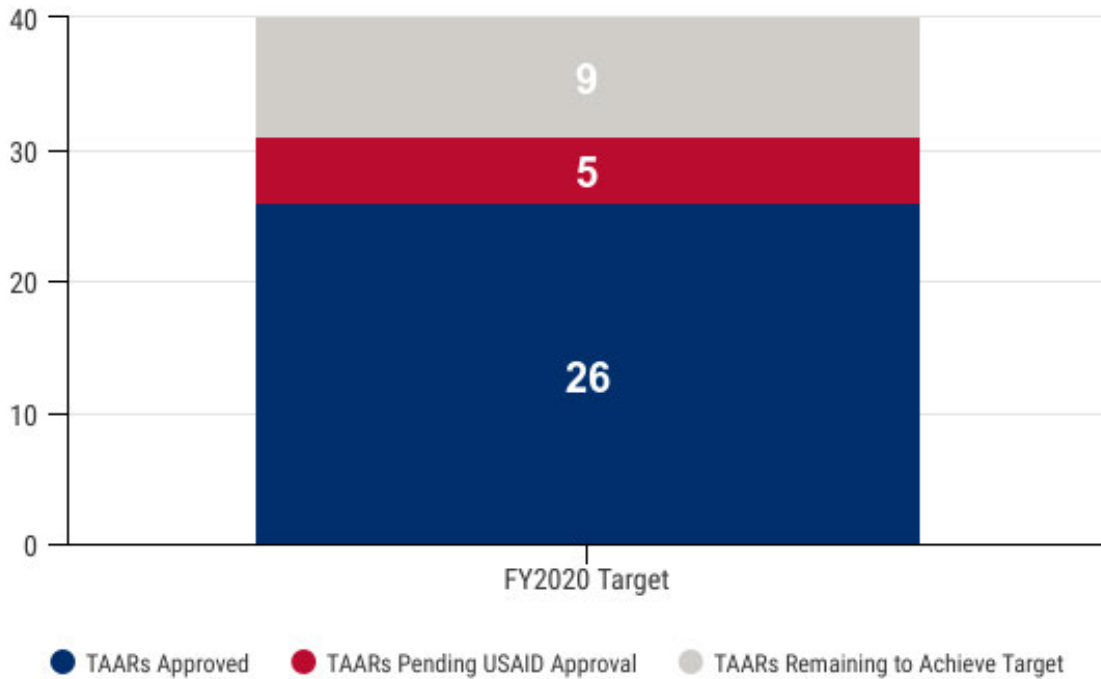
### TECHNICAL ASSISTANCE TO MUNICIPALITIES AND CIVIL SOCIETY

#### TECHNICAL ASSISTANCE DESIGN

**FIELD VISITS AND PROPOSAL DESIGN** As CSP's technical assistance team continues to design, propose, and implement training workshops, it carried out 66 field visits from April to June 2020. This raises the total number of field visits conducted during FY2020 to 107, or almost 90 percent of the team's annual target of 120 visits. 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 such as kick-off meetings. In response to delays stemming from COVID-19, CSP conducted visits remotely when possible, and 17 of the 66 visits made during the reporting period took place remotely.

The visits paved the way for the design of eight new training proposals, known officially as technical assistance assessment reports, or TAARs. By the end of the reporting period, the team had submitted 33 technical assistance proposals out of the 40 targeted for FY2020. Of the 33, 26 have been approved and five are still pending review. The final two were rejected because their associated community support projects under TO 2 did not receive USAID's approval.

## FY2020 TAAR Target



**FIELD VISITS AND TAAR DESIGN** As part of the training design process, the team is also collaborating closely with CSP’s community support component to finish closing the gap between the TO 2 activities approved during FY2019, before TO 3 was fully operational, and available to provide any complementary technical assistance.

Having synchronized their progress, the TO 2 and TO 3 teams concentrated on further integrating their respective AAP and TAAR design processes. During the quarter, the TO 3 team reviewed and commented on 23 of 33 concept notes designed by TO 2, not only demonstrating a high level of coordination between the teams but also serving as an example of CSP operating according to its intended design, whereas a holistic approach is taken to designing technically sound interventions.

The reporting period also marked the beginning of the collaboration between the technical assistance team and CSP’s wastewater management component (TO 5). The teams met with the directors of Lebanon’s regional water establishments (RWEs) to discuss the establishments’ needs and how CSP can fill them. In doing so, the technical assistance team is helping to promote the sustainability of the wastewater infrastructure interventions CSP is carrying out under TO 5. As a result of the discussions, the TO 3 team is designing a proposal to train the RWEs’ staff on how to ensure the financial feasibility and design of wastewater infrastructure the establishments will be responsible for managing. CSP expects to submit the proposal for USAID approval early in the next quarter so that the training can take place before the end of December 2020.

During the next quarter, the team plans to design at least three more proposals to improve the RWEs’ management practices.

**SELECTION OF SERVICE PROVIDERS** To create content and deliver the training workshops to CSP partners, the TO 3 team is identifying qualified expert organizations. As of the end of the second quarter of FY2020, CSP had contracted four organizations, Al-Rawan, RJR Trading & Contracting, the University of Saint Joseph (USJ), and the RMF, to design and implement training workshops on topics ranging from the safe operation and maintenance of CSP-provided equipment to water conservation at schools and best practices for solid waste and wastewater management to financial management, asset management, and strategic planning for municipalities.

During this reporting period, CSP contracted three additional expert organizations to implement training workshops for beneficiary communities, raising the total number of local partners under TO 3 to seven, as follows:

- **THE CENTER FOR ACTIVE CITIZENSHIP (CAC)** will train civil society organizations (CSOs) and cooperatives (COOPs) on business planning and strategic planning. CAC is also preparing to deliver training workshops for teachers and administrators on how to best respond to incidents of verbal or physical violence between students during schools.
- **THE ASSOCIATION FOR FORESTS, DEVELOPMENT, AND CONSERVATION** will design assistance to enhance public safety at schools and create emergency preparedness and management plans in vulnerable schools.
- **MENA FOOD SAFETY ASSOCIATES (MEFOSA)** is training COOPs on best practices related to food safety, food processing, sales, and marketing. MEFOSA has already begun working with the women's agricultural COOP in Jdaidet el Qaitaa (Akkar) to standardize its food production process. The organization will soon begin working with the women's COOP in Fnaideq (Akkar) to improve food safety, labeling, branding, and sales.

The team has also issued another request for proposals (RFP) — its third overall — from experts qualified to offer future training workshops on best practices for trail management, festival management, and improved networking.

## TRAINING PROGRESS

Having spent the first half of the fiscal year designing its first batch of training workshops and selecting expert organizations to carry them out, CSP moved into the field implementation stage of its programming during this reporting field. As noted above, the topics of the training workshops include the safe operation and maintenance of CSP-provided equipment and best practices for municipal asset and financial management. Several highlights from the first weeks of implementation of training workshops under TO 3 follow in the next subsection. For the status of all CSP's approved training workshops, please refer to Annex O: TO 3 Progress Tracker.



CSP trains municipal workers in Tannoura to safely operate and maintain the CSP-provided generator.

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It is important to note that as CSP’s partners prepare the workshops, they are creating material related to key takeaways from each training to ensure the longevity of the skills and information conveyed in it. For example, Al-Rawan and RJR prepared a set of documents for trainees that include guidelines summarizing main topics covered and key takeaways, tip sheets on what to do and what not to do while operating equipment and machinery, and checklists on how to maintain equipment. Some of the information is hung in operational areas or at staffers’ work stations. MEFOA, CAC, and RMF are creating similar informational materials. In doing so, CSP is ensuring the longevity of the knowledge and skills transferred to beneficiaries during training workshops. For an example of a tip sheet used during a CSP-provided training, please refer to Annex P.

### ACTIVITY HIGHLIGHTS

#### SAFE OPERATION AND MAINTENANCE OF CSP-PROVIDED EQUIPMENT

Throughout its early programming, CSP’s community support component has assisted underserved villages by providing equipment that enables officials to reduce tensions by filling their residents’ basic needs. For example, in Jabal Akroum, a cluster of seven villages with about 10,000 Lebanese residents and more than 5,500 Syrian refugees, tensions were arising between the local and refugee populations due to economic strain and competition. In response, CSP provided the local agricultural COOP with a generator to help increase its olive oil production by powering a higher-capacity olive press. In Tannoura, which has about 1,150 permanent residents, long electricity cuts and a disparity in access to the local public generator were causing tensions between locals who had full access to the generator’s electricity and those who had partial access or none at all. CSP responded by providing a generator to meet the community’s full electricity demand. The two projects are mitigating tensions in Jabal Akroum and Tannoura by improving 1,750 residents’ access to electricity.

#### Beneficiary Spotlight:

*“This training is helping us to set a clear vision for SADA’s future activities and projects, and how to work as an institution.”*

— [REDACTED] a SADA board member



CSP is conducting a series of training workshops for SADA that will culminate in the development of a new strategic plan.

To complement the equipment provision in the villages, CSP trained workers from both areas on how to safely operate and maintain the CSP-provided generators; provided a schedule to check the oil; and distributed guidelines and tip sheets for the trainees’ future reference. The training workshops aim to bolster the skills, knowledge, and safety of CSP beneficiaries, while also promoting the sustainability of USAID assistance. Furthermore, these particular training workshops are an example of how CSP’s technical assistance arm is maximizing efficiency in its design process to reduce the cost of assistance per trainee by creating

workshops and materials that can complement multiple community support activities across CSP's focus regions.

**IMPROVING THE CAPACITIES OF CSP-SUPPORTED INSTITUTIONS** Just as CSP is carrying out operations and maintenance trainings to maximize the impact of USAID assistance for beneficiaries, it is offering training workshops to CSP-supported institutions to bolster their long-term viability. For example, the team trained members of the Akroum COOP on best practices for packaging, marketing, pricing, and selling. Separately, the team designed an on-the-job training workshop for NGO SADA al-Beqaa. SADA is an NGO in Joub Jannine in the Beqaa Valley that offers vocational training to Lebanese residents and Syrian refugees and implements infrastructure projects in western Beqaa villages. The center flooded in early 2019 when a storm hit the area. CSP responded by providing the center with office equipment, a refrigerator, and a large diesel heater to replace equipment damaged in the storm. The activity enabled the center to continue providing services to 450 Lebanese residents and 66 Syrian refugee families with minimal interruption. During the quarter, CSP initiated a series of strategic planning workshops for SADA that will help to guide the design of the NGO's future projects and financial management practices.

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

As CSP delivers technical assistance to municipalities and CSOs, it is also partnering with the USAID-funded University Scholarship Program (USP) to leverage the skills and expertise of qualified USP students to help design and implement stabilization and development activities. The partnership also allows USP students to learn new skills through interacting with CSP staff and to improve their work opportunities by gaining hands-on experience through their work with CSP, all while filling the nonacademic requirements of the USP scholarship.

After officially launching the collaboration with USP during the previous quarter, this reporting period CSP brought the total number of students selected for an internship with the program to eight — six from the American University of Beirut (AUB) and two from the Lebanese American University (LAU) — or 80 percent of its FY2020 target of 10 USP interns.

The six AUB-USP students are assisting the Akroum COOP in ensuring it meets all environmental compliance requirements related to the CSP-provided generator. This past quarter, they conducted a site visit with CSP engineers to assess the COOP's needs and decide on the assistance they will provide to the community and if it will fulfill the internship, volunteer, or community service requirement of their scholarships. CSP expects them to complete their respective projects during the next reporting period.

### **Beneficiary Spotlight:**

*"It was a day full of experience and knowledge. No doubt that this project will support the Akroum village as well as the community. We are more than happy and lucky to be part of this project and working with you. Hope we can end up with an astonishing result and benefit from the [CSP] team's experience. Looking forward to more successful and supportive projects."*

— [REDACTED], an AUB-USP student who is working with the Akroum COOP as part of her internship with CSP



Of the students from LAU, one is a graphic design intern who is working to design logos that will improve branding for a CSP-supported woman's agricultural COOP in Jdaidet el Qaitaa and the CSP-upgraded event space in El Qariye (Nabatieh). The other is a student in business administration.

CSP expects two additional interns, who will carry out projects in engineering and web design, to conclude their internships by September 30, raising the total number of internships processed through CSP to 10 during FY2020.



The AUB-USP students make an assessment visit to the Akroum COOP to in preparation to design their projects.  
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## IMPLEMENTATION CHALLENGES AND NEXT STEPS

Like CSP's other teams, the technical assistance component faced challenges related to the COVID-19 lockdown in its ability to assess and deliver training workshops in communities. As noted earlier, the team adopted remote approaches to mitigate the impact when possible.

Additionally, the team is working to resolve the challenge of providing training to teachers, administrators, and students in four schools on public safety and violence prevention. The team is coordinating with its expert partners so that the activity design factors in the following: the potential that students will not be able to return to in-person schooling by September due to COVID-19; the inability of many Syrian refugee students to undergo distance learning, as they do not have access to internet or electricity at their residence; the inability of teachers and administrators to take part in distance learning through laptops at schools, as some schools do not have enough laptops; and delayed approvals on the suggested training by the Ministry of Education and Higher Education.

During the next quarter, TO 3 will continue engaging with its partners and the schools to decide the best course of action and modify contracts to include activities that better fit the operating context.

## 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 pollution resulting from the discharge of untreated domestic and industrial wastewater into the environment. The program has launched a two-track approach to achieving this objective: infrastructure and investment.



The pumping station and access road in En Nmairiye (Nabatieh), which CSP will rehabilitate under the wastewater management component.

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Early in the quarter, USAID finalized an amendment to the TO 5 contract, increasing its budget from [REDACTED] to [REDACTED] and extending its period of performance until the end of January 2024. The new budget and timelines enable the wastewater management team to carry out six infrastructure interventions that will mitigate at least 12,000 cubic meters (m<sup>3</sup>) of wastewater per day. Consequently, and despite the COVID-19-related restrictions, the team focused during the reporting period on, first, finalizing the selection of interventions with USAID and, next, coordinating with its subcontractors to carry out final feasibility studies and cost-benefit analyses of them.

Regarding the investment track, CSP moved forward with formally engaging the Association for Lebanese Industrialists to help administer the program's investment incentives fund (IIF) to mitigate industrial wastewater pollution in Lebanon.

The rest of this section provides further details about CSP's progress on the early steps of the six infrastructure interventions and the progress made in mapping out a strategy to mitigate industrial wastewater pollution in the country.

### WASTEWATER INFRASTRUCTURE

During the previous quarter, CSP proposed five priority wastewater infrastructure interventions for USAID's consideration. Near the end of that quarter, CSP received the contract modification request, as noted above, as well as a request from USAID for the team to present new scenarios comprising different projects that TO 5 could implement under its new budget and timeline. The revised report contained a set of five scenarios ranging from four to six interventions, with the most expensive scenario costing an estimated [REDACTED]. 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.

On April 24, CSP received USAID's approval of the team's top-ranked scenario, which includes six infrastructure interventions that are expected to treat more than 42,000 m<sup>3</sup> and benefit more than 367,000 underserved residents at a cost of [REDACTED]. The interventions will take place in all three of CSP's priority regions and include two projects along the Litani River Basin. They are as follows:

## TO 5 INFRASTRUCTURE INTERVENTIONS

| NORTH                  | SOUTH  | BEQAA VALLEY   |
|------------------------|--|--|
| Izal Wastewater System | Sainiq Valley (Saida) Wastewater Conveyance System                         | Iaal Wastewater Treatment Plant Rehabilitation                                   |
|                        | Borj Rahhal Wastewater Pumping Station and Force Main (Litani River Basin) | Aaitanit Wastewater Treatment Plant Rehabilitation and Sludge Management Upgrade |
|                        | Nmairiye Wastewater Pumping Station Rehabilitation and Access Road         |  |

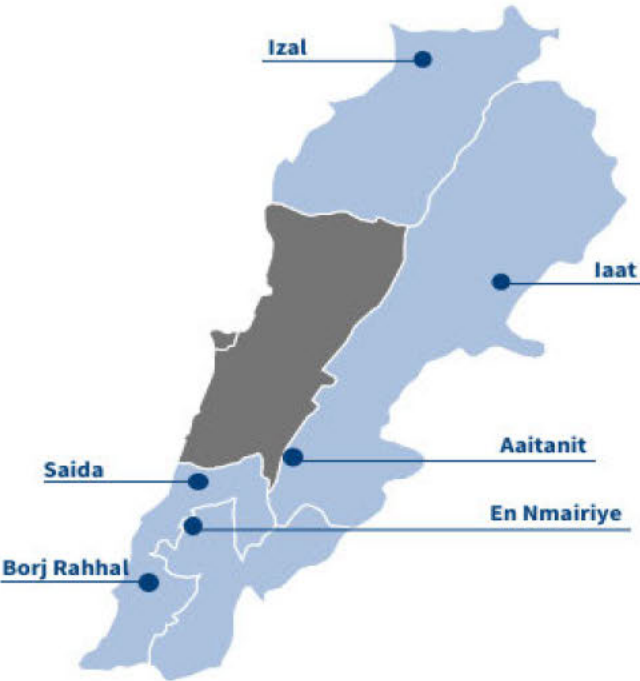
Upon receiving USAID’s endorsement of the projects, the TO 5 team finalized and signed subcontracts with the CSP subcontractors BTM and ELARD, to perform the required feasibility studies and cost-benefit analyses for the interventions. Despite disruptions stemming from the COVID-19 situation, CSP provided the teams from BTM and ELARD with guidance and oversight as they carried out the data collection, site visits, and surveys needed to complete the feasibility studies and the conceptual design phase of the interventions. As a result, CSP was able to finalize and submit the studies without a delay in its contractual deadline. The findings of the studies are summarized in the infographic on the next page.

Upon receiving USAID’s approval of the reports, the wastewater management team and its subcontractors will begin developing detailed designs for the six selected intervention

### What’s in a Feasibility Study? A Rundown:

- *Project description and cost-benefit analysis.*
- *Detailed background of the project and associated area.*
- *Records of meetings, tests, and surveys informing the study.*
- *Technical feasibility, including the design, design criteria, and relevant international standards.*
- *The socioeconomic and political context of the areas to be served by the intervention.*
- *Environmental context of the areas to be served by the intervention.*
- *Administrative feasibility — who will assume responsibility for the project in the long term, and who will be responsible for its operations and maintenance?*
- *Sustainability prospects, including revenue available to support the project’s operations and maintenance*
- *A financial feasibility and cost benefit analysis, including estimates for capital investment and operations and maintenance costs.*

# Lebanon Community Support Program Wastewater Management



## Construction of Izal Treatment Plant and Associated Network

- Serving the neighborhoods of **El Borj** and **Beit Daoud**
- **5,062 beneficiaries**
- **668.18 m3 treated per day**

## Iaat Treatment Plant Rehabilitation

- Serving the villages of **Baalbek, Ain Bourdai, Jamaliye, Aamichki, Douris, Hawch Tall Safiye, Iaat, El Ansar, Majdaloun, Chlifa, Btedaai, Deir el Ahmar, and El Kneisse**
- **205,153 beneficiaries (summer population)**
- **15,000 m3 treated per day**

## Aaitanit Treatment Plant Rehabilitation and Sludge Management Upgrade

- Serving the villages of **Aaitanit, Baaloul, El Qaraoun, and Machgara**
- **27,645 beneficiaries**
- **5,000 m3 treated per day**

## Rehabilitation of Sainiq Valley (Saida) Wastewater Conveyance System and Construction of New Sewage Lines

- Serving the villages of **Kfar Melki, Kfar Hatta, Mjadel, Jernaya, Jbaa, Kfar Chellal, Kfar Fila, Sarba, Ain el Mir, and Kfar Beit**
- **57,211 beneficiaries**
- **7,763.30 m3 treated per day**

## Rehabilitation of En Nmairiye Pumping Station and Access Road

- Serving the villages of **Deir ez Zahrani, Habbouch, and Kfar Roummane**
- **50,704 beneficiaries**
- **6,880.33 m3 treated per day**

## Construction of a Pumping Station and Force Main in Borj Rahhal

- Serving the villages of **Arzoun, Chhour, El Hmairi, Tayr Falsay, Hallousiyet el Fawqa, Bedias, Borj Rahhal, El Kharayeb, Maaroub, Deir Qanoun en Nahr, and Arzai**
- **56,058 beneficiaries**
- **7,606.85 m3 treated per day**



*in estimated construction costs*



**Almost 400,000**

*residents will benefit from upgraded infrastructure*



**41,500+**

*total cubic meters (m3) of wastewater treated a day*



**3**

*at least one intervention in all three of CSP's focus regions*



**2**

*interventions along the Litani River Basin*

## **WASTEWATER MANAGEMENT INVESTMENT**

### **INVESTMENT INCENTIVES FUND**

Along its investment track, the team decided to use CSP's [REDACTED] to finance a rebate program that will help Lebanese industries acquire equipment and machinery that will enable them to mitigate their wastewater pollution. During the previous quarter, CSP decided to partner with ALI, which represents licensed and viable industries throughout Lebanon, to administer the program.

During the reporting period, the team prepared a sole-source justification memo for soliciting ALI to apply for a CSP grant that would enable it to work with CSP to administer the IIF. After meeting virtually during the lockdown with representatives from ALI, the team formally requested that ALI submit an application for the grant. Upon receiving the application on June 23, the wastewater management team evaluated it and forwarded it to CSP's activity fund department to for finalization before requesting USAID grant approval.

CSP also began the process of targeting industries that would benefit in particular from such a rebate program. For example, the TO 5 team held several meetings to ascertain the state of slaughterhouse wastewater management practices in Lebanon, as the discharge of such untreated wastewater into the sewage system adversely affects the processes of any domestic wastewater treatment plant. All of the representatives CSP met said more stringent enforcement is necessary to ensure that slaughterhouses comply with the pretreatment regulations set by the Lebanese public authorities. During the next quarter, the team will evaluate how to mitigate any effects that slaughterhouse wastewater may have on the infrastructure interventions planned by TO 5 and consider incorporating them into the rebate program.

### **WASTEWATER STEWARDSHIP**

By the end of the previous quarter, CSP was considering working with private sector institutions to help them adopt wastewater stewardship under their corporate social responsibility strategy. However, due to the deteriorating economic and business conditions in Lebanon, the team opted not to pursue this stewardship initiative, as it was not an explicit requirement of TO 5. Nevertheless, the TO 5 team will coordinate with CSP's technical assistance and communications teams to carry out an awareness campaign on the importance of promoting the sustainability of wastewater infrastructure the significance of protecting the environment By holding the campaign in CSP's beneficiary communities, the program hopes to instill a commitment among local residents to preserving and maintaining their local wastewater management facilities. This type of intervention will contribute to the overall sustainability of CSP's wastewater infrastructure activities.

## **IMPLEMENTATION CHALLENGES AND NEXT STEPS**

The TO 5 team faced far greater challenges in accomplishing its objectives due to the COVID-19 lockdown and worsening economic conditions. The situation hampered the team's ability to hold in-person meetings with stakeholders and subcontractors, and impeded data collection and site surveys as they completed the final feasibility reports and cost-benefit analyses. Despite the challenges, CSP pushed forward with implementation, holding meetings and discussions virtually to finalize and execute its design and environmental subcontracts with partners, coordinate data collection with them, and provide them

with guidance on conducting surveys and site visits when it was safe to do so. The team's flexibility and adaptive approach enabled the team and its subcontractors to submit the feasibility studies and cost-benefit analyses to USAID on time.

Looking forward, the TO 5 team is gearing up to perform environmental assessments and prepare detailed designs and specifications for the selected infrastructure interventions. The team will also prepare the bidding documents associated with the interventions' construction phase. Finally, the team will collaborate with ALI to prepare and finalize its IIF-administration grant agreement, after which it will begin engaging industries interested in the rebate program.

## VII. LESSONS LEARNED AND BEST PRACTICES

As discussed throughout the report, the majority of the reporting period was dominated by concerns about the spread of COVID-19 and the Government of Lebanon’s response, which included restricting social gatherings, limiting movement, and enforcing curfews. By June, the containment measures associated with the government’s state of general mobilization had seemingly proved effective, with only isolated cases of COVID-19 being reported rather than widescale community spread. While CSP then witnessed a loosening of restrictions that enabled field work to resume and project offices to reopen in a limited capacity, the month of June was further overshadowed by a deepening economic crisis. Together, between COVID-19 and Lebanon’s deteriorating economy (and associated political instability and civil unrest) progress on CSP continues to be impacted. Indeed, the evolving situation affected CSP’s ability to hold meetings with key partners, conduct site visits, and deliver assistance on the intended schedule. Despite these setbacks, CSP continues to adapt not only to make up for lost time, but also to continually reinvent itself to address current needs in response to the virus and other challenges that Lebanon is facing. In the sections that follow, we describe a few examples of how CSP responded and adapted to COVID-19.

**ALTERNATIVE SITE VISITS** To promote social distancing while moving forward with the procurement of planned construction activities, CSP opted for an alternative approach to site visits. Under normal circumstances, CSP organizes a bidder’s conference where interested vendors come together to assess the site to inform their bids. As bringing a large group of individuals together was no longer possible, CSP’s field engineers filmed virtual site visits to detail the site’s technical aspects and needs, using techniques like close-ups when necessary to offer prospective suppliers the most complete picture of the work that needs to be done. The pre-recorded videos were then shared with the vendors as part of the request for proposals. This innovative approach — used for a number of activities, including Rachaiya el Foukhar streetlights (see photo), Ras Baalbek irrigation, and Kfar Hilda water — allowed CSP to move forward with repairing crucial infrastructure under TO 2, while implementing effective social distancing measures.



In this screen grab, a CSP field engineer gives a tour of the streets in Rachaiya el Foukhar where the lights will be installed.

LEBANON COMMUNITY SUPPORT PROGRAM

**PROGRAMMATIC PIVOT** Lebanon was already facing severe economic challenges when the first COVID-19 case was announced. CSP task orders 2, 3, and 4 responded by proposing a number of activity concepts to address emerging needs and to help the country’s most vulnerable communities cope with the compounding crisis. TO 2 proposed to provide municipalities with disinfecting equipment and to distribute hygiene kits to beneficiaries, while TO 3 proposed to build the capacity of municipalities to map needs to better direct the donor assistance that is flowing into the country. Ultimately, these concepts did not move forward in favor of prioritizing livelihood, income generation, and local economic development interventions — like TO 2’s current emphasis on labor-intensive public

works. However, under CSP's workforce development component, the team identified an emerging need for home-based health care services and responded by developing and implementing a training to better protect home care professionals from the risk of COVID-19. Carried out in partnership with the local expert group APIS, the training (and complementary procurement of protective equipment) is helping to reduce the healthcare providers' risk of contracting and spreading COVID-19.

**CROSS-TASK ORDER COLLABORATION** While not directly related to the impact of COVID-19, the reporting period also saw increased collaboration among CSP's task orders. TO 1 has always been the management backbone of CSP, and this quarter was no different as all task orders benefitted from the provision of finance and operations; grants, subcontracts, and procurement; engineering; communications; and MEL support services. However, as the lockdown took hold, CSP also witnessed productive coordination among the various technical task orders. For example, TO 2 relied on TO 5's expert advice on a wastewater intervention in Ain Qana; TO 3 began coordinating with TO 5 to design technical assistance for partner regional water establishments with the hopes of better sustaining wastewater infrastructure investments; and TO 4 and TO 2 collaborated early on for both COVID-19 response and the roll-out of TO 4's community outreach regarding its JET scholarship program. These are a just few examples of how the diverse expertise of the task order teams is coming together — all under the banner of the CSP IDIQ — to amplify the impact of CSP.





LEBANON COMMUNITY SUPPORT PROGRAM

**U.S. Agency for International Development**  
1300 Pennsylvania Avenue NW  
Washington, D.C. 20523  
Tel: (202) 712-0000  
Fax: (202) 216-3524  
[www.usaid.gov](http://www.usaid.gov)

## **VIII. ANNEXES**

### **ANNEX A: ORGANIZATIONAL CHART**

Please refer to the email attachment labeled “Annex A. Organizational Chart.”

**ANNEX B: FY2020, Q3 FINANCIAL REPORT**

Please refer to the email attachment labeled “Annex B. FY2020, Q3 Financial Report.”

**ANNEX C: VETTING REPORT (APRIL – JUNE 2020)**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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| [REDACTED] | [REDACTED] | [REDACTED] |
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|            |            |            |
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| [REDACTED] | [REDACTED] | [REDACTED] |
|------------|------------|------------|

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|            |            |            |
|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] |
|------------|------------|------------|

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## ANNEX D: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q3)

| ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20, Q3) |                   |              |  |                   |   |   |   |
|--|-------------------|--------------|--|-------------------|---|---|---|
| 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<br>Second compliance visit done in May 2020     | Fully compliant   | CSP engineers/field officers conducted a follow-up visit in May 2020 and supervised 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 | Compliance visit report done in March 2020  | Fully compliant   |   |
| 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<br>Second compliance visit done in June 2020 | Partially compliant, pending points:<br>- Diesel tank or jerry cans must be stored within a containment.<br>(Responsibility: School administration) | CSP engineers/field officers will conduct a third follow-up visit in August 2020 to support and supervise the implementation of the remaining environmental mitigation action points (visit was postponed due to the health/security situation) |

|       |               |        |   |                   |  |  |  |
|-------|---------------|--------|---|-------------------|--|--|--|
| 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 August 2020 (visit was postponed due to the health/security situation)                  |
| Beqaa | Saadnayel     | BQA016 | Reducing Tensions by Installing Water Filtration System at Intermediate Public School of Saadnayel  | Approved by USAID | First compliance visit report done in June 2020      | Partially compliant, pending points:<br>To remove the galvanized steel tank. (Responsibility: School Administration) | CSP engineers/field officers will conduct a follow-up visit in August 2020 to support and supervise the implementation of the remaining environmental mitigation action points |
| Beqaa | Rass Baalback | BQA017 | Rehabilitating the main irrigation network in Ras Baalbek to preserve water and improve livelihoods | Approved by USAID | TBD  | Environmental compliance visit not yet conducted   | First compliance visit report is expected to be done in August 2020 when implementation is under way   |
| 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   | Approved by USAID | First compliance visit report done in Decemeber 2019 | Partially Compliant, pending points:<br>- Improving the seepage prevention measures for the pomace drying area.      | Second environmental mitigation inspection is expected in July 2020.<br>The preliminary corrective measures (subject to further  |

|                        |   |   |
|------------------------|---|---|
| Decanter and Generator | <p>(Responsibility: Cooperative)</p> <ul style="list-style-type: none"> <li>- Improving the seepage prevention measures for the canals. (Responsibility: Cooperative).</li> <li>- Improving the mitigation measures of the domestic wastewater being discharged into an underground hole directly in contact with the soil. (Responsibility: Cooperative).</li> </ul> | <p>study and on-site assessments) to meet full compliance include:</p> <ol style="list-style-type: none"> <li>1. Demolition of existing concrete pad currently used for the pomace drying area</li> <li>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</li> <li>3. Casting of a reinforced concrete pad serving as a pomace drying area</li> <li>4. Casting of a reinforced concrete pad serving as a base for the new polyethylene tanks</li> <li>5. Casting of a reinforced concrete channel that will host the new PVC pipes</li> <li>6. Supply and installation of PVC pipes to connect the existing pomace discharge outlet through the new concrete</li> </ol> |
|------------------------|---|---|



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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 | Markabta  | NTH008 | Building a supporting wall in Markabta  | Approved by USAID | TBD  | Environmental compliance visit not yet conducted | First compliance visit report is expected to be done in August 2020 when implementation is ongoing  |
| North | Kfarhilda | NTH010 | Ensuring a proper water flow in the channels of Kfar Hilda                      | Approved by USAID | TBD  | Environmental compliance visit not yet conducted | First compliance visit report is expected to be done in August 2020 when implementation is ongoing  |
| 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 August 2020 (visit was postponed due to the health/security situation) |
| North | Mouanse   | NTH013 | Rehabilitation of the pumping system for the borehole feeding Mouanse village   | Approved by USAID | TBD  | Environmental compliance visit not yet conducted | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in September 2020   |
| North | Noura     | NTH015 | Providing Support for Farmers in Noura Affected by the Syrian Conflict          | Approved by USAID | First compliance visit report done in May 2020 | Fully Compliant                                  |   |
| North | Bebnine   | NTH016 | Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls 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 September 2020   |
| North | Bebnine   | NTH017 | Supporting Al Salam Public Mixed School in Bebnine                              | Approved by USAID | First compliance visit report done in May 2020 | Fully Compliant                                  |   |

|       |                       |        |   |                   |  |  |   |
|-------|-----------------------|--------|---|-------------------|--|--|---|
| North | Niha                  | NTH019 | Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids  | Approved by USAID | TBD  | Environmental compliance visit not yet conducted | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in September 2020 |
| North | Berqayel              | NTH024 | Supporting Solid Waste Management in Berqayel Village   | Approved by USAID | TBD  | Environmental compliance visit not yet conducted | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in September 2020 |
| North | Bechmezzine           | NTH025 | Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmezzine Material Recovery Facility in Al Koura through equipment provision and technical assistance.” | Approved by USAID | TBD  | Environmental compliance visit not yet conducted | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020   |
| North | Barghoun and Badbhoun | NTH026 | Supporting Farmers from Barghoun and Badbhoun by Providing Mechanical Harvesters  | Approved by USAID | First compliance visit report done in May 2020 | Fully Compliant                                  |   |

|       |                |        |   |                   |  |   |   |
|-------|----------------|--------|---|-------------------|--|---|---|
| South | Saida          | STH001 | Installing solar Led lights in Old Saida alleys to enhance sense of security                | Approved by USAID | TBD  | Environmental compliance visit not yet conducted  | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 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 | Bqosta         | STH006 | Providing better water services in Bqasta   | Approved by USAID | TBD  | Environmental compliance visit not yet conducted  | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020                                 |
| South | Tanbourit      | STH009 | Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters | Approved by USAID | First compliance visit report done in May 2020 | Partially Compliant, pending points:<br>- Safe disposal of the batteries: the batteries were sold to an undisclosed vendor ( <b>No Action is required</b> ) |   |
| South | Jinjlaya       | STH010 | Enhancing the Provision of Water in Jinjlaya  | Approved by USAID | Compliance visit report done in March 2020     | Fully compliant   |   |
| South | Jinsnaya       | STH018 | Building a new elevated reinforced concrete water tank of 300 cubic meters of capacity      | Approved by USAID | TBD  | Environmental compliance visit not yet conducted  | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020 when implementation is ongoing. |

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|       |           |        |  |                   |     |  |   |
|-------|-----------|--------|--|-------------------|-----|--|---|
| South | LRI-Chouf | STH021 | Labor-intensive Forest Management Activities in Chouf area | Approved by USAID | TBD | Environmental compliance visit not yet conducted | First environmental mitigation inspection visit to be conducted by CSP engineers/FO in October 2020 |
|-------|-----------|--------|--|-------------------|-----|--|---|



## SNAPSHOT

### Improving Access to Electricity in Lebanon’s Beqaa Valley: USAID Reduces Tensions Through an Emergency Response

**“My sons are able to make enough money to cover the financial debt caused by the electricity shortage. The demand for their products increased, and they expanded their distribution to other areas in Lebanon.”**



Photo credit: [redacted]  
The Damen Abu Zor and Sons manufacturing company can operate normally after Tannoura received a generator from the USAID-funded Community Support Program, which powers the factory for up to 20 hours.

A series of storms that battered Lebanon’s Beqaa Valley in the winter of 2019 almost spelled disaster for families living in vulnerable communities in the region. Such was the case for [redacted] his wife, and five of their children, who live in the small village of Tannoura. The family depends on two local businesses run by Abu Zor’s sons for their income, a bakery that sells a traditional bread called *saj* and a factory that manufactures wood and diesel heaters.

Even before the storm, the family struggled with challenges typical of those facing underserved communities like Tannoura. At the time, about 170 of the village’s 200 permanent households relied on a single medium-voltage generator to provide power during state electricity cuts, which often last up to 20 hours per day.

The extensive power cuts, says [redacted] ate into the businesses’ profits, threatening the family’s stability. “The operation of the factory was limited. My sons were not able to use all the equipment at the same time,” he says. “They had to buy an expensive private generator to sustain their business.”

Furthermore, a disparity in electricity access was causing a rift in the community at large. The community generator didn’t have the capacity to power the houses on the village’s outskirts during electricity cuts, or even to fulfill basic public service needs such as street lighting. The situation led to tensions between residents who had full access to the generator’s electricity and those who benefited partially or not at all.

In response, USAID’s Lebanon Community Support Program (CSP) supplied the municipality with a new medium-voltage generator to help it cover the entire village’s electricity demand. The project, worth [redacted] addressed a basic need of Tannoura’s 1,150 residents by providing 24/7 electricity access .

In the months since the generator’s successful installation, CSP surveyed more than 60 households in Tannoura following the intervention and all of them reported having improved access to electricity.

“Students are able to study in the evening,” [redacted] says.

“People are able to iron their clothes, and the generator helps preserve food in the fridge during power outages, which was a problem for most of the residents in the past. We feel safe

going out at night, and our family and social visits have increased because of the generator. We don't feel isolated anymore when losing our internet connection because of the electricity cut."

USAID's [REDACTED] Community Support Program (2018 – 2025) is designed to provide a broad range of support to underserved and vulnerable communities to improve the delivery of essential services and enhance economic opportunities, primarily in Lebanon's North, South, and Beqaa regions.

**ANNEX F: PERFORMANCE MONITORING — PROGRESS MADE AGAINST TARGETS SET**

| #  | Indicator Title  |  | Freq. of Reporting | Y1 Results | Y2 Q3 Target | Y2 Q3 Actual | 10% ± Deviation | Y2 Targets | Y2 Results | LOP Results | Justification of deviation from target   |
|--|--|--|--------------------|------------|--------------|--------------|-----------------|------------|------------|-------------|--|
| Project Goal: Municipalities and Underserved and Vulnerable Communities Enjoy Better Services and Enhanced Economic Opportunities that Improve Lives and Reduce Tensions |  |  |                    |            |              |              |                 |            |            |             |  |
| 01   | Number of people benefiting from of USG assistance [PMP] |  | Quarterly          | 44,291     | 73,350       | <b>8,809</b> | (88%)           | 234,540    | 32,718     | 77,009      | <p>CSP reached 12 percent of this quarter’s target. The achieved results are the outputs of the six activities that were, or were about to be, completed during this reporting period.</p> <p>The deviation from the target is because many activities under implementation include construction work that was heavily impacted by the COVID-19 outbreak as well as the political and socioeconomic instability that Lebanon is currently facing. These activities need to be completed prior to reporting their results.</p> <p>In Q3, CSP is reporting the results of two completed activities (NTH015 — Noura; BQA009; Al Qaa’) and four activities under implementation (BQA012 — Ghazze; BQA015 — Khiara;</p> |



|    |   |  |           |     |     |     |       |     |     |     |   |
|----|---|--|-----------|-----|-----|-----|-------|-----|-----|-----|---|
|    |   |  |           |     |     |     |       |     |     |     | <p>STH010 — Jinjlaya; NTH004 — Akkroum). However, CSP is currently implementing 30 activities.</p> <p>CSP will continue reporting the results of the ongoing and upcoming activities.</p>   |
| 02 | Number of local actors with enhanced abilities as result of USG support [PMP] |  | Quarterly | 9   | 14  | 4   | (71%) | 49  | 13  | 22  | <p>CSP reached 29 percent of this quarter's target. CSP is currently implementing 30 activities that aim to enhance abilities of local actors. However, CSP reports only on local actors who successfully completed or are about to complete activities supported by USG. The reported local actors are: BQA012 — Ghazzeh; BQA015 — Khiara; STH010 — Jinjlaya; NTH015 — Noura.</p> <p>Activities under implementation and already reported on in previous quarters are not reported here. Examples include: BQA009 — El Qaa and NTH004 — Akkroum.</p> |
| 03 | Proportion of female participants in USG assisted programs                    |  | Quarterly | 61% | 30% | 43% | 43%   | 30% | 51% | 55% | CSP exceeded the target set for this quarter.   |

|    |  |  |           |  |  |  |  |  |  |  |   |  |
|----|--|--|-----------|--|--|--|--|--|--|--|---|--|
|    |  |  |           |  |  |  |  |  |  |  | <p>Most of the reported beneficiaries are female residents in assisted communities (numbers were estimated and provided by local actors).</p> <p>Reported figures are from BQA015 — Khiara; STH010 — Jinjlaya; BQA009 — El Qaa.</p> |  |
|    |  |  |           | Purpose Level: Priority Needs in Underserved and Vulnerable Communities Met            |  |  |  |  |  |  |   |  |
|    |  |  |           | Result I Level: Ability of Local Actors to Mobilize Development Resources Demonstrated |  |  |  |  |  |  |   |  |
| 07 | Value of resources and or assets mobilized by local actors to respond to communities' priority needs |  | Quarterly |  |  |  |  |  |  |  |   | <p>No results to report in this quarter.</p> <p>In Q3, CSP is reporting the results of two completed activities, NTH015 — Noura; BQA009 — El Qaa, which is an emergency response, and four activities under implementation: BQA012 — Ghazzeh, BQA015 — Khiara, STH010 — Jinjlaya; NTH004— Akroum.</p> <p>However, CSP is currently implementing 30 activities, and it is expected that more activities will be completed in the coming quarters with more values to be reported.</p> |

| IR 1.1 Level: Development Resources Accessed by Communities |   |  |           |    |     |     |        |       |     |     |   |
|---|---|--|-----------|----|-----|-----|--------|-------|-----|-----|---|
| 09  | Number of community resources and or assets involved in USG assisted activities |  | Quarterly | 2  | 17  | 0   | (100%) | 56    | 6   | 8   | Same as the previous indicator, as they are interrelated.   |
| 10  | Number of community members who have participated in the CSP activity cycle     |  | Quarterly | 48 | 374 | 352 | (6%)   | 1,145 | 401 | 449 | CSP reached 93 percent of this quarter's target. Most of the reported results are the output of 5 community engagement grants under implementation (CE001, 002, 004, 005, and 006).   |
| 11  | Number of people who have participated in USAID-funded training                 |  | Quarterly | 0  | 60  | 15  | (75%)  | 150   | 45  | 45  | <p>CSP TO 3 reached 25 percent of this quarter's target.</p> <p>This is a TO 3 indicator measuring and reporting results of technical assistance provided through training sessions.</p> <p>Four trainings under TAARs (TAAR001 – TAAR008 – TAAR010 – TAAR023) were delivered, targeting 15 people representing CSP local partners.</p> <p>The deviation from target is due to the fact that some five of “on the job training programs” are implemented over several weeks and were not yet completed.</p> |

|    |   |  |           |  |     |     |       |     |     |     |   |
|----|---|--|-----------|--|-----|-----|-------|-----|-----|-----|---|
|    |   |  |           |  |     |     |       |     |     |     | CSP reports only the results of completed training.   |
| 12 | Number of days of USG-funded training                                       |  | Quarterly | 0  | 210 | 129 | (39%) | 450 | 159 | 159 | CSP TO 3 reached 61 percent of this quarter's target.<br><br>Same as the previous indicator, as they are interrelated.  |
| 13 | Number of people who have participated in USAID-funded awareness sessions   |  | Quarterly | 0  | 0   | 0   | 100%  | 125 | 0   | 0   | This is a new indicator. TO 3 will start reporting on in CSP's third year of implementation.  |
|    |   |  |           | IR 1.2 Level: Capacity of Local Actors to Mobilize Resources Developed |     |     |       |     |     |     |   |
| 14 | Number of activities implemented with participation from local stakeholders |  | Quarterly | 10   | 14  | 2   | (86%) | 49  | 13  | 23  | CSP reached 14 percent of this quarter's target.<br><br>The deviation from the target is because many activities under implementation include construction work that was heavily impacted by the COVID-19 outbreak as well as the political and socioeconomic instability that Lebanon is currently facing. These activities need to be completed prior to reporting their results. |

|  |   |  |           |   |    |   |        |    |    |    |  |   |
|--|---|--|-----------|---|----|---|--------|----|----|----|--|---|
|  |   |  |           |   |    |   |        |    |    |    |  | <p>In Q3, CSP is reporting the results of two activities: BQA012 — Ghazze; NTH015 — Noura).</p> <p>CSP will continue reporting the results of the completed and upcoming activities.</p>  |
| 15   | Number of institutional adaptations made as a result of learning and training   |  | Quarterly |   | 0  | 0 | (100%) |    |    |    |  | <p>No results to report in this quarter.</p> <p>Target and results of this indicator will be reported during CSP's third year of implementation.</p>  |
| Result 2 Level: Community Members Benefit from Local Development Collaboration |   |  |           |   |    |   |        |    |    |    |  |   |
| 16   | Number of USAID-assisted local actors (including CSOs, Private sector organizations) engaged in community, regional and national programs |  | Quarterly | 9 | 14 | 2 | (86%)  | 50 | 14 | 23 |  | <p>CSP reached 14% of this quarter's target.</p> <p>The deviation from the target is because many activities under implementation include construction work that was heavily impacted by the COVID-19 outbreak as well as the political and socioeconomic instability that Lebanon is currently facing. These activities need to be completed prior to reporting their results.</p> |

|  |  |  |           |    |    |   |       |    |   |    |   |  |
|--|--|--|-----------|----|----|---|-------|----|---|----|---|--|
|  |  |  |           |    |    |   |       |    |   |    |   | <p>In Q3, CSP is reporting the results of two activities: ;BQA012 — GhazzeH NTH015 — Noura).</p> <p>CSP is currently implementing 30 activities engaging local actors in communal, regional and national programs. However, CSP only reports on local actors who have successfully completed, or are about to complete activities supported by USG.</p> <p>CSP will continue reporting the results of the completed and upcoming activities.</p> |
| IR 2.1 Level: Essential Services Delivered or Improved |  |  |           |    |    |   |       |    |   |    |   |  |
| 17   | Number of essential services provided, installed or upgraded |  | Quarterly | 10 | 10 | 3 | (70%) | 32 | 9 | 19 | <p>CSP reached 30 percent of this quarter’s target. Nevertheless, the number of essential services provided are 23 and are the following: Electricity —5; Emergency Response — 1; Infrastructure — 3; Public Education — 1; Solid Waste Management — 3; Waterwater Management — 1; Water — 9.</p> |  |

|    |  |  |           |        |        |              |       |         |        |        |  |
|----|--|--|-----------|--------|--------|--------------|-------|---------|--------|--------|--|
|    |  |  |           |        |        |              |       |         |        |        | <p>CSP reports only on successfully completed activities supported by USG.</p> <p>Results reported are from: BQA012 — Ghazze; BQA015 — Khiara; STH010 — Jinjlaya.</p>  |
| 18 | Number of people with access to adequate levels of essential services  |  | Quarterly | 21,940 | 75,098 | <b>8,796</b> | (88%) | 239,570 | 32,460 | 54,400 | <p>CSP reached 12 percent of this quarter's target. It is worth mentioning that 23 out of 30 activities that were under implementation 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 have had access to them.</p> <p>Results reported are from: BQA009 — El Qaa; BQA015 — Khiara; STH010 — Jinjlaya.</p> |
| 19 | Number of assisted local actors that have developed or improved internal systems to sustain essential services |  | Quarterly | 0      | 0      | <b>0</b>     | 100%  | 0       | 0      | 0      | <p>No results to report in this quarter.</p> <p>Target and results of this indicator will be reported during CSP's third year of implementation.</p>   |

| IR 2.2 Level: Economic Opportunities Increased |   |  |           |   |     |    |        |     |     |     |  |
|--|---|--|-----------|---|-----|----|--------|-----|-----|-----|--|
| 20   | Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities |  | Quarterly | 1 | 257 | 13 | (95%)  | 814 | 228 | 229 | <p>CSP reached 5 percent of this quarter's target.</p> <p>The reported figure is the results of the short-term economic opportunities provided through construction under BQA012 — GhazzeH.</p> <p>It is worth mentioning that seven livelihood activities are being implemented to help people have better economic opportunities through increasing their income or decreasing costs of production. Results of these activities will be reported as soon as the activities are completed. Livelihoods activities are the following: BQA007 — Fissane; NTH004 — Akroum; NTH009 — Jdaidet el Qaitaa; STH008 — Ain Ebel; STH017 — El Qariye; STH021 — LRI; STH022 — AFDC.</p> |
| 21   | Number of Micro, Small or Medium  |  | Quarterly |   | 3   | 0  | (100%) | 8   | 0   | 0   | No results be to be reported during this quarter.  |



|  |  |  |  |   |  |  |  |  |  |  |  |
|--|--|--|--|---|--|--|--|--|--|--|--|
|  | enterprises supported<br>by USG assistance |  |  | 0 |  |  |  |  |  |  |  |
|--|--|--|--|---|--|--|--|--|--|--|--|

**ANNEX G: INDICATORS PERFORMANCE TRACKING TABLE**

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

## ANNEX H: MEL “PAUSE AND REFLECT” OUTCOMES

| <b>MONITORING, EVALUATION AND LEARNING</b><br><br><b>Collaboration, Learning, and Adapting (CLA) in Activity Management</b><br><br><b>May 2020</b>  | <b>COMMUNITY SUPPORT PROGRAM (CSP) IN LEBANON</b><br><br><b>Activity</b> : Providing Support for Farmers in Noura Affected by the Syrian Conflict<br><b>Code</b> : NTH0015<br><b>Task Order:</b> TO 2: Component 1<br><b>Duration</b> : May – Aug 2019<br><b>Sector</b> : Livelihoods<br><b>Value</b> : USD ██████████   |
|---|--|
| <b>I- Designed Intervention</b><br><b>Objective and Expected Results</b>  | <b>II- Continuous Learning</b><br><b>Success or Challenges</b>   |
| <p>Activity Objective: Support livelihoods by supporting farmers in Noura’s village.</p> <ul style="list-style-type: none"> <li>• Support the newly formed committee by procuring rotary tillers and their accessories to support 12 farmers currently planting greenhouses and 13 farmers cultivating their lands inside the village.</li> <li>• Rotary tillers will be given to the agricultural committee of the Noura Municipality, which farmers will be able to rent it from. The cost of renting the rotary tiller will cover fuel, labor, and additional fees for maintenance.</li> <li>• The agricultural committee will hire a Lebanese person from the village to operate the new machines.</li> <li>• The rotary tiller will support the farmers by decreasing production costs.</li> </ul> <p><b>Beneficiaries:</b> The machinery will serve 26 beneficiaries:</p> <ul style="list-style-type: none"> <li>• 12 greenhouses farmers</li> <li>• 13 open field farmers</li> <li>• 1 machine operator (one job created)</li> </ul> | <p>During the 2019 growing season, the MEL team conducted site visits to the local actor and met with beneficiaries. The field visits recorded few famers (less than the expected target) who rented one rotary tiller machine and used it in a few greenhouses and small open field lands.</p> <p>From the local actor side, insufficient data was shared with CSP’s MEL team, showing that the machine operator worked only for three to five days during the 2019 season.</p> <p>From the technical side, the main challenge was that the provided tillers are used either in greenhouses or small open fields inaccessible for tractors. CSP initially aimed for the assistance to reach 12 greenhouses and 13 open field farmers. After implementation, the number of greenhouses interested in the assistance decreased in the village due to reasons, such as: farmers already prepared the soil, they weren’t made aware of the assistance, and they simply ran out of business. CSP invested additional efforts into reaching a higher number of open-field beneficiaries, but it was not feasible, because the tilling season was already due.</p> <p>The rotary tillers were delivered on July 2, 2019. Knowing that in the area the preparation of open-fields lands (where rotary tillers are to be used) occurs in April and May except in case of rain, the technical team had to wait for the following spring season (2020) to report on beneficiaries.</p> |

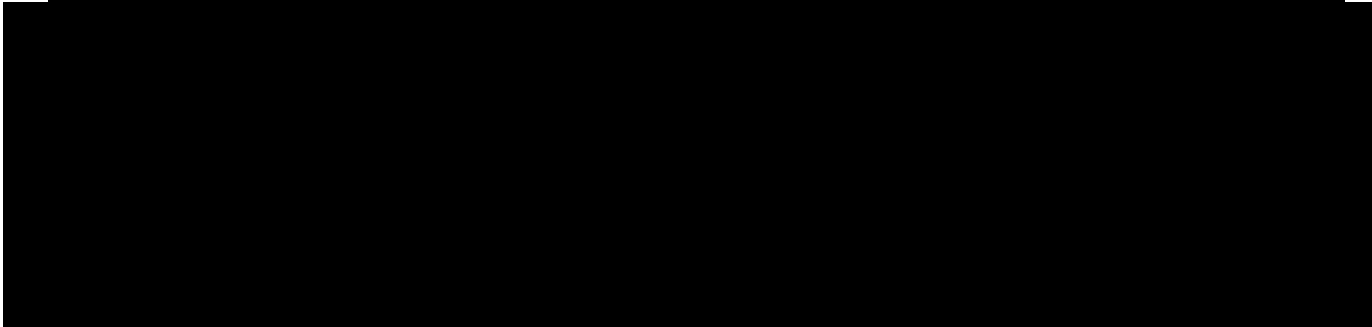
|  |   |
|--|---|
|  | <p>MEL did not report beneficiaries (seasonal jobs or farmers) due to the short amount of time the machines were used and the insufficiency of data provided by the mayor and shared with the CSP to assess and address the challenges faced.</p>   |
| <p><b>III- Continuous Learning</b><br/>“Pause and Reflect” Session</p>   | <p><b>IV- Adaptive Management</b><br/>Decision- Making process</p>  |
| <p>CSP adopts a collaborative and adaptive approach in managing its activities by incorporating CLA in activity management and throughout the life of activity.</p> <p>In April 2020, CSP’s TO 1, TO 2, TO 3, and MEL teams engaged in a learning-oriented “pause and reflect” session aiming at:</p> <ul style="list-style-type: none"> <li>• Identifying design, implementation and monitoring challenges</li> <li>• Capturing lessons learned</li> <li>• Detecting potential iteration measures in implementation and monitoring to fulfill activity objective and expected results and meet communal expectations</li> </ul> <p><b>Learnings:</b></p> <ul style="list-style-type: none"> <li>• <b>CSP Team:</b> Improving activity design through an enhanced community engagement process (FGDs or town hall meetings) to better understand communal needs and ensure project viability and feasibility in addition to raising awareness on the project benefits and leading capacity building session with stakeholders operating new equipment. As for agricultural projects targeting seasonal activities, the design of projects should be in line with the farmers’ agricultural calendar; otherwise, the</li> </ul> | <p>CSP’s intervention in the village of Noura depends on the agricultural season (preparing the lands for crops cultivation); therefore, CSP’s action plan will be performed before and during the season 2020.</p> <p>The adaptation in this case is more inclusive as it addresses local actors’ and beneficiaries’ engagement in the whole cycle of CSP activities.</p> <p><b>Action plan under implementation (April-May 2020):</b></p> <p>On April 28 2020, CSP visited the mayor of Noura and agreed with him on an action plan to meet the targeted objectives of the activity:</p> <ul style="list-style-type: none"> <li>• Assigning a project coordinator from the municipality to map all potential beneficiaries, raising awareness on available agricultural service, collecting service order</li> <li>• Preparing a recording tool for the coordinator to document the list of beneficiaries</li> <li>• Calling farmers that benefited from USG assistance to document achieved impact.</li> <li>• Reporting new results to CSP team.</li> </ul> |

growing season will be missed, and team shall wait for a full year to document beneficiaries.

- **Beneficiaries:** Farmers in the village were not aware of the activity, because the local actor did not announce publicly the availability of the rotary tillers to a large number of them. As stated above, TO 2 team will ensure better local community members engagement during designing and implementation phases.
- **Local Actors:** Selection of activities must be based not only on the project's viability, but also on the capacity of beneficiaries to operate and sustain the activity. Through collaboration and full integration of TO 3, TO 2 will accordingly better assess the capacity of local partners to sustain assistance through assessment of capacity and buy-in of partners.

It was agreed by the present actors in the CLA session that activities designed and executed during early program stages have lower success rates and are subject to learning for iteration and improvement.





**ANNEX J: TO 2 COMMUNITY ENGAGEMENT GRANT [REDACTED]**

| [REDACTED] |            |            |            |
|------------|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |



## ANNEX K: TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER

| TO 2 COMMUNITY ENGAGEMENT GRANT PROGRESS TRACKER (RAD/LSA) |          |        |   |                 |
|--|----------|--------|---|-----------------|
| MUNICIPALITY   | DISTRICT | REGION | COMMUNITY ENGAGEMENT METHODOLOGY  | GRANTEE         |
| 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  | RAD Process finalized and report sent   | Caritas – CE002 |
| Kfar Jarra   | Jezzine  | South  | RAD Process finalized and report sent   | Caritas – CE002 |
| Anane  | Jezzine  | South  | RAD Process finalized and report sent   | Caritas – CE002 |
| Aarab Tabbaya  | Saida    | South  | RAD Process finalized and report sent   | Caritas – CE002 |
| Kfar Hamam   | Hasbaiya | South  | RAD Process finalized and report sent   | Nahnoo – CE005  |
| Al Fardis  | Hasbaiya | South  | RAD Process finalized and report sent   | Nahnoo – CE005  |
| Meri   | Hasbaiya | South  | RAD Process finalized and report sent   | Nahnoo – CE005  |
| EL Heberiyeh   | Hasbaiya | South  | RAD Process finalized and report sent   | Nahnoo – CE005  |
| El Hleiyeh   | Saida    | South  | Step two of the LSA ongoing (community engagement with the key stakeholders: Conducting Focus group discussion)   | Nahnoo – CE005  |
| Kfar Chouba  | Hasbaiya | South  | RAD Process finalized and report sent   | Nahnoo – CE005  |
| Majdelyoun   | Saida    | South  | Step two of the LSA ongoing (community engagement with the key stakeholders: Conducting Focus group discussion)   | Nahnoo – CE005  |
| Es Salhiyeh  | Saida    | South  | Step two of the LSA ongoing (community engagement with the key stakeholders: Conducting Focus group discussion)   | Nahnoo – CE005  |
| Rachiine   | Zgharta  | North  | RAD Process finalized and report sent – Concept note based on this RAD was developed                              | RMF – CE001     |
| Kousba   | El Koura | North  | RAD Process finalized and report sent- Concept note being developed based on RAD report                           | RMF – CE001     |
| Batroun  | Batroun  | North  | RAD Process finalized and report sent- Concept note being developed based on RAD report                           | RMF – CE001     |
| Qobbet Chamra  | Akkar    | North  | RAD Process finalized and report sent. CSP is discussing with partner and key stakeholders possible interventions | AND – CE006     |
| Tal Abbas Gharbi   | Akkar    | North  | RAD Process finalized and report sent. CSP is discussing with partner and key stakeholders possible interventions | AND – CE006     |
| Hissa  | Akkar    | North  | RAD Process finalized and report sent. CSP is discussing with partner and key stakeholders possible interventions | AND – CE006     |

|              |            |       |   |                    |
|--------------|------------|-------|---|--------------------|
| Talmaayan    | Akkar      | North | RAD Process finalized and report sent. CSP is discussing with partner and key stakeholders possible interventions | AND – CE006        |
| Rmoul        | Akkar      | North | RAD Process finalized and report sent. CSP is discussing with partner and key stakeholders possible interventions | AND – CE006        |
| Mechmech     | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Hrar         | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Beit Ayoub   | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Beit Younis  | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Khreibet     | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Jebrayel     | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Burj         | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Tikrit       | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Oyoun        | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Bazbina      | Akkar      | North | Step two (stakeholders mapping and field work protocols) + conducting KIIs  | AND – CE006        |
| Mansoura     | West Beqaa | Beqaa | RAD Process finalized and report sent   | RMF – CE001        |
| Kamed EL Loz | West Beqaa | Beqaa | RAD Process finalized and report sent   | RMF – CE001        |
| Manara       | West Beqaa | Beqaa | RAD Process finalized and report sent   | RMF – CE001        |
| Es Swairi    | West Beqaa | Beqaa | RAD Process finalized and report sent   | RMF – CE001        |
| Marj         | Zahle      | Beqaa | RAD Process finalized and report sent   | Peace Labs – CE004 |
| Jdita        | Zahle      | Beqaa | 40% of Step 2 - Field work (KIIs & FGDs) 6 out of 12 KIIs were done this week                                     | Peace Labs – CE004 |
| Makse        | Zahle      | Beqaa | RAD Process finalized and report sent   | Peace Labs – CE004 |
| Faour        | Zahle      | Beqaa | RAD Process finalized and report sent   | Peace Labs – CE004 |
| Riaq         | Zahle      | Beqaa | 75% of Step 3 of the RAD Analysis and Final report  | Peace Labs – CE004 |
| Taalabeya    | Zahle      | Beqaa | Step 2 of the LSA - Engage  | Peace Labs – CE004 |
| Qab Elias    | Zahle      | Beqaa | Step 2 of the LSA - Engage  | Peace Labs – CE004 |
| Qaraoun      | West Beqaa | Beqaa | Step 2 of the LSA - Engage  | Peace Labs – CE004 |

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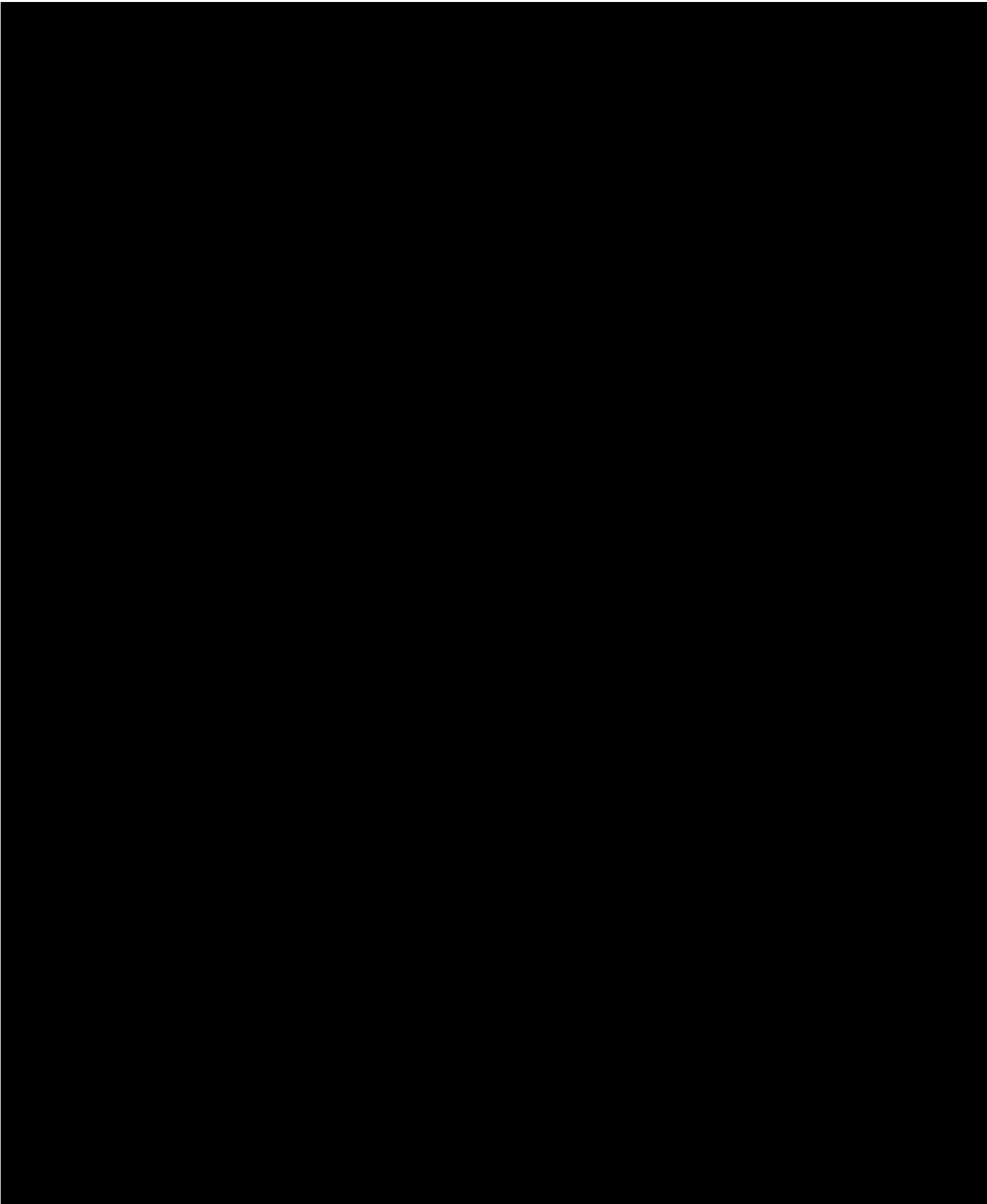
|       |         |       |                            |                    |
|-------|---------|-------|----------------------------|--------------------|
| Fekha | Baalbek | Beqaa | Step 2 of the LSA - Engage | Peace Labs – CE004 |
|-------|---------|-------|----------------------------|--------------------|

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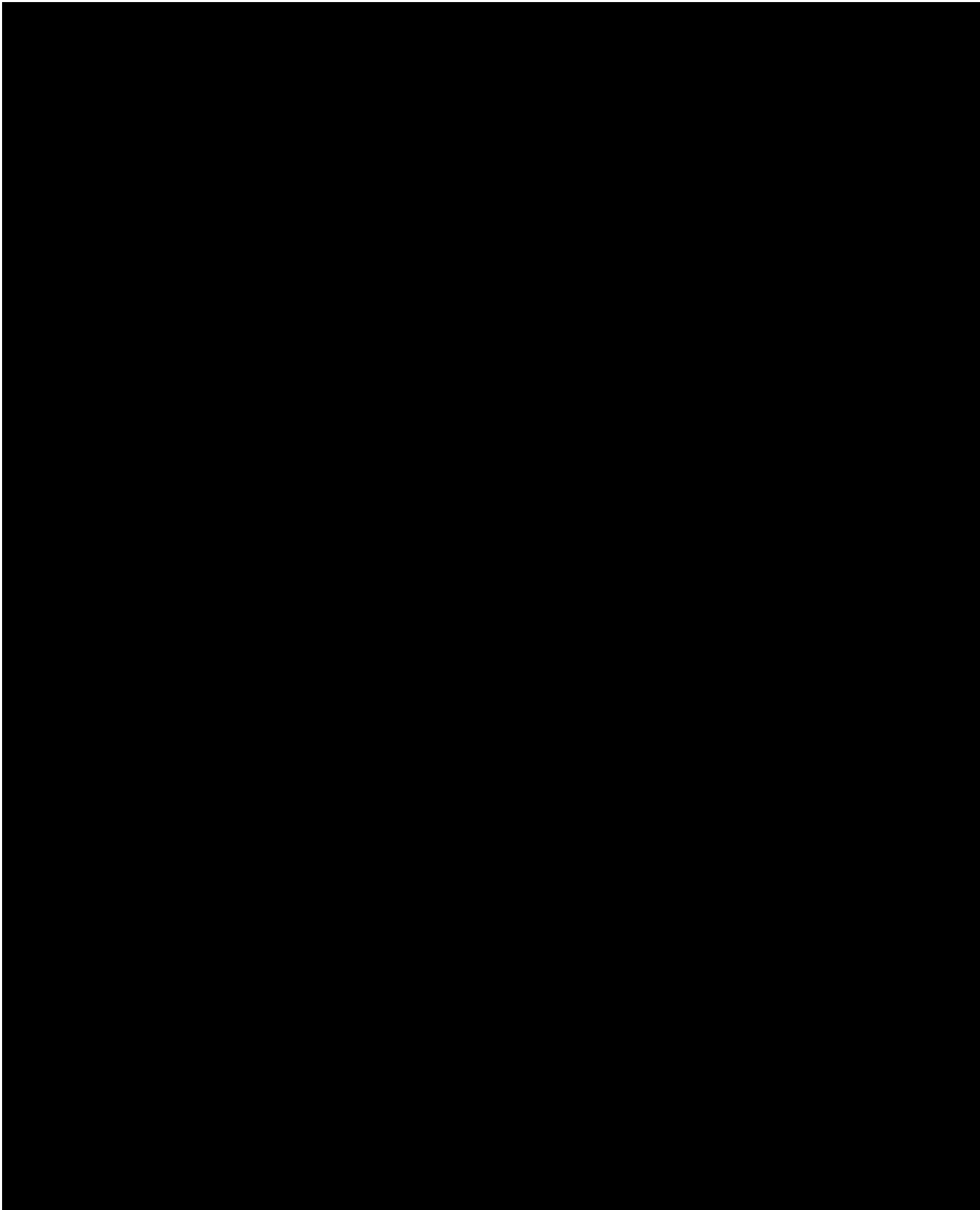
|               |         |       |                            |             |
|---------------|---------|-------|----------------------------|-------------|
| Rachaya Union | Rachaya | Beqaa | Step 1 of the LSA on-going | RMF – CE001 |
|---------------|---------|-------|----------------------------|-------------|

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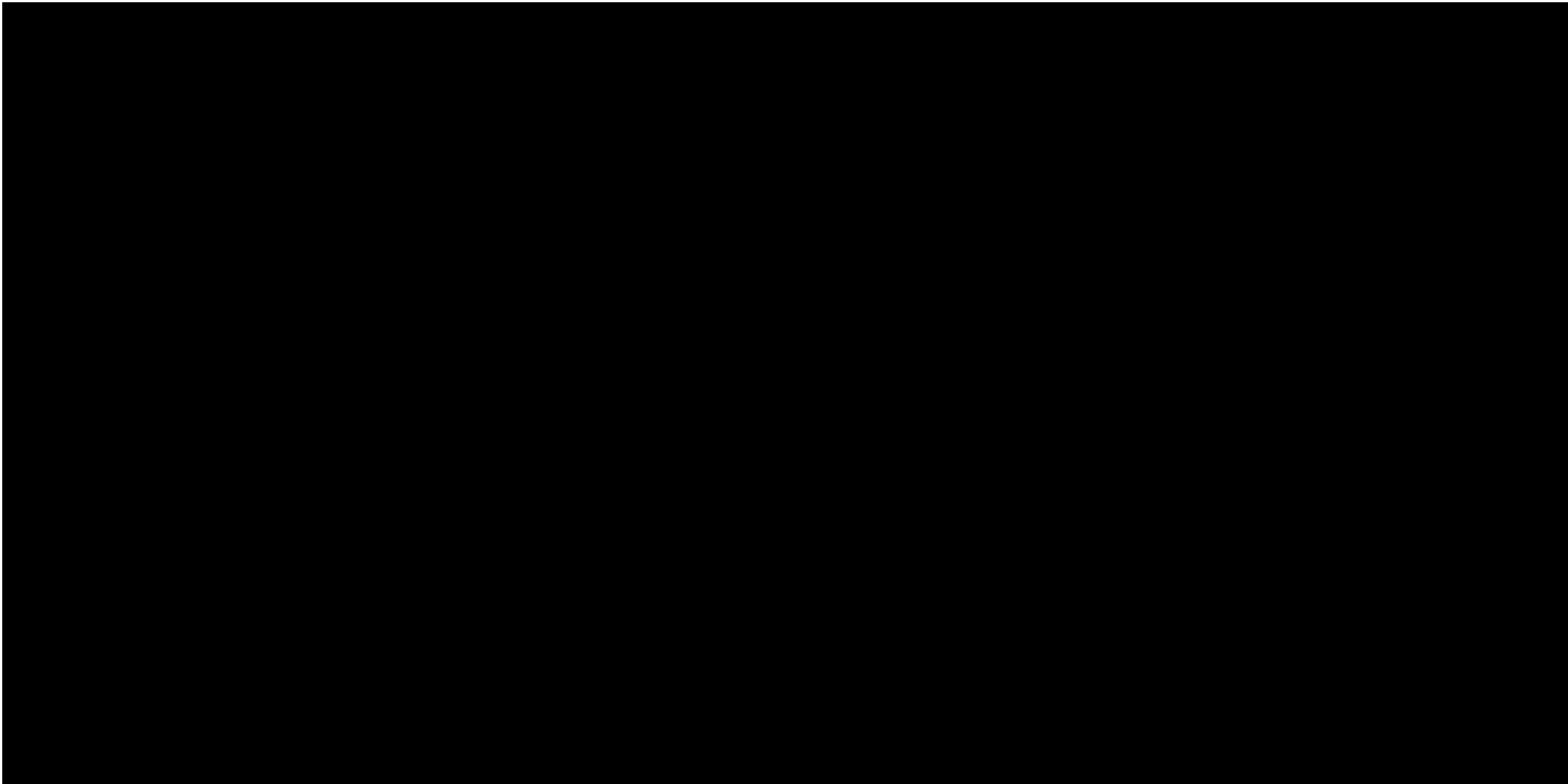
**ANNEX L: CSP ACTIVITIES BY SECTOR AND IMPLEMENTATION STATUS (AS OF JUNE 2020)**

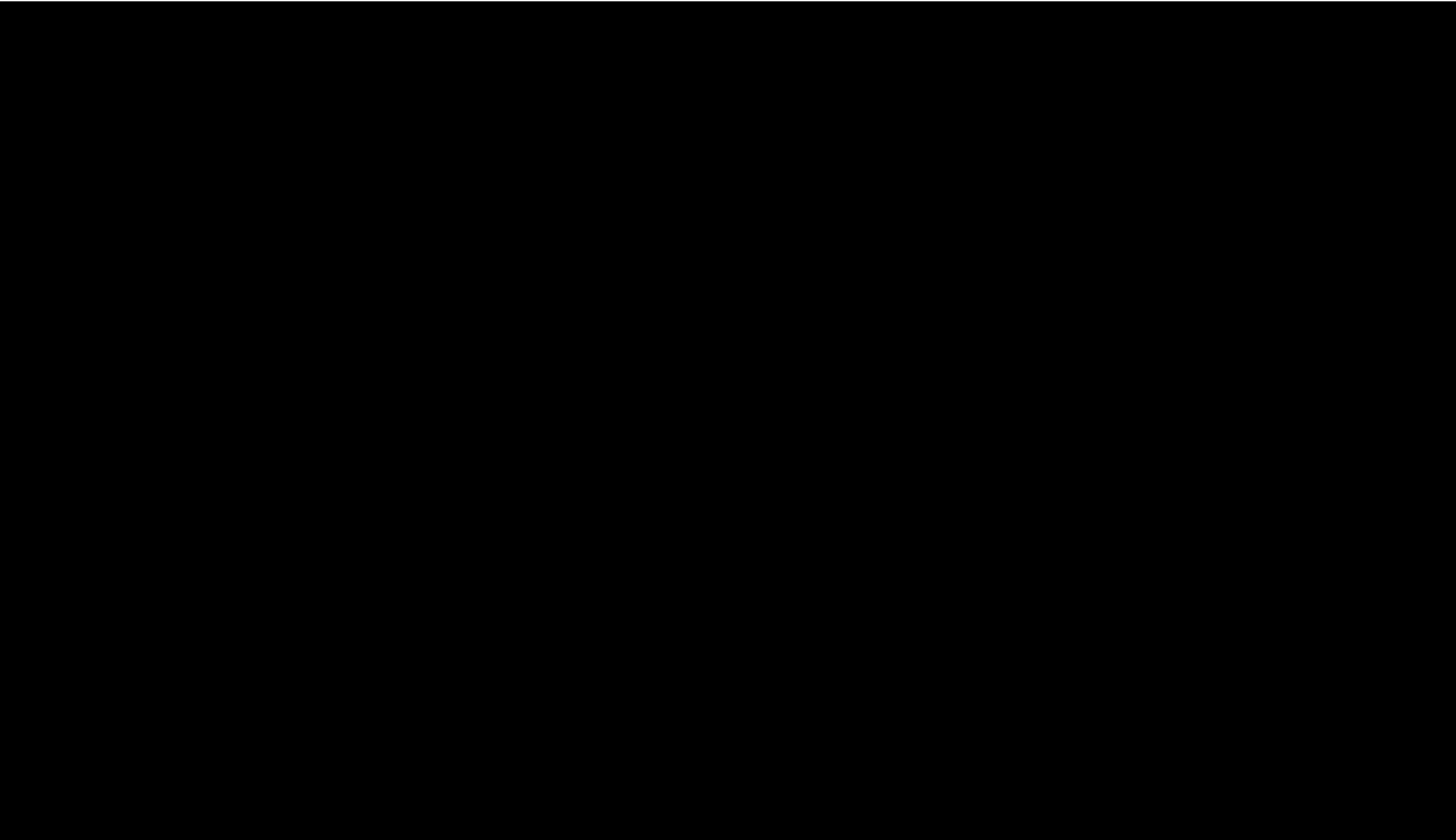


**ANNEX M: CSP ACTIVITIES BY FUNDING LEVEL (AS OF JUNE 2020)**



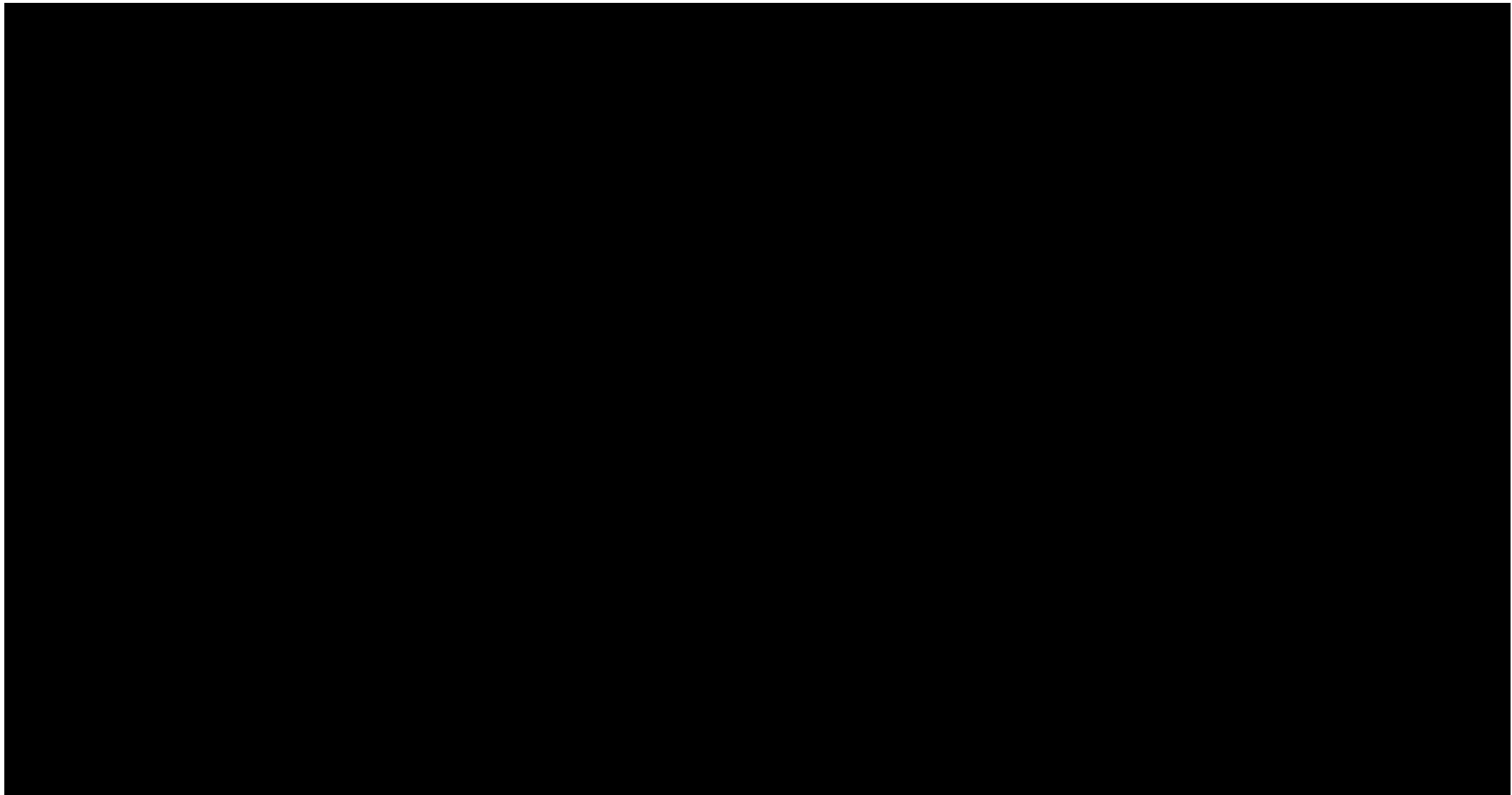
**ANNEX N: TO 2 ACTIVITY TRACKER (AS OF JUNE 2020)**







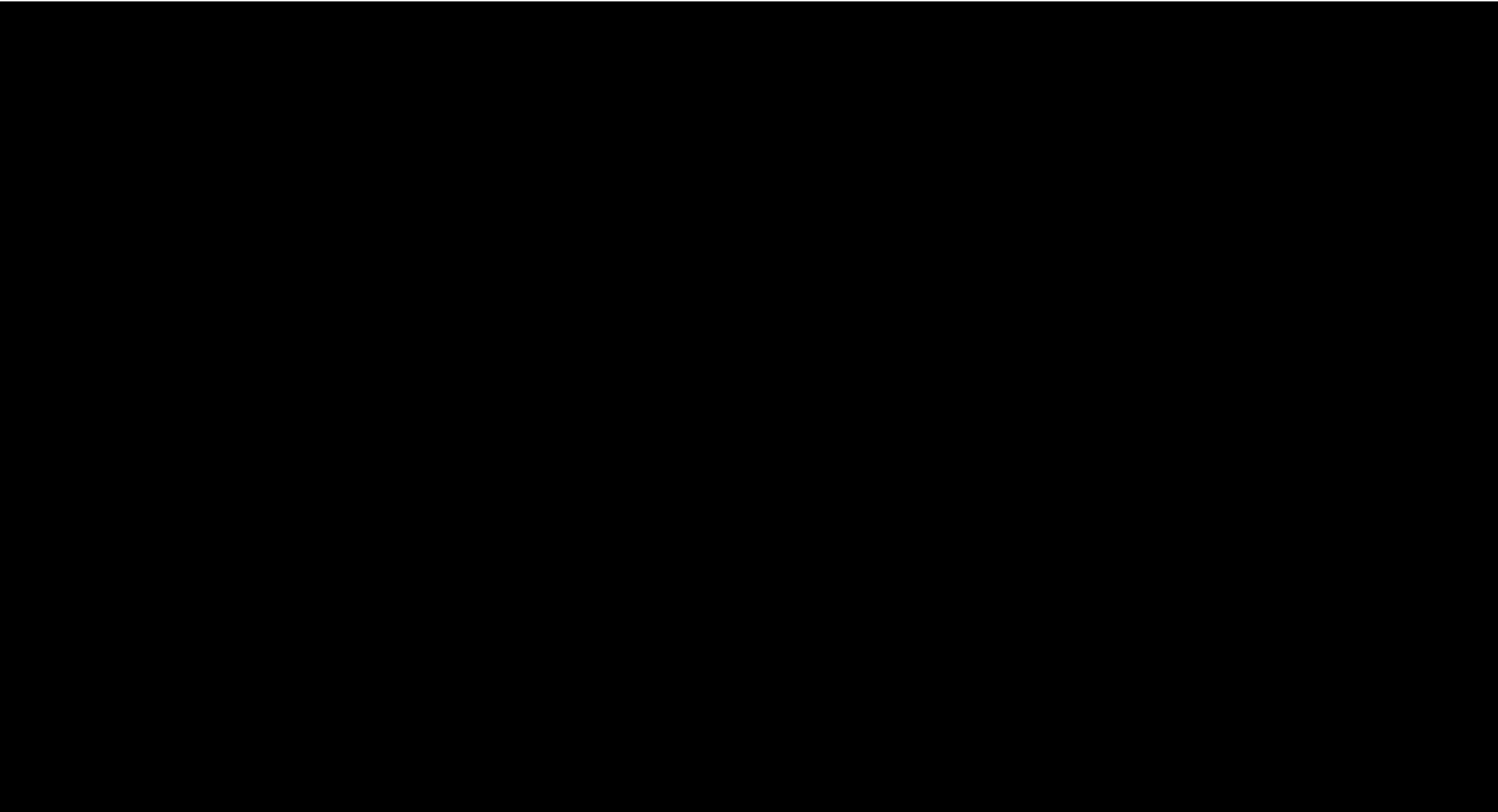










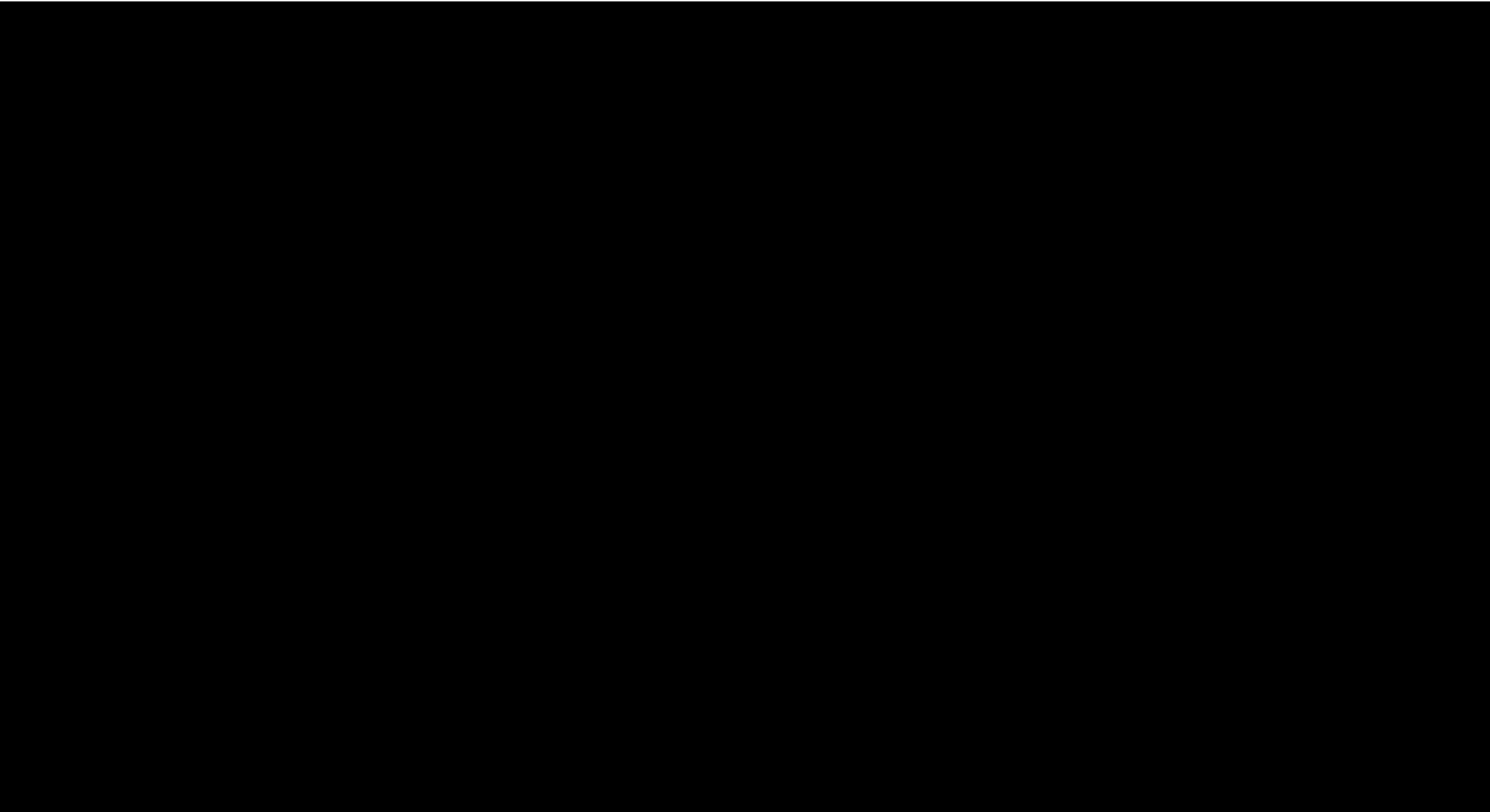














**ANNEX O: TO 3 PROGRESS TRACKER**

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



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ANNEX P: TO 3 TRAINING TIP SHEET EXAMPLE

إجراءات السلامة وإرشادات تشغيل المولد الكهربائي

Community Support Program - برنامج دعم المجتمع المحلي

اثناء عمل المولد يجب

- ✓ أن يبقى موظفو التشغيل في حالة تأهب أثناء عمل المولد
- ✓ الانتباه دائماً لشاشة التحكم لعدم وجود اي تنبه
- ✓ التأكد من إيقاف تشغيل المولد وتركه يبرد قبل التزود بالوقود
- ✓ الحفاظ على الأشياء بعيدة عن حركة شفرات المروحة
- ✓ الانتباه دائماً الى مستوى المازوت في الخزان
- ✓ إيقاف المولد في حال حدوث زيادة في سرعته عبر زر الإيقاف الفوري اي ال Emergency Stop

✗ عدم فتح غطاء المبرد اثناء عمل المجموعة

✗ عدم فتح المجموعة أو تفكيكها أثناء عملها

✗ تجنب لمس اي من القطع اثناء عمل المجموعة

✗ عدم فتح علبة التحكم او لمس المحول اليدوي اثناء عمل المولد

✗ عدم لمس المولد بأيادٍ مبتلة

✗ عدم القيام مطلقاً بفصل أي دائرة أو وحدة شحن كابل الدائرة من البطارية عندما تكون تعمل، الشرارة يمكن أن تسبب احتراق الغازات التي تنتجها بعض البطاريات

✗ عدم تزويد المحرك بالوقود اثناء تشغيل  
Emergency Stop

قبل البدء بتشغيل المولد يجب

- ✓ التأكد من ان المنطقة المحيطة بالمولد نظيفة وخالية من أي مواد قابلة للإشتعال
- ✓ التأكد من عزل الكابلات وتغطيتها بشكل صحيح
- ✓ التأكد من عدم وجود أي عطل مضاء على لوحات تحكم المولد
- ✓ التأكد من نبريش المازوت الداخل والخارج لعدم حصول اي تهريب للزيت
- ✓ التأكد من مستوى المازوت داخل الخزان
- ✓ التأكد من وجود طفاية حريق قريبة من المجموعة
- ✓ التأكد من عدم وجود تهريب زيت او ماء من المجموعة
- ✓ التأكد من عمل زر الإيقاف الفوري اي ال Emergency Stop كل شهر

✗ عدم تعرض المحرك لأي لهب

✗ عدم شحن بطارية مجمدة لتفادي حدوث انفجار

✗ عدم التحقق أبداً من شحن البطارية عن طريق وضع المعدن على طرفي البطارية. استخدام الفولتميتر أو مقياس ثقل السائل المائي