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ANNUAL REPORT FISCAL YEAR 2021

USAID/Lebanon Community Support Program

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ANNUAL REPORT, OCTOBER 2020 – SEPTEMBER 2021

USAID/LEBANON COMMUNITY SUPPORT PROGRAM

OCTOBER 30, 2021

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.

Beirut, Lebanon

FRONT COVER PHOTO Visitors attend the opening of the first market event in El Qariye (South Lebanon) on August 14, 2021. The event was made possible following USAID/CSP support to El Qariye municipality by equipping the newly established municipal public garden with kiosks, tents, benches, and prefabricated latrines, and building the municipality's capacity on event management and business plan development to enhance local vendors' income.

BACK COVER PHOTO USAID/CSP workers deliver and install 500 LED streetlights to restore lighting in blast-affected neighborhoods in Beirut – August 2021

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ACRONYMS

AAP	Activity Approval Package
AFDC	Association for Forests, Development, and Conservation
ALI	Association of Lebanese Industrialists
AUB	American University of Beirut
BALADI-CAP	Building Alliances for Local Advancement, Development, and Investment – Capacity Building
BTD	<i>Bureau Technique pour le Développement</i>
CBO	Community-Based Organization
CO	Contracting Officer
COOP	Cooperative
CoP	Community of Practice
CSO	Civil Society Organization
CSP	Community Support Program
EIA	Environmental Impact Assessment
ELARD	Earth Link & Advanced Resources Development
ERAC	Environmental Review and Assessment Checklist
ERP	Enterprise Resource Planning
GESI	Gender Equality and Social Inclusion
IDIQ	Indefinite Delivery, Indefinite Quantity
IEE	Initial Environmental Examinations
IWT	Industrial Wastewater Treatment project
LAU	Lebanese American University
LBP	Lebanese Pound
MEL	Monitoring, Evaluation, and Learning
MoE	Ministry of Environment
MoEW	Ministry of Energy and Water
MOU	Memorandum of Understanding
PIF	Personal Identification Form
RWE	Regional Water Establishment
RWM	Recyclables Waste Management
SME	small-to-medium enterprise
SMT	senior management team
TAAR	Technical Assistance Assessment Report
TO	Task Order
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USG	U.S. Government
USP	University Scholarship Program
WFD	Workforce Development

I. EXECUTIVE SUMMARY

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

Through the IDIQ mechanism, USAID has issued 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), technical and vocational education and training (TVET) institutions, and the private sector, to implement four technical task orders: community support, workforce development, wastewater management, and technical assistance and capacity building.

Fiscal Year 2021 (FY2021), spanning from October 2020 to September 2021, was characterized by the exacerbation of the country's multifaceted socio-economic crises as the local currency continued to plummet, and the country witnessed an unprecedented fuel and electricity crisis, prompting ongoing protests and roadblocks across Lebanon. Despite these challenges, CSP's management and technical teams maintained business continuity and advanced assistance delivery to underserved communities. While this report focuses on CSP's progress and achievements during FY2021, the infographic on page 3 includes cumulative results of CSP's programming since its inception in October 2018.

Despite early setbacks amidst the COVID-19 pandemic, following the easing of lockdowns, CSP's community support component, also known as Task Order 2 (TO 2), focused on fast-tracking activity implementation while conceiving and finalizing new activity designs. During the course of FY2021, 95 community members participated in CSP's activity cycle, a total of 271,969 people benefitted from improved access to essential services as a result of TO 2 interventions, and ten local partners (including municipalities, civil society organizations, and cooperatives) were supported to provide residents with better services. Of note, TO 2's contract was extended by 12 months, from January 2022 to January 2023, [REDACTED] which will allow for the design and implementation of an additional 15 to 17 community support interventions, benefitting an additional 150,000 people. This would bring the total number of projects targeted for implementation under this component to around 105.

CSP's workforce development component, also known as Task Order 4 (TO 4), falls under USAID's economic growth office and operates according to different development objectives and expected results than the rest of the IDIQ. As a result, the team prepares its own quarterly and annual progress reports that is unique to TO 4. In this IDIQ report, we also provide a summary of the team's key accomplishments during FY2021. This includes developing six new curricula to enhance the quality of technical and vocational education, providing capacity-building technical assistance to CSP's eight

partner TVETs, awarding 209 technical and vocational scholarships, and placing 175 scholarship recipients in relevant internships.

CSP's wastewater management component, also known as Task Order 5 (TO 5), faced a number of challenges relating to the COVID-19 pandemic and the ongoing socio-economic crisis in Lebanon, especially the impact of the crisis on CSP's governmental partners and agencies such as the Ministry of Energy and Water (MoEW), RWEs, the Litani River Authority, and municipalities. Despite this, TO 5 pushed the program forward and met its main objectives for the year. Notably, TO 5 received USAID approval for the 100% design and bidding packages of its five originally selected wastewater infrastructure interventions and launched the design of three new interventions. The fourth quarter of FY2021 also marked the initiation of the bidding process for two interventions: 'Aitani Wastewater Treatment Plant Rehabilitation and Sludge Management Upgrade' and 'Nmairiye Pumping Station Rehabilitation and Access Road'.

Finally, CSP's technical assistance component, also known as Task Order 3 (TO 3) continued to design and implement technical assistance activities for municipalities, CSOs, and community-based organizations (CBOs) to build the capacities of local partners and sustain the community stabilization and community development activities under CSP's other task orders. In general, capacity building trainings in FY2021 focused on organizational development, financial management, operation and maintenance, and social media management. By the end of FY2021, CSP's TO3 had trained a total of 1,034 people, well exceeding its target of 350 trainees, and had conducted 1,618 training days per trainee, against a cumulative target of 600.

CSP's technical teams are supported by the management and operations staff of Task Order 1 (TO 1), whose cross-cutting support in finance and operations, human resources, vetting, engineering and environmental compliance, and grants, subcontracts, and procurement sustained programmatic momentum. Meanwhile, the monitoring, evaluation, and learning (MEL) team continued to monitor and evaluate the effectiveness of CSP assistance and assisted all the technical teams to note possible points of improvement for future programming based on lessons learned. In parallel, the communications and outreach unit ramped up its efforts to promote the program by highlighting ongoing activities through traditional media and online outlets.

The rest of this report details the progress made by each TO under the CSP IDIQ during FY2021. After providing a more detailed overview of the country context impacting CSP's work during the reporting period, this report presents the progress achieved under the community support and wastewater management components, as well as a briefing page with more information about the workforce development team's successes. The report is then followed by CSP's technical assistance component progress updates and concludes with a summary of CSP's TO1 operational and management support. Finally, the report includes a series of annexes such as charts, tables, maps, and other supplementary material to complement the narrative of CSP's progress.

CSP's support to Lebanese communities reached...



Emergency Response



1,010 People provided with labor-intensive cash generation opportunities

Direct Community Support



Workforce Development



Technical assistance



* number reflecting unique trainees of closed/(completed) TAARs/ activities

Wastewater Treatment



II. COUNTRY CONTEXT

Following a turbulent FY2020 that fundamentally reduced residents' access to economic opportunities and basic resources, FY2021 was also characterized by a deepening of the health, economic, social and political crises in the country. The national currency lost more than 90 percent of its value, trading between 18,000 – 20,000 Lebanese Pounds (LBP) to the U.S. dollar on the alternative market by the end of September 2021, compared with the official rate of LBP 1,507.5 to the dollar. The skyrocketing inflation and stagnating economy have exacerbated poverty in the country: the United Nations Economic and Social Commission for Western Asia (ESCWA) estimates that 55 percent of the population in Lebanon live in poverty, where nearly a quarter of the population is living on less than 13,000 LBP per day (less than \$1 on the alternative market). In parallel, the costs of many essential foodstuffs and health supplies have increased by up to 600 percent, significantly increasing the financial strain on households. FY2021 also witnessed the gradual lifting of subsidies on essential goods such as medicine and fuel, prompting continued civil unrest and roadblocks in protest against the deteriorating living conditions.

By the second quarter of the year, a major spike in COVID-19 cases ranked the country third globally in terms of infections per capita, prompting the Government of Lebanon to declare a health emergency and impose the tightest lockdown measures to date in January and February 2021. These included the closure of all public and private institutions, exempting only those providing basic services, as well as a general 24/7 traffic curfew that did not exempt humanitarian and development actors, thereby impacting organizations' abilities to provide needed assistance across the country, including CSP. Meanwhile, a nationwide vaccination campaign started following the gradual lift of the imposed lockdown in March 2021.

As the country emerged from the COVID-19 lockdown, the third and fourth quarters of FY2021 witnessed a continuous nationwide fuel and diesel shortage which limited access to electricity and internet services. While daily widespread state-electricity blackouts averaged 22 hours, diesel shortages also impacted private generator suppliers' capacity to provide needed back-up power across the country. At the same time, the fuel shortages manifested in seemingly endless car queues at gas stations, exacerbating individual tensions over limited supply and often escalating to physical violence, and even armed confrontations. While the impacts of the overlapping crises were nationwide throughout the year, the North Lebanon Governorate of Akkar witnessed two tragic events during the fourth quarter. The first, a three-day wildfire broke out in Qoubaiyat on July 28, which killed at least one individual, injured dozens, and led to the evacuation of hundreds of residents. The second was a fuel tank explosion on August 15 that took place as the Lebanese army was distributing gasoline to residents from a clandestine fuel tanker it had confiscated. The explosion killed at least 28 people and severely injured 80. Amid these successive crises, the Lebanese Government, which resigned in August 2020 following the Beirut Port explosions, was still in caretaker status until a new government cabinet, headed by Prime Minister Najib Mikati, was formed in September 2021.

Within an unstable and novel operational context, CSP's field teams faced a new set of challenges related to the continued deterioration of the economy and further devaluation of the national currency. There were significant shortages in the market supply of construction materials and other necessary equipment, which provoked some delays in construction-related activities. In addition, the fuel crisis and the resulting difficulties for staff and contractors to travel on-site caused some delays in field activities.

III. COMMUNITY SUPPORT

Under its community support component, also known as Task Order 2 (TO 2), CSP continued to collaborate with local partners, including municipalities, CSOs, and other community-based groups, to implement activities which aim to alleviate sources of tension among communities. To achieve this, TO 2 focused on the implementation of activities seeking to enhance residents' access to public services, improve local livelihoods, and address issues related to safety and security. CSP continued to adopt a participatory design approach with local stakeholders, while consulting with a range of technical and environmental experts to maximize the immediate and long-term benefits for communities.

Within the wider context of the country's enduring and prolonged economic and financial crises, TO 2 interventions during FY2021 largely focused on electricity generation, solid waste management, improving local livelihood opportunities, and enhancing access to basic services such as household water and effective irrigation networks. In addition, during the fourth quarter of FY2021, CSP's TO 2 was awarded a 12-month contract extension, from January 2022 until January 2023. For this, USAID increased the budget [REDACTED], which will allow CSP to design and implement 15-17 additional community support interventions emphasizing renewable energy solutions for community water supply, up from its previous target of 89 activities, benefiting an additional 150,000 people, and bringing the total target number of community support projects to 105. The extension of TO2 will allow the completion of ongoing as well as new interventions and facilitate overcoming delays which resulted from continuous and prolonged nationwide lockdowns to slow the rise of COVID-19.

Out of the new target of 105 community support projects, 32% have been completed and/or closed with 24 interventions completed, and 10 closed. Meanwhile, 35 activities (33%) are currently under implementation, and 20 (20%) are in their last pre-implementation stages pending implementation kick-off, while the remaining 16 projects (15%) are in still pending submission and approval by CSP (see exhibit above).

COMMUNITY IDENTIFICATION AND SELECTION

SITUATION MONITORING: PRESELECTION

During FY2021, CSP continued to rely on the preselection data of 851 communities across the North, South, and Beqaa regions to determine which towns should be targeted for in-depth community profiling. The initial datasets took into account the number of reported security incidents, the number of Lebanese voters, the number of registered refugees as reported by UNHCR, the number of applicants to the Ministry of Social Affairs' *Poorest Families* program, and the tension score, as reported in UNDP's social stability working group reports.

Due to the nationwide nature of the crises, all regions and municipalities have been affected equally by the currency devaluation, COVID-19 lockdowns, roadblocks, and civil unrest. Given that there has been no major official updated reports or studies published over the last three years, and that the rankings were not expected to significantly differ, CSP did not find the need to extensively revisit the datasets used to prioritize areas based on their scoring. Nevertheless, CSP continued to take into consideration anecdotal information received by its field teams when selecting communities for assistance and validate the viability of reported tensions and incidents in certain communities. All

communities that were ranked highest in 2019 in terms of poverty, vulnerability, and tensions witnessed a significant rise in violence and incidents starting FY2020 and continued throughout FY2021. CSP therefore continued to prioritize interventions in communities identified as being the most vulnerable and in most need of assistance.

COMMUNITY PROFILES: FINAL SELECTION

Having conducted a total of 222 community profile visits during FY2019 and FY2020, CSP did not need to profile many more communities during FY2021. The team carried out 13 in-depth community profiles over the course of the year, exceeding its target of 10, which brought the total number of communities profiled to 235. The content of the community profiles has been digitized through the SurveyCTO platform and can be easily requested and issued by CSP's MEL team. During these visits, the field teams engaged community members and key local stakeholders to collect information on the status of livelihoods, municipal engagement, local infrastructure, tensions, and relationships, as well as the status of public services such as electricity and its impact on water supply and safety, solid waste and wastewater management, among other community priority needs. CSP conducted most of the profiles remotely, replacing in-person meetings with virtual meetings and phone calls. The virtual format enabled CSP to maintain safe social distancing amid the COVID-19 pandemic, as well as adapt to road closures.

The latest profiles showcased the heavy burden that the economic and financial crises are placing on communities and their respective municipalities. Most municipalities are no longer able to provide essential services, especially due to high operation and maintenance costs which are priced in US dollars or in LBP at the parallel market exchange rate. The currency devaluation, coupled with soaring rates of unemployment, have placed increasing financial strain on households, thereby driving the demand for temporary livelihood opportunities and cash assistance to support residents through these challenging times. Meanwhile, shortages in water supply were identified as major driving factors for recent intercommunal tensions across CSP's focus areas; this explains the rising municipal demands for solar powered stations to operate water wells and pumping stations. This was confirmed by CSP's RWE partners, who reported facing major challenges in sustaining their services and operations.

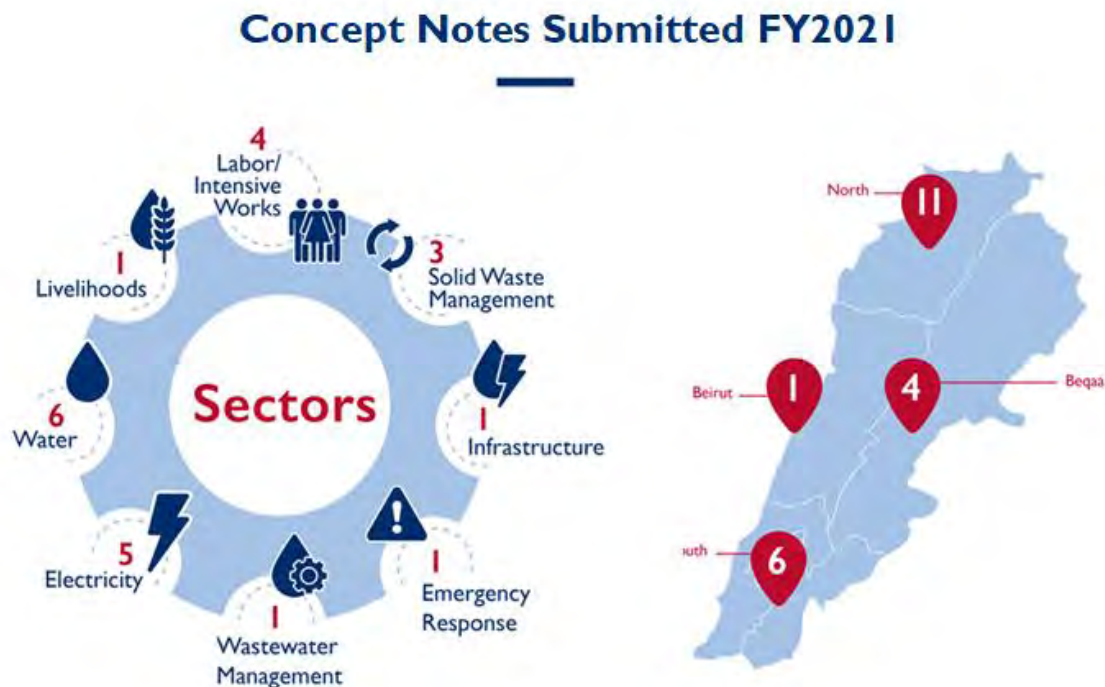


CSP delivers a solar-powered welding station to minimize water losses for farmers in Ainata el Arz, Beqaa, amidst a nationwide shortage of fuel – July 2021

ACTIVITY DESIGN

While TO 2 began shifting its focus towards activity implementation during the end of FY2020 and early FY2021, the team continued finalizing activity designs and concept notes throughout the reporting period to achieve its previous target of 89 approved interventions.

Upon being awarded its cost extension during the fourth quarter, TO 2 returned to designing activities to ensure the implementation of its new target of 105 activities within the new anticipated timeline. Overall, in FY2021, TO 2 submitted 22 new concept notes against an original target of 14. Of these, seven were red-lit and later retracted due to the sensitivity, complexity, or lack of available time and/or budget. For instance, the Bcharre Hub project in North Lebanon, which aimed to support the creation of a high-tech small-to-medium enterprises (SME) incubator, was red-lit since the time needed to build the proposed structures, ensure their functionality, and record the project’s impact would exceed TO 2’s timeline. Similarly, the labor-intensive works intervention in Beirut, which aimed to sort the rubble for recycling, was dropped due to the risk of asbestos contamination and the complexity of handling the operation safely. Other concepts were later deprioritized due to the low number of beneficiaries they target in comparison to other more impactful interventions. The visuals below illustrate a breakdown of the concept notes submitted in FY2021 according to geographic distribution and sector of intervention.



Four concepts were developed into Activity Approval Packages (AAPs), three of which were approved during FY2021. The approved AAPs included providing LED streetlights and a snowblower to Bqarsouna, supporting recycling management at the Amioun Material Recovery Facility, and providing fire prevention equipment to Jurd El Qaitaa. Most of the remaining concept notes are still under development and, depending on feasibility, are expected to be submitted for USAID’s approval in the first quarter of FY2022.

SUMMARY OF COMMUNITY STABILIZATION AND DEVELOPMENT INTERVENTIONS

During FY2021, CSP’s TO 2 focused primarily on submitting a balance of stabilization and long-term development activities within its available budget. Since TO 2’s activity design methodology is community driven, most interventions responded to emerging needs, such as solar powered water

provision, or other dwindling essential services such as access to electricity. By the end of the fiscal year, TO 2's activity portfolio included 59 stabilization and 30 development interventions. The stabilization interventions vary in nature and cover almost all sectors, while development interventions mainly target water, wastewater, and solid waste management, including mainly recyclables recovery.

IMPLEMENTATION STATUS AND RESULTS

During FY2021, CSP developed and submitted 26 AAPs, inclusive of the four concepts converted into AAPs mentioned above. By the end of the fiscal year, USAID had approved 20, in addition to 15 AAPs which were submitted in FY2020. This brings the total of approved AAPs in FY2021 to 35. By the end of September 2021, CSP exceeded its target of 89 activities by achieving a total of 90 approved interventions – counting both the 35 approved in FY2021 and the 55 approved in FY2019 and FY2020. However, CSP had to retract the AAP in Chebaa (South) due to a change in the legal status of the intervention, which brought the total of approved AAPs back to 89 by the end of the fiscal year. For a breakdown of approved AAPs by sector, please refer to the graphic below.



By the end of FY2021, CSP had closed or completed 34 activities out of 89, while 55 were still under implementation. Of these interventions, 21 were more than halfway complete and 34 were still in the first half of the implementation process. Two activities (Khirbet Rouha, Beqaa, and El Meri, South) were developed and submitted in August and September respectively, and were still pending approval and/or additional information by the end of the fiscal year. Please refer to Annex C for the full activity concept and implementation tracker, which breaks down all approved, pending, and rejected activities. For a detailed list of interventions under TO2, please refer to the below table:

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
BQA001	Britel	Baalbek-Hermel	Providing Essential Equipment to the Britel Public School	984	983	Closed
BQA002	Ali en Nahri	Beqaa	Providing Essential Equipment to Ali Nahri Public High School	336	335	Closed
BQA003	Aarsal	Baalbek-Hermel	Provision of Fuel Vouchers in Response to Local Grievances	1,895	1895	Closed
BQA004	Tannoura	Beqaa	Providing the municipality with 250 KVA generator and replacing storm affected accessories	1,150	1150	Closed
BQA005	Joub Jannine	Beqaa	Re-equipping SADA NGO center in Joub Jannine after Norma storm damages	367	367	Closed
BQA007	Fissane	Baalbek-Hermel	Expanding Fissane Cooperative	42		Completed
BQA008	Aarsal	Baalbek-Hermel	Provision of Fuel Vouchers in Response to Local Grievances II	20,175	20,455	Closed
BQA009	El Qaa	Baalbek-Hermel	Equipping El Qaa Municipality for Storm Response	2,150	3,000	Completed
BQA011	Deir El Ahmar	Baalbek-Hermel	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar	15,976		Under Implementation
BQA012	Ghazze	Beqaa	Improving Public Safety in Ghazze through Retaining Wall	19,000	19,014	Completed
BQA014	Hawch er Rafqa	Baalbek-Hermel	Reducing Tensions through Equipping the Intermediate Public School of Hawch El Arab	189	189	Completed
BQA015	El Khiara	Beqaa	Enhancing Safety and Security through Solar Lighting in El Khiara	5,500	4,300	Completed
BQA016	Saadnayel	Beqaa	Reducing Tensions through Installation of Water Filtration System at Intermediate Public School of Saadnayel	870	782	Completed
BQA017	Ras Baa bek	Baalbek-Hermel	Rehabilitating the main irrigation channel in Ras Baalbek to preserve water and improve livelihoods	2,000		Completed
BQA018	Majdel Aanjar	Beqaa	Equipping Majdel Anjar Agricultural Produce Cooperative	100		Under Implementation
BQA020	Ainata El Arz	Baalbek-Hermel	Supporting Rural Livelihoods by Improving Agricultural Production Methods for Ainata el Arz Farmers	750		Completed
BQA021	El Ansar	Baalbek-Hermel	Improving electricity service in El Ansar through the provision of a 75-	3,250		Under Implementation

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
			KVA generator with connections and maintenance crane			
BQA022	El Manara	Beqaa	Enhancing Solid Waste Management in El Manara by Providing recycling bins	5,100	5,100	Completed
BQA023	Loussiya – Sultan Yaacoub	Beqaa	Providing Sustainable Electricity to the Loussiya Water Pump through solar panels and Backup Generator	377		Under Implementation
BQA025	Nabi Ayla	Beqaa	Improving Public Safety through the Construction of a Retaining Wall and Side Rails in Nabi Ayla	4,400		Under Implementation
BQA026	Talia	Baalbek-Hermel	Resolving Tensions over Water Scarcity in Talia by Constructing an Elevated Water Tank	4,500		Under Implementation
BQA027	Dahr el Ahmar	Beqaa	Responding to the urgent community need for electricity provision in Dahr el Ahmar by providing a 450-KVA generator to the municipality	1,540		Under Implementation
BQA030	CWB - North Beqaa	Baalbek-Hermel	Expanding Cooperation Without Borders' Current Nursery Operations by Installing 1,400 Square Meters of Greenhouses with a Heating and Cooling System to Provide Low-Cost, High-Quality Seedlings and Services to More Local Farmers in Northeast Beqaa	500		Under Implementation
BQA031	Bechwat	Baalbek-Hermel	Reducing Tensions and Supporting Farmers and residents in Bechwat by Upgrading the Water System	3760		Under Implementation
BQA032	Hawch Barada	Baalbek-Hermel	Enhancing safety and security in Hawch Barada through the installation of 86 LED streetlights	1,800		Under Implementation
BQA033	El Marj	Beqaa	Enhancing Security and Service Delivery in El Marj by Replacing up to 850 streetlights with LED Bulbs	40,000		Under Implementation
BQA034	El Qaraoun	Beqaa	Enhancing Security and Service Delivery in El Qaraoun by Replacing up to 550 streetlights with LED Bulbs	14,000		Under Implementation
BQA035	El Fekehe	Baalbek-Hermel	Providing Sustainable Electricity to the El Fekehe Water Pump through the installation of solar panels in addition to the implementation of rehabilitation works in the operation and chlorination room	10,000		Under Implementation

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
BQA036	Majdel Aanjar	Beqaa	Reducing tensions over water in Majdel Aanjar through the provision of a solar system for its water pump	19,000		Under Implementation
BQA037	Makse	Beqaa	Improving the Recyclables Collection and Management System of Makse village by Reducing Collection Costs on the Municipality through the provision of 64 Street Recycling Bins	7,000		Under Implementation
BQA038	Aa ha	Beqaa	Responding to the urgent community need for electricity provision in Aaiha by providing a 450 KVA generator to the municipality	4,500		Under Implementation
BQA039	Deir El Ghazal	Beqaa	Responding to the urgent community need for electricity provision in Deir el-Ghazal by providing a 400 KVA generator to the municipality	1,500		Under Implementation
BQA041	Khirbet Rouha	Beqaa	Reducing tensions over water in Khirbet Rouha through the provision of a PV solar system and a backup generator for its water pump	9,000		AAP submitted/Pending USAID approval
NTH001	Tripoli	North	Improving sorted solid waste collection capacity of the Union of Al Fayha' Municipalities	15,976	18,087	Closed
NTH002	Qabaait	Akkar	Supporting Qabaait Public Middle School	377	376	Closed
NTH003	Jabal Akroum	Akkar	Enhance Strained Water Services in Jabal Akroum	12,000	12,000	Completed
NTH004	Akroum	Akkar	Supporting Olive Tree Farmers in Akroum through a decanter and generator	600		Under Implementation
NTH007	El Mahmra	Akkar	Supporting the wastewater management system in El Mahmra	17,000		Under Implementation
NTH008	Markebta	North	Building a supporting wall in Markabta	6,000	6,800	Completed
NTH009	Jdaidet el Qaitaa	Akkar	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products	33		Under Implementation
NTH010	Kfar Hilda	North	Ensuring a proper water flow in the channels of Kfar Hilda	2,100	1,850	Completed

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
NTH012	Fnaideq	Akkar	Supporting Livelihoods through Improving Sales for a Rural Cooperative in Fnaideq	55		Completed
NTH013	Mouanse	Akkar	Rehabilitation of the pumping system for the borehole feeding Mouanse village	3,010		Under Implementation
NTH015	En Noura	Akkar	Providing support for farmers in Noura affected by the Syrian conflict	126		Closed
NTH016	Bebnine	Akkar	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine	731	419	Completed
NTH017	Bebnine	Akkar	Supporting Salam Public Mixed School in Bebnine	582	740	Completed
NTH019	Niha	North	Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids	540	295	Completed
NTH020	Aachach, Meriata, Arde	North	Improving and Rehabilitating the Irrigation distribution Network in Aachach, Meriata, and Arde villages to supporting Livelihoods and Ease Water Resource Tensions amongst the three villages.	123		Under Implementation
NTH024	Berqayel	Akkar	Supporting Solid Waste Management in Berqayel Village by Waste Bins, Broom, and Two Recycling Points	32,200		Completed
NTH025	Bechmizine	North	Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmizine Material Recovery Facility in Koura through equipment provision and technical assistance	67,239		Under Implementation
NTH026	Barghoun and Badbhoun	North	Supporting farmers from Barghoun and Badbhoun through providing mechanical harvesters	650	65	Completed
NTH027	Khirbet el Jendi	Akkar	Supporting Khirbet ej Jendi Electrical Backup System	4,800		Under Implementation
NTH028	Ras Nhach	North	Supporting the Solid Waste Sorting System in Ras Nhach through	5,536		Under Implementation

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
			Distributing Bins and Awareness Campaign			
NTH029	Khirbet Daoud	Akkar	Quelling tensions over electricity shortage in Khirbet Daoud through provision of a needed electricity transmission stations	11,500		Under Implementation
NTH030	Qalmoun / Dedde	North	Labor Intensive intervention to create a hiking trail between the two communities	270		Under Implementation
NTH031	Haret el Fouwar	North	Completing the Sewage Network Lines in Haret el Fouwar Village	8,700		Under Implementation
NTH033	El Batroun	North	Alleviating Tensions over Wastewater in Batroun by Connecting Three Neighborhoods to the Network	5,005		Under Implementation
NTH034	Majdlaya	North	Improving Municipal Solid Waste Management and Reducing Tensions in Majdlaya Village by providing 65 Steel Waste Bins, and Four Recycling Collection Points	30,000		Under Implementation
NTH035	Beit Mellat	Akkar	Supporting the community of Beit Mellat in Akkar through the installation of an on-grid solar system for its water pump	24		Under Implementation
NTH036	Mazraat et Tefah	North	Installing an on-grid Solar System for Mazraat El Tefah's water pump	2,000		Under Implementation
NTH037	Tikrit	Akkar	Enhancing water provision in Tikrit through the installation of an on-grid solar system for its water pump and a 150-meter water connection pipeline.	20,000		Under Implementation
NTH038	El Borj	Akkar	Enhancing water provision in Bourj Akkar through the installation of an on-grid solar system for two water wells	4,000		Under Implementation
NTH039	Kfar Yachit and Bisbeel	North	Reducing tension between the Kfaryashite and Bisebaal residents over rainwater flooding through the construction of a rainwater drainage system.	3,800		Under Implementation
NTH040	Jebrajel	Akkar	Supporting Jebrajel Municipality to Provide Electrical Services Through Provision of a Generator, Electric Board, and Network	1,214		Under Implementation

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
NTH041	Jurd El Qaitea	Akkar	Enhance Jurd El Qaitea Union villages' preparedness abilities to better respond to natural emergencies	35		Under Implementation
NTH043	Amioun	North	Improving the Recyclables Collection and Management System in Amioun Material Recovery Facility by providing it with equipment and distributing 360 new recycling cages to 24 villages, paralleled with an awareness-raising campaign on recycling.	83,847		Under Implementation
NTH044	Bqarsouna	North	Enhancing security and service delivery in Bqarsouna by equipping the municipality's skid-steer loader with a snow blower attachment as well as a salt sprayer and replacing 250 old streetlights with new LED Bulbs	6,000		Under Implementation
STH001	Saida	South	Installing solar Led lights in Old Saida alleys to enhance sense of security	5,536		Under Implementation
STH002	El Miye w Miye	South	Enhance solid waste collection and sorting from source efforts in "Miyeh w Miyeh"	21,000	5,300	Completed
STH005	Hasbaiya	Nabatieh	Providing Water Filtration for Hasbaiya Water Tank	8,700		Under Implementation
STH006	Bqasta	South	Providing better water services in Bqasta	11,500		Under Implementation
STH008	Ain Ebel	Nabatieh	Upgrade of the municipal festival grounds and development and outfitting of the cultural trail and historical sites	253		Under Implementation
STH009	Tanbourit	South	Supporting the Cooperative of Olive Farmers in Tanbourit by Providing Mechanical Harvesters	270	172	Closed
STH010	Jinjlaya	South	Enhancing the provision of water in Jinjlaya	545	1,435	Under Implementation
STH014	Ed Damour	Mount Lebanon	Emergency response to Damour wildfires by replacing damaged electrical cables and water networks	5,000	5,000	completed
STH015	Ed Damour	Mount Lebanon	Providing equipment to Arc-en-ciel in response to the latest wildfires	30	516	Completed

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
STH016	Rachaiya el Foukhar	Nabatieh	Enhancing Security and Service Delivery through Efficient Street Lighting in Rachaiya El Foukhar	1,137		Under Implementation
STH017	El Qariyeh	South	Improving Economic Opportunities in El Qariye by Supporting Community Investments	94		Under Implementation
STH018	Jinsnaya	South	Constructing an elevated water tank in Jinsnaya	5,450		Under Implementation
STH020	East Saida (El Bramieh, Hlaliye, Aabra, Majdelyoun, Es Salhiye and Ain ed De b)	South	Supporting the Sorting from Source Initiative in East Saida by providing bins and expanding the awareness-raising campaign	41,500		Under Implementation
STH021	Damour, Mechref, Kfarmatta	Mount Lebanon	LRI Labor Intensive Forest Management Activities in Chouf Aaley Area	780	666	Completed
STH022	Al Hasbani	Nabatieh	Labor-intensive works in Forest Management Activities and Cleaning of Irrigation Canals in Al Hasbani area	2,250	2,693	Completed
STH025	Saidoun	South	Improving the livelihoods of local farmers and women processors in Saidoun	595		Under Implementation
STH026	Kfar Jarra	South	Reducing Tensions between Kfar Jarra residents by Completing the Existing Solar Street Lighting System to Cover all neighborhoods	6,350		Under Implementation
STH028	Anane	South	Reduce municipal costs and enhance the safety and security in Anane by replacing 143 streetlights with LED bulbs and installing twenty-six solar powered lights	1,200		Under Implementation
STH029	Hasbaiya	Nabatieh	Reducing the financial burden on Hasbaiya residents via the implementation of a hybrid Photovoltaic solution.	8,700		Under Implementation
STH030	Aalma Ech Chaab	South	Reducing the financial burden on Aalma ech Chaab residents through installing two on-grid solar farms to	2050		Under Implementation

Code	Location	Governorate	Activity Description	Estimated # Beneficiaries	Achieved # Beneficiaries	Status
			reduce the cost of electricity on families and businesses			
STH032	El Meri	Nabatieh	Installing an on-grid solar farm to reduce the cost of electricity on residents and El Meri municipality	3100		AAP Submitted/Pending USAID approval
BEI001	Marfaa, Rmeil, Medawar	Beirut	Emergency Response Community Clean-up in Marfaa, Rmeil, and Medawar Neighborhoods in Response to Beirut Blast	150000	170570	Completed
BEI002	Marfaa, Rmeil, Saifi, Medawar	Beirut	Installing up to 500 LED Streetlights to Promote Safety and Security in Eastern Beirut Neighborhoods Affected by Explosion	56,400		Under Implementation
BEI003	Marfaa	Beirut	Improving hygiene and sanitary conditions for workers at the Port of Beirut	39	240	Completed

Since TO 2's inception in October 2018, at least 314,042 people have benefitted from U.S. government assistance (USG) through the support provided by USAID under CSP, of which 54 percent were women. Additionally, 286,245 people reported having adequate levels of essential services as a result of CSP interventions. The timeline table below breaks down CSP's TO 2 development and stabilization activities by fiscal year, and their total budgets and expected number of beneficiaries:

	FY2019	FY2020	FY2021	TOTAL EXPECTED BENEFICIARIES
Component 2: Development	2	10	18	394,964
Component 1: Stabilization	26	17	16	481,284
TOTAL	28	27	34 (Total: 89)	876,248

For a breakdown of TO2 committed budget and number of beneficiaries by sector, please refer to the below exhibit:

CSP Committed Budget and Beneficiaries by Sector (September 2021)

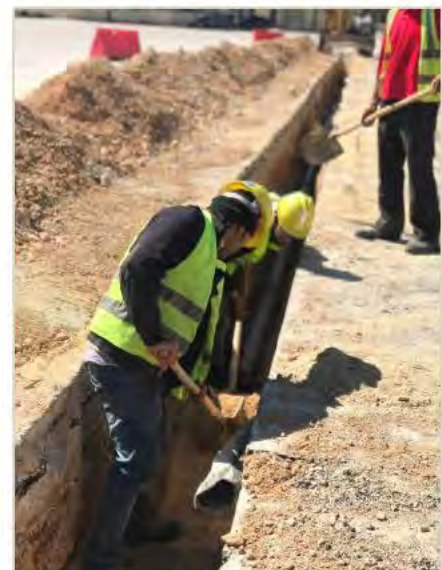


For maps showing the geographical distribution and funding levels of CSP activities, please see Annex E.

ACTIVITY HIGHLIGHTS

CSP SUPPORTS FARMERS' LIVELIHOODS AMIDST THE ECONOMIC CRISIS THROUGH A RANGE OF AGRICULTURAL ACTIVITIES

Farming communities in Lebanon have been particularly affected by the exacerbation of the economic crisis, especially as they have been facing rising production costs coupled with diminished incomes, largely as a result of the devaluation of the national currency. In addition, skyrocketing unemployment rates, resulting from the country's economic collapse and the COVID-19 pandemic, have pushed many residents to abandon urban areas for rural villages, which increased competition over livelihood opportunities. In response to this evolving context, CSP ramped up the implementation of agricultural support activities to Lebanese farmers, enhancing income generation in vulnerable rural communities.



USAID/CSP workers initiate groundworks to rehabilitate Ras Baalbek's irrigation network

For instance, in Fissane, a remote agricultural village in the Baalbek-Hermel Governorate, Beqaa, CSP provided its all-women agricultural cooperative (COOP) with three electric pruning shears, three rotary tillers, and a tiller trailer to

transport equipment. By enhancing the efficiency and reducing the costs of the production process, this intervention improved the income for approximately 46 households.

Similarly, and also in the Beqaa, CSP improved the agricultural production process for 750 farmers in Ainata el Arz through the provision of ten electric pruning shears, five semi-automatic rotary tillers, two wood shredders, and two trailers. Moreover, during the fourth quarter of FY2021, CSP delivered a solar-powered welding station to the same village, to facilitate irrigation line repairs and maintain agricultural production amidst nationwide fuel shortages.

Additionally, CSP completed the rehabilitation of an 1,800-meter irrigation pipeline network to optimize water supply and enhance farmers' livelihoods in Ras Baalbek, another agricultural village in the Baalbek-Hermel Governorate. Despite COVID-19 lockdown related delays, CSP completed the groundworks in June 2021, just in time for the local agricultural season, which increases access to water supply to at least 400 active farmers, thereby improving production and enhancing income generation.

Finally, CSP supplied the Saidoun cluster in Jezzine, South Lebanon, consisting of five agricultural villages — Deir Qattine, Hidab, Rimate, Saidoun, and Sanaya — with five rotary cultivators, two trailers for the rotary cultivators, nine mechanical pruning shears, and six mechanical olive harvesters that were immediately put into use by the cluster's COOP to support around 119 farmer households. CSP is currently also in the process of procuring a prefabricated room for proper storage and management of the provided equipment.



USAID/CSP delivers olive harvesters to Saidoun, South Lebanon – September 2021

These interventions enhanced livelihood opportunities for over 3,000 underserved Lebanese farmers across these four localities. In the upcoming quarter, CSP will continue exploring potential agricultural activities in the most vulnerable rural communities during the identification and design phases of new interventions under the TO 2 cost modification.

USAID-FUNDED SOLAR AND LED STREETLIGHTS IMPROVE SAFETY FOR THOUSANDS OF LEBANESE RESIDENTS

By the end of FY2020, CSP had successfully completed interventions in El Khiara (Beqaa) and Niha (North) to enhance safety and security by replacing existing broken and damaged streetlights with the more cost and energy-efficient and sustainable solar and LED streetlights. Throughout FY2021, CSP continued to work with vulnerable communities where safety concerns and related intercommunal tensions were highest in the absence of lighting after sunset, and communities that experienced an increase in robberies and security incidents after dark. This was evident in three localities: Rachaiya el Foukhar (South), where community tensions had increased following the municipality's financial inability to keep the old and inefficient HPS-type bulbs lit at night; Hawch Barada (Beqaa), where residents reported fear of going out in the evenings following a rise in street thefts; and finally, in

Beirut, where the tragic Port blast had damaged or destroyed most sodium streetlights in nearby neighborhoods.

In Rachaiya el Foukhar, CSP replaced 176 broken lightbulbs with LED-type bulbs and connected 70 of them to the municipal back-up electricity generators to ensure continued operation during state-electricity cuts. In Hawch Barada, CSP installed 63 new LED lighting fixtures, including arms and junction boxes in strategic locations across the village. Despite the ongoing nationwide electricity crisis, the LED lights continue to be powered on a schedule by both villages' backup generators, with fuel being secured through diaspora funding and municipal savings. Finally, CSP had supplied 500 LED streetlights that were shipped from abroad and installed in blast-affected neighborhoods in Beirut.

█, these projects enhanced streetlighting services for a combined total of more than 60,000 Lebanese and Syrian refugee residents. By the end of FY2021, CSP had also launched the procurement of LED and solar-powered streetlights for the villages of Anane and Kfar Jarra (South), and Bqarsouna (North), and kicked off two similar projects in El Marj and Qaraoun (Beqaa), in addition to finalizing the installation of 48 solar-powered streetlights in Old Saida (South) in the old town's main paths and entrances.



UASID/CSP workers install new LED streetlights in strategic locations in Hawch Barada (Beqaa)

CSP REDUCES TENSIONS BY SUPPORTING COMMUNITIES TO ADDRESS SOLID WASTE MANAGEMENT THROUGH RECYCLABLES RECOVERY

The deterioration of the Lebanese economy and subsequent inflation of the national currency, coupled with the sustained presence of Syrian refugees in vulnerable host communities, are placing additional strain on municipalities who are struggling more than ever to provide residents with basic services, including solid waste management.

During FY2021, residents in underserved areas continued to report sanitation concerns in their communities, such as piled-up trash, street littering, and lack of recycling bins, which have become expensive to replace or purchase amid the economic crisis. In some cases, harmful practices like illegal dumping and garbage burning have been on the rise, severely affecting local environments. This situation has been leading to rising communal tensions in many areas such as East Saida (South), Berqayel, Ras Nhach, Bechmizzine, Amioun, Majdlaya (North), and El Manara, and Makse (Beqaa).

In response, CSP implemented a number of activities to support municipalities in addressing the solid waste management crisis through recyclables recovery in their communities. In six communities in East Saida — Hlaliye, Aabra, Majdelyoun, Es Salhiye, Ain ed Delb, and El Bramieh — CSP distributed over 950 recyclables containers on the streets, paralleled with implementing a sorting-at-source campaign to raise resident awareness on best sorting practices. In Ras Nhach, CSP provided households with 120 recycling bins to reduce open-air dumping and burning of garbage. Meanwhile, in Majdlaya, CSP developed a viable recyclables recovery business model through the support of a technical consultant and plans to deliver ten metal recycling cages following the implementation of an awareness campaign during the upcoming quarter, while also linking the Majdlaya municipality with the Bechmizzine Materials Recovery Facility (MRF).

In Bechmizzine and Amioun, CSP is expanding the capacities of local Materials Recovery Facilities (MRFs) to enable them to better serve new villages in the northern Koura district by providing equipment, recycling metal cages, and technical assistance. In FY2021, and with the support of CSP, the mayors of Bechmezzine and Amioun launched a coordination mechanism and agreed on a standardized approach to managing recyclables across the Koura district. In parallel, by end of September 2021, CSP had installed two balers and a truck scale at the Bechmizzine MRF, while finalizing the procurement of recycling cages.

Finally, in the Beqaa, CSP completed the production and supply of 99 metallic recycling containers in El Manara, which were distributed in three batches across strategic points based on residential density and households' convenience. CSP's post-implementation survey showed that 98% of people interviewed confirmed having improved access to essential services and believed that stability had improved as a result of this activity. Additionally, by the end of FY2021, CSP was preparing for the distribution of 64 metal recycling bins in Makse.



CSP delivered 99 metallic recycling containers in El Manara in the Beqaa to improve solid waste management system.

these activities will reduce pollution resulting from improperly disposed solid waste for more 100,000 residents and mitigate community tensions stemming from the solid waste crisis. Overall, CSP's recycling activities envision achieving recycling rates ranging from 10% to 30% in participating communities, and a longer-term ideal goal of 40%. This would reduce comingled waste by hundreds of tons, provide residents of the targeted localities with a sustainable solution for their recycling, and result in reduced municipal budget expenditure. The recyclables recovery activities would also remove tons of recyclable waste from the waste stream of targeted villages that are being dumped and burned in local informal dumpsites; thus, not only reducing waste management municipal bills, but also recovering some income through the sales of the recyclables. Finally, the increase in recycling to the Bechmizzine and Amioun MRFs will help both facilities reach economies of scale and financial viability to sustain and expand recycling activities.

IMPLEMENTATION CHALLENGES, LESSONS LEARNED, AND NEXT STEPS

Throughout the fiscal year, the community support team encountered a multitude of challenges forcing contingency planning and rapid adaptation in order to maintain programmatic progress.

At the beginning of FY2021, consecutive government-imposed lockdown restrictions forced public institutions, municipalities, and private businesses to suspend work in CSP's focus regions, leading to over two months of delays in design and implementation, while livelihoods-oriented interventions were postponed as a result of restricted public gatherings. For instance, the labor-intensive works activities implemented in the south and Mount Lebanon (STH021 Damour and surrounding and STH022 Al Hasbani region — forest cleanup) were put on hold until mid-February 2021. Also, the recyclables waste management activity in Bechmezzine (NTH025) was delayed as a result of the lengthy period required to obtain the Ministry of the Environment's (MoE) feedback on the environmental screening form submitted by the Municipality, as the Ministry was unable to operate normally during lockdown. Other approved activities faced implementation delays due to CSP's inability to conduct site visits and develop necessary design reports, such as the activities in Nabi Ayla, Aaiha and Deir El Ghazal (Beqaa). Moreover, the kick-off of field implementation in Bqasta (STH006 — elevated water tank construction) and Old Saida (STH001 — installation of lighting fixtures) were also delayed for weeks, due to difficulties in sourcing needed construction materials.

By the end of March, and as the government gradually lifted the nationwide lockdown, all field operations and visits had fully resumed; however, new challenges emerged related to a wave of nationwide protests in response to the deteriorating socio-economic conditions. For instance, field access was interrupted for two additional weeks by sustained roadblocks in some areas, especially in the North and Beqaa regions. This has affected the implementation of some activities, for instance in Ras Nhach and Ras Baalbek.

Moreover, CSP experienced unforeseen delays due to the unavailability of equipment in the Lebanese market, particularly for activities that include procurement of generators and solar panels, such as in El Ansar and Dahr el Ahmar. Furthermore, reduced access to raw material such as concrete directly impacted activities' works schedules, including the construction of an elevated water tank in Bqasta, South Lebanon (STH006). To mitigate this risk, CSP is looking into adding a condition under its bid evaluation criteria to ensure that the selected contractor has the requested items readily available in stock. Activities' work schedules were also affected by logistical challenges, namely limited access to fuel which, in turn, hindered access to worksites and resulted in inevitable delays, for example the construction of irrigation channels in Aachach, Meriata and Arde (NTH020), the distribution of the plastic and metal recyclables collection bins in East Saida (STH020), among other activities.

Furthermore, CSP faced some challenges relating to the contractors' performance or improper operation of the delivered assistance: for instance, an environmental challenge emerged under the intervention support the olive cooperative in Akroum (NTH004) while the activity was in its last stages. In response, CSP took immediate action to clean and clear the residues resulting from the pressing process and started working with its design consultant BTD and USAID's A&E support services partner to design a replacement for the waste management system. Despite the above challenges, CSP capitalized on its adaptability to put in place creative measures to mitigate delays. Moreover, CSP continued to actively seek out opportunities for collaborating, learning, and adapting its programming. TO 2 fast-tracked the implementation of some activities ahead of the full lockdown while finalizing the procurement processes, environmental reviews, and assessment checklists

(ERACs), and (re)vetting requests to prepare for direct implementation once restrictions were lifted. CSP also continued to conduct virtual kick-off, follow-up, and coordination meetings where necessary to speed up implementation such as for the activities in East Saida, Old Saida, and Makse. Furthermore, CSP assisted relevant municipalities to reach out to the Senior Environmental Advisor at the MoE to expedite responses pertaining to legal requirements for activity implementation of some activities, namely Bechmezzine (NTH025) and Haret El Fouar (NTH031).

The following table provides details on activities that have experienced significant, prolonged delays and the adaptive measures CSP is taking in response:

CODE	LOCATION	GOV.	ACTIVITY DESCRIPTION	CHALLENGES AND NEXT STEPS
BQA011	Deir El Ahmar	Baalbek-Hermel	Enhancing the Efficiency of Water Provision to Reduce Tensions in Deir El Ahmar	Based on the results of a detailed follow-up technical assessment, CSP's engineering unit had modified elements to the activity's design, including replacing the initially proposed well (in Mousfieh/Kozah) with another well (in El Bsayleh). To proceed with implementation, CSP needed to follow-up with the intervention's legal aspects for the municipality to receive a decision by the Ministry of Finance and the Ministry of Interior and Municipalities to use the land for benefit of its constituents. While this procedure usually takes about two months, the process was further delayed due to the COVID-19 lockdown.
BQA017	Ras Baalbek	Baalbek-Hermel	Rehabilitating the Main Irrigation Channel in Ras Baalbek to Preserve Water and Improve Livelihoods	After signing the purchase order, CSP planned to kick off this activity on December 9, 2020. However, due to the localized lockdown imposed on Ras Baalbek by the Governor of Baalbek-Hermel to curb the spread of COVID-19 in the area, the planned kick-off was delayed by several weeks.
STH001	Old Saida	South	Installing Solar LED lights in Old Saida alleys to enhance sense of security	CSP faced several challenges associated with the need for the Ministry of Culture's approval on the activity's design given that the LED lights would be installed inside the old city souks; this was delayed due to COVID-19 lockdowns. Moreover, procurement was delayed as CSP engineers finalized the load calculations to ensure that the weight of the solar farm would not affect the integrity of the building housing the panels. Finally, the vendor was not very responsive to feedback comments, which further delayed the implementation. Overall, activity implementation was delayed a minimum of 12 to 16 months.
STH008	Ain Ebel	Nabatieh	Upgrade of the Municipal Festival Grounds to Support Local Economic Integration and Cultural Events	Samples of tents and sunshades were not accepted by CSP's engineer. Moreover, challenges were faced with the selected vendor, as they were not responsive and did not finalize the production of the tents as per the Purchase Order (PO) end date. CSP cancelled the PO for non-compliance and reissued the solicitation to find a new vendor. The activity also faced delays due to COVID-19 related lockdown measures. The procurement of tents and installation were finalized by August 2021.

STH017	El Qariye	South	Improving Livelihoods of El Qariye Residents by Supporting a Community Market Place	El Qariye was included in the Interior Ministry's list of areas ordered to lockdown for several weeks. As a result, CSP-provided latrines for the events area/public park were not delivered on time, as El Qariye municipality was unable to carry out ground-leveling and structure of the water tank as agreed. The activity continued to face implementation delays despite the reopening of the village due to the municipality's request to modify the CSP-provided water tanks for the latrines by replacing the initial three 1,000-liter water tanks with only one 3,500-liter tank. CSP had to request a variation order from the vendor. Regarding the provision of tents, the activity faced the same challenge as Ain Ebel above. The procurement of tents procurement and installation were finalized by August 2021.
STH022	Al Hasbani	Nabatieh	Labor-intensive works in Forest Management Activities and Cleaning of Irrigation Canals in Al Hasbani area	Local partner, the Association for Forests, Development, and Conservation (AFDC), implemented a two-phased labor-intensive works in Al Hasbani, including forest cleanup and pruning. While the cleanup works were completed on the ground, the pruning works were delayed and did not get the approval from the Ministry of Agriculture. The approval was delayed for several months due to the COVID lockdown. But despite this delay, the works related to pruning were completed and the activity results were not affected.
NTH004	Akroum	Akkar		CSP faced some challenges relating to the contractors' improper installation and the partner's improper operation of the delivered assistance. In Akroum, an environmental challenge related to the proper disposal of olive pressing waste was encountered while the activity was in its last stages. In response, CSP cleaned and cleared the residues and started working with BTD and A&E to design a replacement for the system.
NTH007	El Mahmra	Akkar	Supporting the Wastewater-Management System in El Mahmra	This intervention has experienced delays stemming from the final layout of the sewage network connecting households to the main line. Despite the municipality's assurance that the project would receive stakeholders' support, some landowners refused to allow the planned sewage lines to pass through their land. Therefore, CSP's engineering team and BTD had to identify another route and obtained the necessary approval before finalizing designs and proceeding with the construction quality control process. The mentioned challenges were solved and the activity was back on track by end of September.
NTH013	Mouanse	Akkar	Rehabilitating the pumping system for the artesian well feeding Mouanse and Nsoub villages	After the contractor started working on the ground, he was surprised to learn that the piping system was damaged. At early stages, the North Lebanon Water Establishment (NLWE) promised to provide the piping system of the submersible pump. Knowing the economic situation in Lebanon, the NLWE will not be able to allocate budget to procure the rotary pipes. In addition, the design was made by CSP's in-house engineers in 2019. After CDM Smith's visit, a report came out advising on an amendment of scope for the design. CSP requested and implemented a change in design and budget from USAID on this activity to add the purchase of rotary pipes under its intervention and ensure a steady supply of water to the local population on the long term. These measures were implemented starting September.
NTH025	Bechmizine	North	Alleviating the solid waste management	The Bechmizine Material Recovery Facility (MRF) did not possess the legal documentation that enables it to work in recycling. CSP

			crisis in Koura by improving the collection of recyclables and the operations of the Bechmizzine Material Recovery Facility in Koura through equipment provision and technical assistance	requested that the municipality of Bechmizzine apply for the legal procedure. The process was nevertheless delayed for months due to the COVID-19 lockdown that forced public institutions to either close or operate at minimal capacity. CSP helped Bechmezzine municipality thoroughly follow up with key stakeholders to speed up the legal process. The document was eventually approved by the Ministry of Environment and by the Ministry of Public Works and Transport. The ministry's approval was received in June. CSP has since initiated the procurement process, and delivery of the equipment started in September.
STH006	Bqasta	South	Enhancing the provision of water services in Bqasta by constructing an elevated water tank of a capacity of 300m ³ .	The construction of an elevated water tank was launched, but due to the unavailability of concrete, delays in implementation were noted as the concrete pouring could not be effectuated unless the needed quantity was available. This led to continuous delays in the timeline set for this activity. The contractor, with the support of BTD, was able to provide the needed quantity of concrete to continue the works for this phase. But additional concrete shortages are expected in the upcoming period as the market situation is not stable. In September 2021, CSP was also requested to temporarily halt the work due to worker safety issues that were not adequately addressed by the contractor.
NTH037	Tikrit	Akkar	Enhancing water provision in Tikrit through the installation of an on-grid solar system for its water pump, and a 150-meter water connection pipeline.	The repeated roadblocks that took place in the North region in the previous period delayed the water testing, which delayed the design process of this activity. This activity was also put on hold by Chemonics pending additional information from the municipality and NLWE on another well that was being planned in the village but later the project went back on track after it was clear the new well will not be equipped any time soon.
NTH038	El Borj	Akkar	Enhancing water provision in Borj Akkar through the installation of an on-grid solar system for two water wells.	The repeated roadblocks that took place in the North region in the previous period delayed the water testing which delayed the design process of this activity.
BQA020	Ainata El Arz	Baalbek-Hermel	Supporting rural livelihoods by improving agricultural production methods for Ainata el Arz farmers through the provision of agricultural equipment.	The delay in this activity was due to the unavailability of a welding station on the Lebanese market, therefore forcing the vendor to import the needed equipment. A second challenge was faced during the custom clearance process due to the unavailability of electricity and delay in official documentation processes, which led to delays in the clearance of the welding station. The welding station was finally delivered in July 2021.
BQA032	Hawch Barada	Baalbek-Hermel	Enhancing safety and security and reducing municipal streetlighting bills in Hawch Barada through the installation of 86 LED streetlights.	The required streetlights with adequate lumens for this activity were unavailable on the Lebanese market and required importation, which delayed the implementation. Shipment arrived and the equipment is now installed.
BQA033	El Marj	Beqaa	Enhancing security and service delivery and reducing municipal	After receiving the vendor's eligibility notice, the selected vendor explained that streetlights are no longer in stock and required shipment after manufacturing. The timeline for this task is estimated

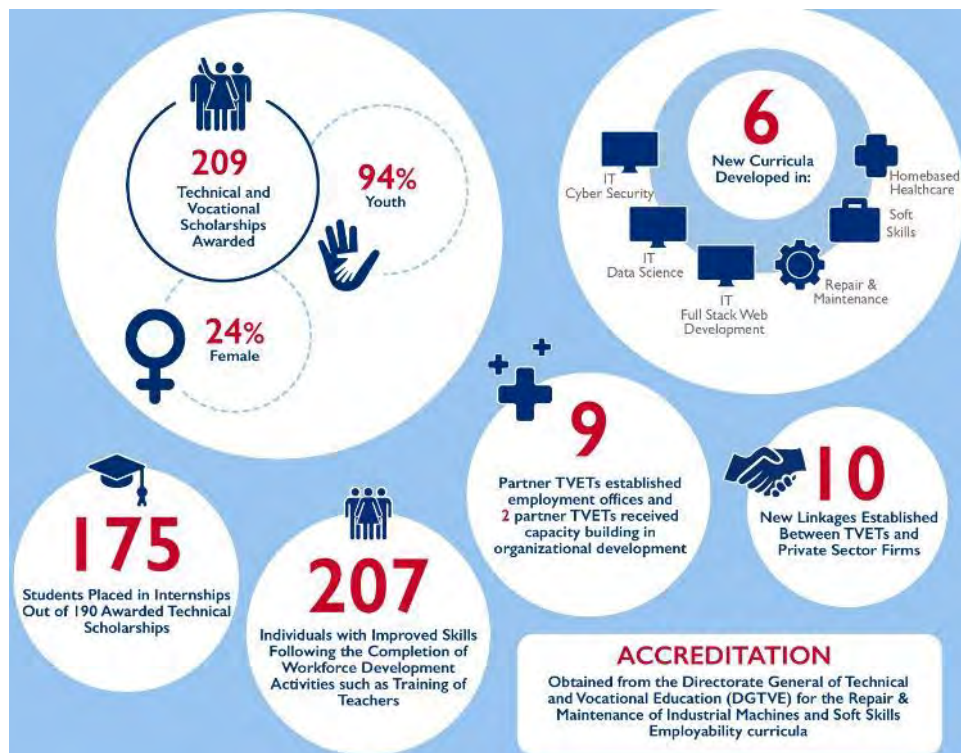
			streetlighting bills in El Marj by replacing up to 850 streetlights with LED bulbs.	for around 12 weeks from Purchase Order (PO) signature. The PO is signed and installation is set to start in October 2021.
BQA034	El Qaraoun	Beqaa	Enhancing security and service delivery and reducing municipal streetlighting bills in El Qaraoun by replacing up to 550 streetlights with LED bulbs.	After receiving the vendor's eligibility notice, the selected vendor explained that streetlights are no longer available in stock and required shipment after manufacturing. The timeline for this task is estimated for around 12 weeks from PO signature. It is to note that the same vendor will be importing the items for this activity and BQA033/ Al Marj. The purchase order is signed and installation is set to start in October 2021.
BEI002	Marfaa, Rmeil, Saifi, Medawar	Beirut	Installing up to 500 LED Streetlights to promote safety and security in eastern Beirut neighborhoods affected by the Port of Beirut explosion.	The delay in this activity was due to the unavailability of the lights on the Lebanese market, forcing the vendor to import them. A second challenge was faced during the customs clearance process due to the unavailability of electricity and delay in official documentation processes, which led to additional delays in the clearance of the lights. By the end of the fiscal year, issues were resolved and intervention was back on track.
BQA035	Fekehe	Baalbek-Hermel	Reducing tensions over water in El Fekehe through the installation of a solar system for its water pump in addition to the implementation of rehabilitation works in the operation and chlorination room	Despite launching the tender for the installation of a solar water pumping system in El Fekehe, CSP did not receive any proposals from contractors. To avoid any delays, CSP re-launched the tender with a new deadline to receive proposals set for the first week of October.
STH020	East Saida	South	Supporting the Sorting from Source Initiative in East Saida by providing bins and expanding the awareness-raising campaign."	The distribution of the recycling bins in their respective locations in the villages was delayed due to the unavailability of fuel and the security situation (fear of theft and misuse of the bins) as well as the delays in the implementation of the awareness campaign. The distribution in some villages is still pending and TO2 and TO3 are working with the local community to put a plan for resuming the works.
NTH030	Qalmun / Dedde	North	Labor-intensive income generation intervention to design and build a pedestrian walkway between the two communities.	The detailed design phase was delayed because of the challenge of the land taken over by NLWE along the proposed trail. CSP, along with BTM, worked on finding an alternative route to the trail and is currently re-designing the activity. An alternative route was agreed on with the municipalities and the design is launched accordingly

IV. WORKFORCE DEVELOPMENT: BRIEFING PAGE

To improve the skills of and employment opportunities for at least 1,000 unemployed or underemployed Lebanese citizens from vulnerable communities, CSP continues to support underserved residents wishing to pursue TVET through its workforce development component (WFD).

During FY2021, CSP's WFD achieved the following:

- Awarded **209** technical and vocational scholarships
- Placed **175** scholarship graduates in internships
- Developed **6** new curricula
- Established guidance and employment offices at **9** TVETs and conducted organizational capacity assessments at **2** partner TVETs
- Established **10** new linkages between TVETs and the private sector to facilitate the employment and internship placement of scholarship graduates



SCHOLARSHIPS AND INTERNSHIPS

CSP awarded 190 technical scholarships to students registered at eight partner TVET institutes in the Beqaa, North, and South Lebanon; as well as awarded 19 vocational scholarships to students registered in CSP's 'Full Stack Development' IT course which was offered at St. Elie Technical Institute, North during the fiscal year. All 190 technical scholarship recipients took the national official exams in August 2021, out of which 166 passed (87% of scholarship recipients). In addition, CSP placed a total of 175 technical scholarship graduates in internship programs (92% of graduates).

ENABLING ENVIRONMENT

CSP's WFD also initiated and completed a fact-finding study that aimed to identify major trends, challenges, and areas for reform and development within the TVET sector in Lebanon. The study will support in establishing synergies among stakeholders to sustain an enabling environment for the sector. In parallel, the team finalized the design of a three-month national social perception campaign, aiming to shift the perceptions of the Lebanese public in favor of TVET education.

PARTNER IDENTIFICATION

During FY2021, WFD signed MOUs with 15 new private businesses across Lebanon with growth potential and internship capacity, indicating commitment to provide internship placements to CSP scholarship recipients while receiving Human Resource technical assistance. Together with its earlier 27 business partnerships, by end of September 2021, the WFD team had established a total of 42 private business partnerships

V. WASTEWATER MANAGEMENT

CSP’s wastewater management component, known as Task Order 5 (TO 5), completed its second year of implementation by meeting its main FY2021 work plan milestones against a backdrop of overlapping crises. The dire economic situation severely affected TO 5’s local government partners and such as the MoEW, RWEs, the Litani River Authority, and municipalities.

However, despite the difficult operating context, TO 5 was able to push its program forward, and during the fourth quarter of FY2021, successfully secured USAID’s approval of the 100% design and bidding packages of the five originally selected wastewater infrastructure interventions. The team also proposed three new interventions that emerged through assessing the changing country context and secured USAID’s approval for an Addendum to the Selection of Proposed Wastewater Infrastructure Interventions, resulting in significant effort to design the new interventions. TO 5 was able to begin the bidding process for two of its infrastructure activities during the fourth quarter in Aitanit and Nmairiye.



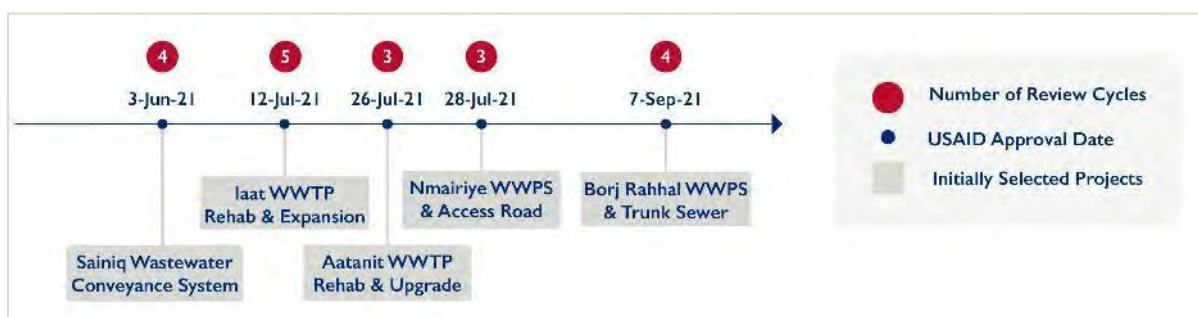
- 1- laac Wastewater Treatment Plant Rehabilitation and Expansion
- 2- Aaitanit Treatment Plant Rehabilitation and Sludge Mngement Upgrade
- 3- Lower Litani Trunk Sewer and Networks
- 4- Rehabilitation of En Nmairiye Pumping Station and Access Road
- 5- Borj Rahhal Wastewater Pumping Station and Forcemain
- 6- Bchaaleh Wastewater System

On the investment track, CSP launched the Industrial Wastewater Treatment (IWT) project in April 2021 in partnership with the Association of Lebanese Industrialists (ALI) to support seven agri-food industries willing to invest in proper on-site industrial wastewater treatment.¹

WASTEWATER INFRASTRUCTURE

ENGINEERING DESIGN AND REVIEW CYCLES

Following several rounds of reviews and multiple technical meetings to address all comments and clarifications raised by USAID’s A&E MSP contractor, CDM Smith, the 100% design packages of the five initially selected infrastructure interventions were all approved by USAID, including the Sainiq Wastewater Conveyance system, which, in the end, will not be implemented, but rather replaced with other higher priority interventions. A sixth originally selected intervention, Izal Wastewater Treatment Plant, was cancelled in the early stages of its design during the first quarter of FY2021 due to the municipality retracting the land it had allocated for the project. The below timeline breaks down the number of review cycles per initially selected projects, and their respective approval dates.



Moreover, and following USAID’s approval on three newly selected interventions during the third quarter, TO 5 engaged its subcontractor, Bureau Technique pour le Développement (BTD), to develop detailed engineering designs and prepare construction specifications. The detailed design plans and documents were submitted to USAID for approval during the fourth quarter and are currently being reviewed by CDM Smith. TO 5 held several meetings with the reviewers to discuss and resolve the most critical comments in preparation for their resubmission in early in FY2022. For a break-Once the designs of these newly selected interventions are approved, the laait Expansion component will be combined with the already approved rehabilitation component under one construction contract, while the Lower Litani Trunk Sewer will be combined with the already approved Borj Rahhal Wastewater Pumping station, under one construction contract. This will result in cost savings during implementation due to the reduction in construction supervision, management, mobilization and

¹ It is worth noting that the TO 5 MEL plan was approved by USAID in March 2021, and yearly targets were also established. However, unlike CSP’s other technical task orders, TO 5 had no reportable results in FY2021 due to the nature of its interventions. The one approved grant activity does have a MEL plan in place, and the MEL team will begin collecting data as the activity achieves its intended results in FY2022. In addition, as the infrastructure interventions transition from design to construction, the MEL team will develop activity level MEL plans in FY2022 although those results will not be reported until each intervention is completed.

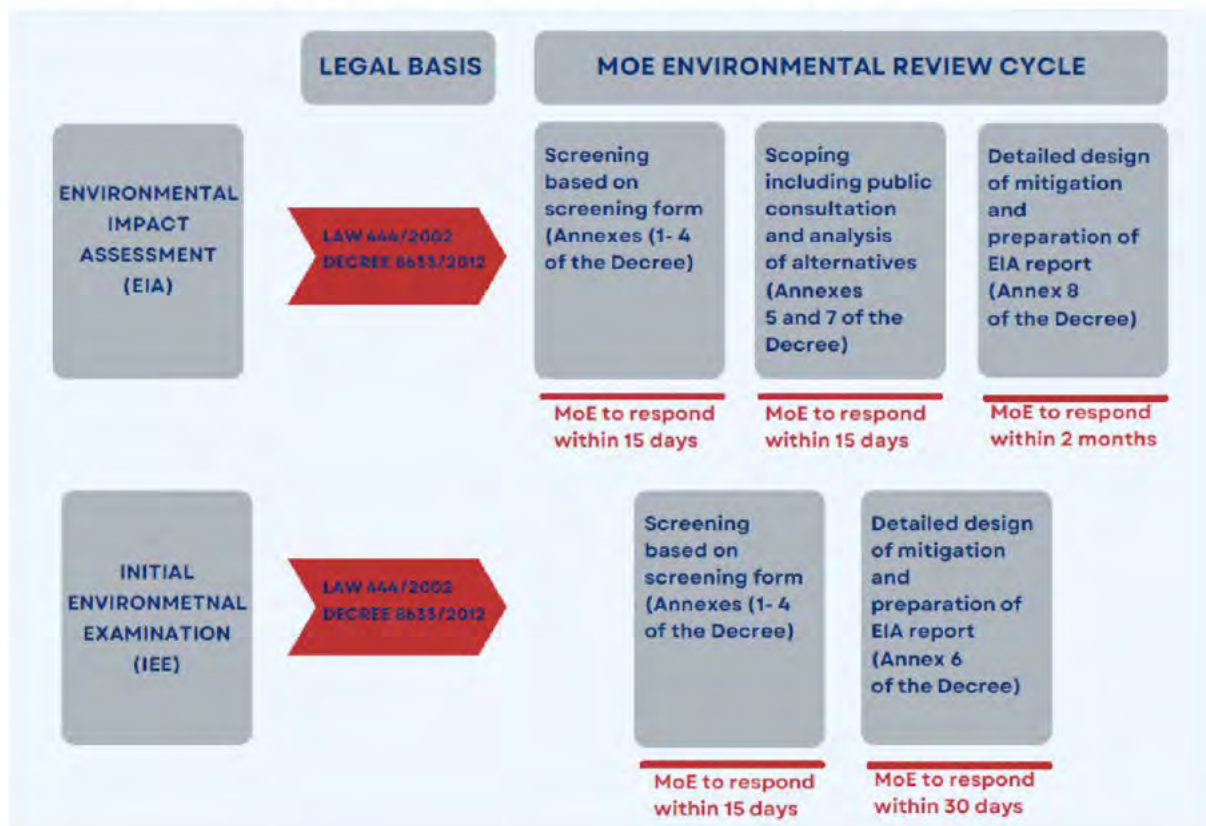
administration. The map below breaks down the geographic distribution, number of beneficiaries, and amount of water treated each day per intervention.

ENVIRONMENTAL COMPLIANCE

While the ERACs of the five initially selected interventions were all approved by USAID during the second quarter of FY2021, TO 5 engaged their environmental services subcontractor, ELARD, with the development of the ERACs of the three newly selected interventions as detailed in the table below:

NEWLY SELECTED PROJECTS	SUBMITTAL DATE	ERAC STATUS
IAAT WASTEWATER TREATMENT PLANT EXPANSION	23-Jul-21	3 rd submittal under review by USAID A&E MSP
LOWER LITANI TRUNK SEWER	19-Jul-21	3 rd submittal under review by USAID A&E MSP
BCHAALE WASTEWATER SYSTEM	23-Jul-21	2 nd submittal under review by USAID A&E MSP

Based on the requirements depicted by the MoE, TO 5 and ELARD also finalized all required environmental assessments, which were submitted to MoE for review and approval. The below visual reflects the environmental permitting procedure and review cycles that each TO 5 intervention is subject to as required by MoE based on Law 444/2002 and Decree 8633/2012:



To note, due to COVID-19 lockdowns, law 212/2021 was passed, which suspended review timelines and deadlines stipulated by legislative texts (including those in Decree 8633 of 2012). The latter created a significant backlog of approvals at the Ministry of Environment.

The table below comprises the environmental assessment status of each project:

PROJECTS	ASSESSMENT REQUIRED	SUBMITTAL DATE TO MOE
AAITANIT WASTEWATER TREATMENT PLANT REHABILITATION AND SLUDGE MANAGEMENT UPGRADE	IEE	2-Jun-21
IAAT WASTEWATER TREATMENT PLANT REHABILITATION AND EXPANSION	EIA	14-Sep-21
NMAIRIYE PUMPING STATION REHABILITATION AND ACCESS ROAD	IEE	13-Aug-21
BORJ RAHHAL PUMPING STATION AND LOWER LITANI TRUNK SEWER	IEE	13-Aug-21
BCHAALÉ WASTEWATER SYSTEM	EIA	Previously approved. No additional documentation is required

Based on a thorough investigation conducted with MoE and MoEW officials regarding the environmental permitting review process, and based on the Ministry of Justice (MoJ) consultation no. 174/221 issued on March 24, 2021, concluding that the law 212/2021 is only applicable from the 14th of January 2021 until the 7th of February 2021, the IEE and EIA reports submitted to the Ministry of Environment are subject to the review timelines included in Decree 8633 of 2012, since they were all submitted after the 7th of February 2021. Meanwhile, TO 5 continues to follow up on the submitted Environmental Impact Assessment (EIA) for Iaatek to obtain approval by early FY2022.

CONSTRUCTION AND IMPLEMENTATION

Parallel to the design process of the newly selected interventions, and during the fourth quarter of FY2021, TO 5, along with CSP's TO 1 activity fund team, launched the bidding process for the award of the approved infrastructure interventions of Nmairiye and Aaitanit. The bidding process included the development of a Request for Proposal that included all related administrative, contractual, and technical aspects of the intervention. These opportunities were advertised on the Daleel-Madani platform, CSP's website, and social media pages. Interested construction contractors could retrieve all needed information to prepare an adequate proposal from those sources. Prior to submitting any proposal or bid package, on-site mandatory pre-bid meetings took place to address all ambiguities related to the design or technical calculations. Overall, 13 bidders attended the site visit in Nmairiye, while six bidders attended the site visit in Aaitanit.

INDUSTRIAL WASTEWATER INVESTMENT

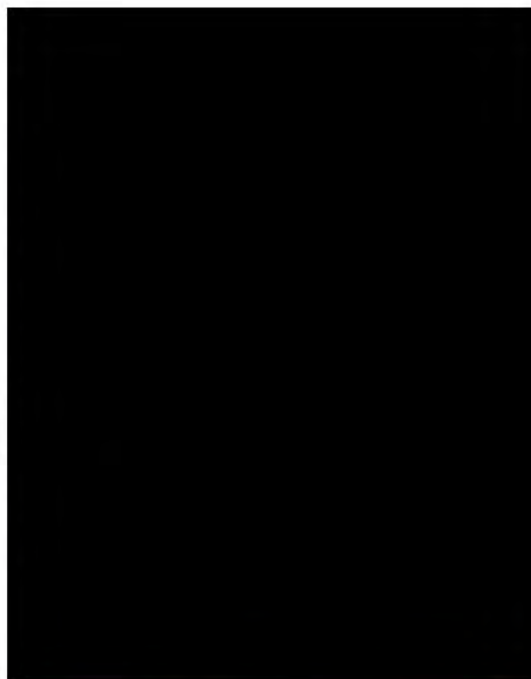
On the investment track, TO 5 is utilizing its [REDACTED] grants fund to implement a rebate program which aims to support Lebanese industries willing to invest in proper onsite industrial wastewater treatment. Accordingly, CSP signed a grant agreement with the Association of Lebanese Industrialists (ALI) for the IWWT project in December 2020. However, the launching ceremony wasn't held until April 8, 2021, due to country-wide closure and lockdowns throughout the second quarter. The event was attended by the U.S. Ambassador to Lebanon, [REDACTED], USAID Mission Director to Lebanon, [REDACTED], [REDACTED] President of ALI, [REDACTED] and many others. During the event, ALI announced that seven agri-food industries were interested in benefitting from this grant.

Throughout the reporting period, CSP, ALI, and its environmental consultant, ECODIT Liban, visited the interested industries to determine their eligibility as part of the required baseline assessments. Overall, ECODIT Liban conducted seven baseline assessments to investigate the selected industries' current wastewater management practices and recommend suitable industrial wastewater treatment technologies. The assessments also included the collection and analysis of industrial wastewater samples. As of the end of the FY2021, ECODIT Liban submitted five baseline assessment reports pertaining to Shahin, Al Gazelle, Kamel Badawi Bsat, Olive Trade, and Mounir Bissat industries and began preparing Saifan and Cortas reports. Subsequently, TO 5 reviewed and approved four baseline reports and started reviewing the one related to Shahin industry.

Following CSP's approval, ECODIT Liban shared the final baseline assessment reports with the four eligible industries. On September 21, 2021, Al Gazelle presented the quotation from its selected wastewater treatment equipment supplier to ALI and CSP's TO 5 team. Consequently, ECODIT Liban reviewed it and found it in line with the recommended wastewater treatment process. Furthermore, ALI followed up with the three industries having an approved baseline report to submit their related quotations during October 2021.

IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

Throughout FY2021, and due to the nationwide multi-faceted crises, CSP's partners at the RWEs were lacking essential resources to provide their mandated water and wastewater services, which raised serious concerns regarding their ability to operate, maintain and sustain the planned infrastructure. As the country's socio-economic crisis worsens, discussions on how best to mitigate associated challenges are being held across the donor community and implementing partners. Despite the volatile context



Sesame grinding machines at Al Gazelle Tahini factory

and challenging operational context, CSP and its subcontractors continued to leverage their close working relationships with high-level officials at RWEs, the MoE, and the MoEW, in order to push the environmental permitting process forward and secure all legal requirements needed for implementation.

In FY2022, under the wastewater infrastructure track, CSP's TO 5 and TO 3 will build the capacity of the RWEs in operating and maintaining implemented wastewater facilities. In addition, while the long-term sustainability of these facilities is uncertain amidst the deteriorating capabilities of the RWEs in providing water services and managing wastewater, CSP has proposed to support the RWEs in managing and administering Performance Based Contracts for the implemented wastewater infrastructure projects, in partnership with the private sector. This, however, raises the challenge of generating the needed funding to finance such contracts, a major challenge USAID is aware of and continues to explore ways to support.

The worsened economic situation of the Lebanese industrial sector also raises challenges on CSP's investment track. Many industries are financially unable to import needed raw material and production equipment, and it is proving difficult for them to commit to mitigating their wastewater, particularly in the absence of environmental regulation enforcement throughout the country. Nevertheless, TO 5 and ALI will continue to work closely with the interested industries, within the parameters of the grant agreement.

VI. TECHNICAL ASSISTANCE AND CAPACITY BUILDING

CSP’s technical assistance & capacity building component, known as Task Order 3 (TO 3), complements the program’s community support, workforce development, and wastewater management activities by ensuring that recipients of assistance possess the know-how, skills, and tools to maximize the impact and sustainability of USAID assistance.

Throughout FY2021, TO 3’s second year of implementation, the team continued to conduct technical training and capacity building activities to municipalities, CSOs, and CBOs across Lebanon. This assistance gives CSP partners the opportunity to improve organizational development, financial management, and social media management to better operate and maintain USAID-provided equipment.

TECHNICAL ASSISTANCE TO MUNICIPALITIES, CIVIL SOCIETY ORGANIZATIONS, AND COMMUNITY-BASED ORGANIZATIONS

DESIGN OF TECHNICAL ASSISTANCE INTERVENTIONS:

During FY2021, TO 3 submitted 35 new technical assistance assessment reports (TAARs) across CSP’s focus regions, targeting municipalities, cooperatives, water establishments, and other local partners. This raised the total number of submitted TAARs to 76 by the end of September 2021. Of these, 67 were approved by USAID, two were rejected, one was cancelled, and six were still pending either USAID approval or further CSP revisions prior to approval.

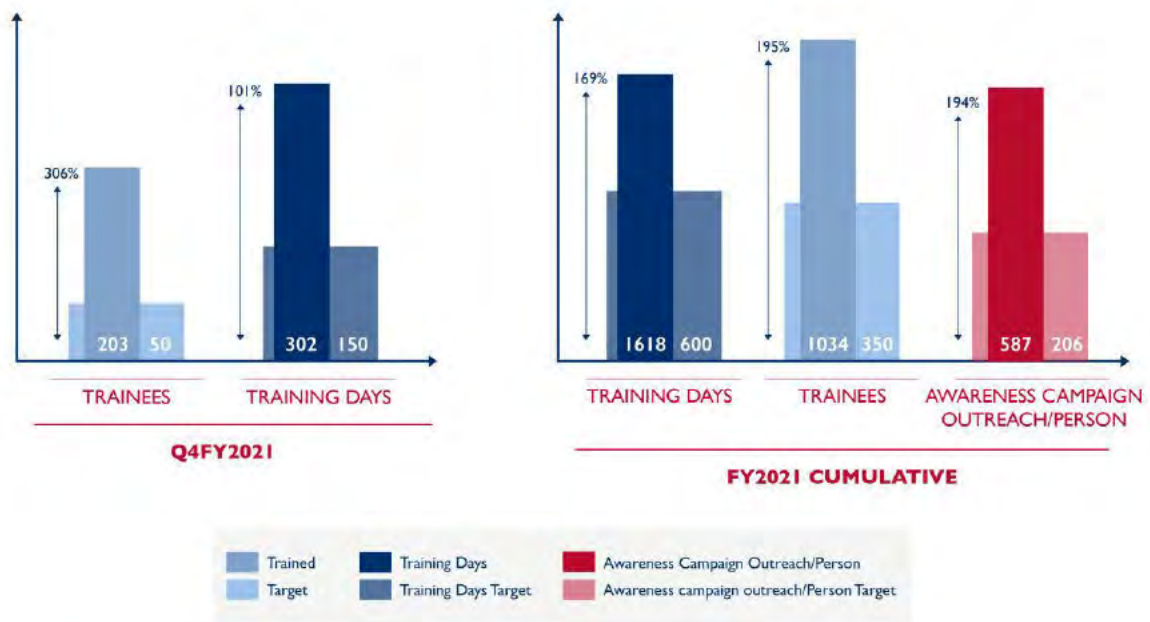
During the fourth quarter of FY2021, TO 3 submitted six new TAARs, of which five were approved by USAID. The approved TAARs included technical assistance activities to CSP’s service providers on distance learning and compliance with USAID regulations and best practices. Additionally, they included building the capacity of municipalities in the operation of photovoltaic systems provided by CSP to the villages of Majdel Anjar and Mazraat et Teffah, as well as technical assistance to the Saidoun Agricultural COOP to sustain and maintain agricultural equipment previously provided by CSP under TO 2. By the end of the FY2021, six TAARs had been submitted to USAID for approval. The graphic to the right breaks down the cumulative TAARs achieved by TO 3 as of September 2021 and the number of TAARs submitted in fourth quarter of the fiscal year.



TRAINEES, TRAINING DAYS, AND OUTREACH

During the fourth quarter of FY2021, TO 3 delivered 302 training days, where 203 additional unique trainees benefitted from capacity building training sessions. By the end of September 2021, CSP had

trained a total of 1034 people, almost tripling its target of 350 trainees. Moreover, by the end of FY2021, TO 3 had conducted 1,618 training days, against a cumulative target of 600, exceeding its target by 169%. During the fiscal year, 41 people receiving CSP technical assistance reported increased economic opportunities as a result of capacity building interventions, against a target of 25 people. Additionally, through its awareness-raising campaigns, CSP's TO 3 reached a total of 587 people, exceeding its target of 206 set for FY2021 by 185%.



INSTITUTIONAL ADAPTATIONS AND IMPROVEMENTS

During FY2021, 17 improvements to local partner internal systems were reported, against a target of 14, with partners developing enhanced organizational policies and procedures following CSP capacity building interventions. 23 institutional adaptations were also reported, against a target of 14, with local partners implementing their improved policies and procedures following CSP technical assistance trainings.

The above TO3 achievements were met amid a complicated operational context that included a two-month nationwide COVID-19 lockdown, as well as severe fuel shortages during the third and fourth quarters of FY2021, that impacted commutes and limited access to electricity.



CSP and service provider AFDC conduct an assessment visit to the Manara MRF prior to designing a tailored technical assistance package for the facility – September 2021

IMPLEMENTATION OF TECHNICAL ASSISTANCE

SUMMARY OF IMPLEMENTATION PROGRESS:

By the end FY2021, CSP's TO 3 had completed and closed 17 TAARs, while 28 were still under implementation. Of the 28 activities under implementation, ten are in the North, six in the Beqaa, six in the South, and another six across Lebanon. The completed TAARs include conducting training and workshops to cooperatives on the operation and maintenance of agricultural equipment previously provided by CSP, assisting members of women's cooperatives in business planning and bookkeeping, and improving the capacity of municipalities to safely maintain solar-powered lightbulbs and better engage with communities through improved social media management and participatory approaches to governance.

IMPLEMENTATION THROUGH SERVICE PROVIDERS:

During the fourth quarter of FY2021, CSP's TO 3 continued to collaborate with its 12 service providers to expand the delivery of technical assistance to beneficiaries across Lebanon. By the end of September 2021, TO 3 had committed ██████████ to its service providers through purchase orders and grants ██████████. For a breakdown of CSP's TO3 service providers, ██████████ please refer to the below table:

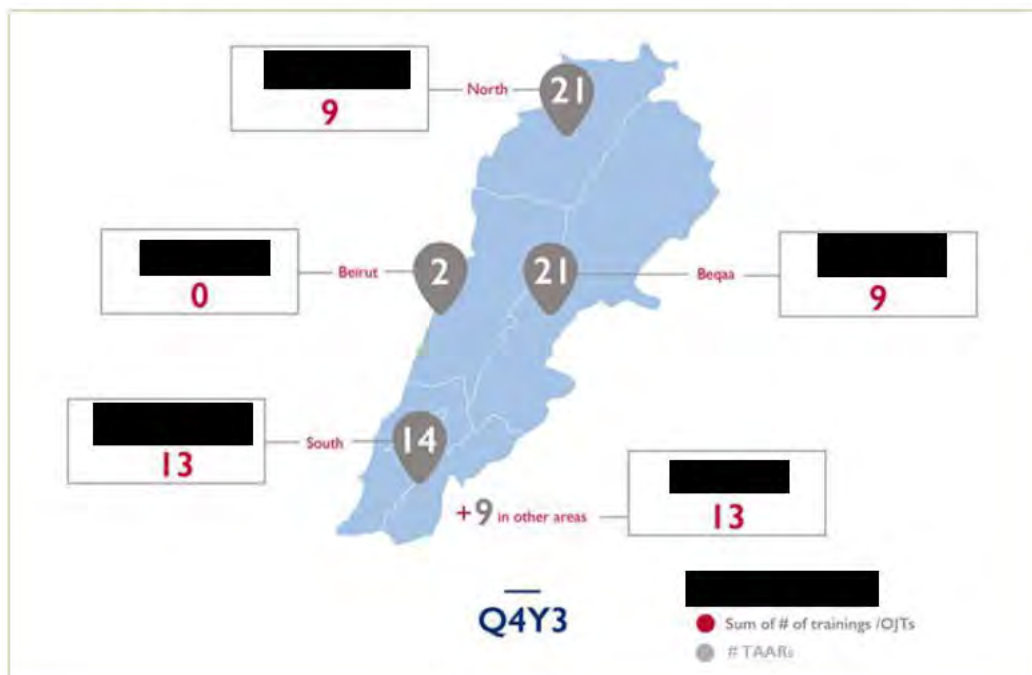
SERVICE PROVIDER	AREA OF TECHNICAL EXPERTISE		
Association for Forests, Development, and Conservation (AFDC)	Disaster Preparedness and Response, Public Safety, Forest Fires Preparedness and Response Plans		
Center for Active Citizenship (CAC)	Business Planning, Scheduling and Operations Planning, Bookkeeping, and Strategic Planning for Civil Society Organizations and Cooperatives		
RJR Trading & Contracting	Operation and Maintenance of Solar Panels, Worker Safety, While Changing Streetlights		
Al-Rawan	Training on the Operation and Maintenance of Electrical & Water Equipment		
Agri Dev	Asset Management		
AMIDEAST	Distance Learning Assessment		
Chair in Education for Eco-Citizenship and Sustainable Development (CEEDD) – University Saint Joseph (USJ) Water Conservation and Environmental Mitigation Measures	Water Conservation and Environmental Mitigation Measures		
A-square	Market Linkages, Management of a Marketplace and a Festival Area		
Lebanon Mountain Trail Association	Guest House Management, Trail Management and Operation, Local Guides Trainings		
Quick Solutions	Automated Municipal Financial Software System		
Smart Solution & e-Consultancy	Accounting Software		
Lebanese Red Cross	First Aid		

ON THE JOB TRAININGS:

During the fourth quarter of FY2021, CSP provided 44 on-the-job trainings that built trainees' capacity in multiple areas, including but not limited to: organizational development, water conservation, food safety, and marketing. The below graphic summarizes the 274 technical on-the-job trainings (OJTs) conducted during the reporting period per technical area.



Summaries of the number of trainings carried out during the fourth quarter of FY2021, and cumulatively for FY2021 [REDACTED] are depicted in the maps below.





COLLABORATION BETWEEN THE TASK ORDERS

DIRECT COMMUNITY SUPPORT:

Throughout FY2021, TO 3 designed 28 TAARs that specifically cater to CSP’s community support component (TO 2), and six TAARs which are indirectly linked to TO 2 interventions. These included trainings on proposal writing, asset management, , and on the operation and maintenance of USAID equipment provided under direct community support. TO 3 also reviewed 53 AAPs and ERACs, as well as 30 concept notes from TO2 for the early integration of technical assistance into CSP’s material assistance interventions.

Meanwhile, CSP’s TO 3 collaborated closely with the RWEs - in the South, North, and Beqaa regions - to improve the sustainability of the newly installed enterprise resource planning (ERP) systems. Specifically, the team worked on fine-tuning the existing applications by developing needed reports and providing on-the-job technical trainings to RWE staff on the operation and sustainable maintenance of the ERP.



CSP meets with the Director of SLWE to discuss activity progress - July 14, 2021

WORKFORCE DEVELOPMENT

By September 2021, TO 3 had assisted in the design of the Organizational Capacity Assessments Tool (OCAT) for TVET institutions which are receiving assistance under CSP's workforce development component (TO 4). This activity aims to identify the best technical assistance strategies to improve the TVET sector in Lebanon by assessing TVETs' institutional and organizational capacities in the areas of governance, planning, management, human resources, and financial management. On June 14 and July 21, 2021, TO 3 conducted capacity assessment workshops to two WFD TVET partners: St. Elie Vocational Training Institute in the North and Foyer de la Providence in the South. Capacity assessments for the remaining two partner TVETs, Abi Baker Assiddiq Technical Institute and Michel Jabbour Institute, are scheduled for the first quarter of FY2022. Following the visits, the overall results and recommendations will be summarized in TAARs and submitted to USAID for review and consideration of technical assistance investments.



CSP conducts its institutional assessment (OCAT) with partner TVET, FDP, Saida – July 2021

WASTEWATER MANAGEMENT

During FY2021, TO 3 and TO 5 initiated the design of technical assistance for wastewater management activities. In the fourth quarter, TO 3 submitted a TAAR for USAID's review focusing on building the capacity of the Beqaa Water Establishment and the Municipal Union of Al Bouhaira in operating and managing Aaitanit's wastewater treatment plant ahead of CSP's upcoming upgrades and rehabilitation of the facility. In parallel and following completion of needed field work and profiling exercises, both teams are currently designing a technical assistance package to complement CSP's wastewater interventions in Nmairiye.



CSP conducts a field Visit to Nmairiye Wastewater Pumping Station - September 23, 2021

CROSS-CUTTING TECHNICAL ASSISTANCE

CLUSTER TRAININGS

To enhance the sustainability of USAID-provided equipment such as generators and agricultural equipment, CSP launched its 'Asset Management' training series on August 31, 2021, targeting partner municipalities, civil society organizations, cooperatives, water establishments, and other organizations. By the end of FY2021, 59 participants have attended three tailored trainings - two in the Beqaa and one in the South - to enhance their capacities on inventory management and ensure asset sustainability. Two additional trainings are planned for Akkar and Koura in the North on October 9 and 16, 2021. CSP is also providing participants with e-sheet templates for asset management to support local partners in developing complete, accurate, and up-to-date asset records.



Asset Management Workshop for South Lebanon Beneficiaries, Delivered by CSP service provider AgriDev, September 25, 2021

This cluster training complemented other cluster trainings conducted during the fiscal year, namely the 'Social Media Management and Measurement' training series that built the capacity of 98 trainees; the 'Proposal Writing' training series which was attended by 106 trainees; and the 'First Aid' training series that targeted 43 participants. The cluster trainings bring together several communities and local actors to receive thematic training.

COMMUNITIES OF PRACTICE

During the third quarter of FY2021, CSP's TO 3 held its Recyclables Waste Management (RWM) Community of Practice (CoP) inception workshop in Beirut. The workshop brought together 32 local actors representing 25 municipalities, two MRFs, one collection facility, and four CSOs. Key results from the CoP included:

Establishing a Communication Platform via WhatsApp:

On July 14, 2021, the WhatsApp Communication platform was created among participants to facilitate continuous communication, collaboration and the sharing of information and resources on topics related to RWM.

Preparing the Launch of the Community of Practice E-Library:

CSP prepared an RWM CoP e-library, to be launched in October 2021, which would allow participants' easy access to RWM-related information and material, including educational and communication awareness material, such as videos, flyers, household bins with awareness content. It is also a database for recyclable materials buyers and an information hub for successful sorting.



CSP and Agri-Dev conduct the ‘Asset Management’ workshop for South Lebanon Beneficiaries - September 25, 2021

USAID COMPLIANCE TRAINING

On June 25, 2021, TO 3 launched a series of trainings aimed to improve the compliance of CSP service providers, grantees, and contractors with USAID policies and procedures, building on lessons learned during the program’s two years of implementation. The training series, which was delivered virtually to 64 participants during the fourth quarter of FY2021 - throughout July and August 2021 - included sessions on grants management, vetting, due diligence and visual compliance, cash for work operations, monitoring and evaluation, as well as branding and marking.

TECHNICAL ASSISTANCE HIGHLIGHTS

MUNICIPALITIES

In August 2021, CSP supported the municipality of Al Qrayieh to organize and implement a two-day market event in its new public space. Previously a dumpsite, the municipality had rehabilitated the space to become a public garden and CSP equipped it with kiosks, tents, benches, and prefabricated latrines. In preparation for the opening of this market, TO 3 supported the municipality to develop a business plan to manage the



Visitors buy goods from community member vendors at the successful opening of the first market event in El Qariye (South Lebanon) - August 2021

space, as well as trained community members on safe food production, event, and project management, as well as social media management. Three CSP interns from USAID’s University Scholarship Program (USP) were matched with the municipality to develop a branding plan for the market, update the municipality’s website, and assist the municipality in its digital marketing campaign prior to and during the market event. Despite taking place amid the severe fuel crisis, the two-day

event attracted more than 700 visitors from Al Qrayeh and neighboring villages and generated more than LBP 11 million in sales for the 16 vendors who participated.

WATER ESTABLISHMENTS

During FY2021, TO 3 [REDACTED] provide technical support to three RWEs in the North, South and Beqaa regions, on the operation and maintenance of the ERP software, initially designed and installed by USAID'S Lebanon Water Project. Following the renewal of the RWEs' Nav-Dynamics software licenses, required to operate the ERP system, CSP conducted a baseline assessment for the operations of the ERP modules in the three RWEs. The results presented a need for continued capacity building support to RWE employees on the operation of the various ERP modules to ensure optimal utilization. The team subsequently developed a workplan for each RWE to address tailored priority needs.

During the fourth quarter of FY2021, and after installing the ERP system in five branches of the North Lebanon Water Establishment (NLWE) - Koura, Batroun, Halba, Qobayyat and Minieh - CSP implemented the system in the remaining two northern branches: Zgharta and Dinnieh. Since two branches already had the ERP system installed prior CSP's intervention, all nine NLWE branches had the system operational by the end of FY2021. Throughout the third and fourth quarters of FY2021, TO 3 provided over 160 days of training to relevant NLWE staff to ensure sustainable operation of the system. By the end of September 2021, all NLWE branches had switched from their previous X7 operating systems to the newly installed ERP. TO3 continued providing technical ERP support to the Beqaa and South Lebanon Water Establishments as per the workplan, with more than 50 training days provided to the Beqaa and 30 training days to the South.



NLWE Database administrator working on USAID's ERP System – September 2021

COOPERATIVES/SMES

In Fnaideq, Akkar, CSP's TO 3 supported the all-women agricultural COOP by training its members on brand management, promotion, advertising, and pricing strategies. In February 2021, the COOP concluded the packaging and labelling of 23 of its agri-food products. The new labels included, for the first time, nutritional facts and barcodes that would allow the COOP to market its products at major outlets and supermarkets, thereby increasing sales and revenue. In addition, CSP assisted the COOP to develop market linkages and sign cooperation protocols with food wholesalers Fair Trade Lebanon and Darb Akkar to give the COOP's sales a boost. As a result of these cooperation protocols, "Fair Trade" placed an order of five tons of pomegranate molasses. Due to the unavailability of the workforce needed to supply the required quantity, TO 3 linked two COOPs - Fnaideq and Jdaidet El Qaitaa – and facilitated a cooperation contract between both parties, whereby Jdaidet el Qaitaa COOP provides Fnaideq a total of one ton of pomegranate molasses following a standardized recipe set by the latter to ensure the same quality and taste. The cooperation contract and networking between the two COOPs supported Fnaideq COOP to fulfill its obligations by securing the quantity requested from Fair Trade. The new collaboration will also secure increased economic opportunities for Jdaidet El Qaitaa COOP.



Heads of the Fnaideq and Jdaidet el Qaitaa COOPs sign contract to co-produce large agri-food order – September 2021

COLLABORATIVE PARTNERSHIP WITH THE UNIVERSITY SCHOLARSHIP PROGRAM

During the fourth quarter of FY2021, four new students from the University Scholarship Program at the Lebanese American University (LAU) and the American University of Beirut (AUB) started their internships at CSP, bringing the total number of interns matched with CSP to 36. The four new interns are supporting CSP's RWM CoP and assisting CSP's TO 4 in providing its TVET partners with technical assistance on a range of activities to support their business growth, offer administrative support, and improve their human resources recruitment and retention systems. During the same quarter, 13 interns concluded their internships with CSP, increasing the total number of completed internships to 28 out of a total of 36. Two interns are currently being mentored by CSP senior professionals, while nine others have concluded their mentoring as they complete their internship.



The below tables provide more information on the ongoing as well as concluded internships during the quarter.

NEWLY ENROLLED INTERNS			
NAME OF UNIVERSITY	SPECIALIZATION	DESCRIPTION OF INTERNSHIP	GEOGRAPHICAL AREA
LAU	Economics	Supporting CSP's Recyclables Waste Management Community of Practice in connecting & building the network of around 60 municipalities	North Lebanon, Tripoli
LAU	Economics Minor in Mathematics	Supporting CSP's Recyclables Waste Management Community of Practice in connecting & building the network of around 60 municipalities	Mount Lebanon, Aley
LAU	Information Technology Management	Assisting CSP's Task Order (4), in providing private sector associations, Private Technical and Vocational Education and Training (TVET) providers, municipalities, and other public sector entities with technical assistance on a range of activities to support their business growth, offer administrative support, and improve their HR recruitment and retention systems.	Mount Lebanon, Chouf
LAU	Banking & Finance	Assisting CSP's Task Order (4), in providing private sector associations, Private Technical and Vocational Education and Training (TVET) providers, municipalities, and other public sector entities with technical assistance on a range of activities to support their business growth, offer administrative support, and improve their HR recruitment and retention systems.	North Lebanon, Tripoli

GRADUATING INTERNS

NAME OF UNIVERSITY	SPECIALIZATION	DESCRIPTION OF INTERNSHIP	GEOGRAPHICAL AREA
AUB	Human Resources	Assisting CSP's workforce development component, task order (4), in providing private sector associations, Private Technical and Vocational Education and Training (TVET) providers, municipalities, and other public sector entities with technical assistance on a range of activities to support their business growth, offer administrative support, and improve their HR recruitment and retention systems.	Nabatieh, South Lebanon
LAU	Business Management		Batroun, North Lebanon
LAU	Business Management	Assisting CSP's Activity Fund Department in reviewing and gathering relevant technical information and drafting Memorandum of Understanding (MOU) agreements for recently approved activities, working directly with Municipal Councils, under CSP Community Support Task	Tyre, South Lebanon
LAU	Accounting		Rachaya, Bekaa
LAU	Mechanical Engineering		Al Matr, Mount Lebanon
LAU	Mechanical Engineering	Developing Guidelines and tipsheet for the operation and maintenance of Fissan Electric Pruning Shears, Manual Rotary Tillers and Manual Tiller-Trailer . Delivering a training on the operation and maintenance of these equipment	Al Matr, Mount Lebanon
LAU	Marketing		Tyre, South Lebanon
LAU	Psychology	Providing support and assistance on the fact-finding national study for the technical and vocational education in Lebanon.	Nabatiyeh, South Lebanon
AUB	Accounting		Al Minieh, North Lebanon
LAU	Accounting	Supporting, monitoring, and ensuring that all JET scholarship recipients within the TO4 program complete a mandatory "community service/civic engagement" component	Bekaa
LAU	Accounting		Al Matr, Mount Lebanon
LAU	Nutrition	Conducting a desk review on the diaspora and mapping all stakeholders/institutions who are currently working with the diaspora.	Saida, South Lebanon
LAU	Information Technology Management	Assisting TO3 team in uploading resources on CSP e-library	Zahle, Beqaa

INTERNSHIP HIGHLIGHT

██████████ a CSP/USP intern, and political studies graduate from AUB. During her internship, ██████████ supported the Hasbani Union of Municipalities in community engagement and promoting tourism in the area by updating their social media strategy and highlighting the touristic attractions and historical sites of each village. CSP had previously implemented a series of short-term, labor-intensive activities at the Union of Hasbani Municipalities to reduce the risk of wildfires in the area and ensure adequate water supply for a year.



IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

During its second year of implementation, CSP's TO 3 introduced cluster trainings, communities of practices, institutional policies and procedures, as well as formal networking arrangements to boost sales of local partners and enhance income generation for vulnerable communities. While continuously adapting to the challenging operational context, the team was able to achieve and even exceed all its targets except for concluded TAARs. The associated delays were mainly due to delays in TO 2 activity implementation resulting from the worsening economic and fuel crisis and nationwide protests and roadblocks. The devaluation of the national currency affected TO 2 suppliers' ability to import needed equipment, and nationwide roadblocks forced governmental institutions, local authorities, and private businesses to slow works down, causing implementation delays and forcing delays in capacity building interventions. Other delays were as a result of the nationwide, prolonged COVID-19 lockdowns imposed during the second quarter of the fiscal year.

In FY2022, TO 3 will continue working towards achieving its performance targets as per the workplan and implementing new activities in targeted communities. In recognition of potential contextual barriers that may impact activity implementation, and to mitigate related challenges, TO 3 plans to ramp up its efforts to launch its Diaspora investment track, that aims to provide significant support to vulnerable communities, and sustain USAID-provided assistance.

TO 3 will also focus on increasing the number of USP students benefiting from CSP's internship program. The team will be working with CSP leadership to develop innovative methods to embed student interns in its activities. In addition, TO 3 will continuously coordinate with the LED and ARE programs for USP student referrals to enhance their career opportunities and empower them through internships on USAID/Lebanon projects.

VII. MANAGEMENT AND OPERATIONS

CSP’s four technical task orders are supported by the management and operations team, known as Task Order 1 (TO 1), which ensures that CSP teams are equipped with the personnel and resources needed to fulfill their programmatic objectives. Despite the challenging operating context throughout FY2021, the management team continued its adaptive operational posture to maintain business continuity. The team was able to deliver on all its FY2021 workplan deliverables, apart from those cancelled due to the impacts of COVID-19, such as the all-staff retreat which had been planned for November 2020. The rest of this section details the management team’s achievements and progress throughout the past quarter.

MANAGEMENT AND OPERATIONS

ADAPTIVE MANAGEMENT

As the overlapping crises across the country worsened throughout FY2021, CSP’s management focused on supporting staff to adapt and build resilience in response to new and emerging challenges. In this regard, CSP implemented several staff care practices that aimed to enhance staff morale and productivity during the challenging period. In April 2021, CSP organized a 75-minute situation briefing on the evolving political, economic, and security context in Lebanon, followed by an internal panel discussion titled ‘Living During Times of Economic Crisis’. Additionally, in June 2021, CSP provided interested staff with company-sponsored access to the Pfizer vaccine against COVID-19. Staff and dependents from Chemonics’ three ongoing projects in Lebanon benefited from 175 vaccines paid for by the company with unrestricted funds. Moreover, CSP conducted its mid-year review on May 20, 2021, which presented an opportunity to reflect on implementation progress and challenges, as well as discuss methods to maximize results and program impact amid the challenging context.

CSP also successfully negotiated the use of the Sayrafa platform with BLF Bank, which enabled the conversion of fresh USD funds to LBP to pay for project commitments in local currency. Given the significant disparity between the official conversion rate, currently set at 1507.5 LBP to the dollar, and the Sayrafa rate of around 12,000 LBP, important budget savings on payments in LBP were made, particularly for goods and services subsidized by the government, statutory taxes, and benefits. Furthermore, the team was able to secure and distribute universal power supply units and power banks, which enabled staff to charge their phones and laptops and ensure internet access during periods of sustained power outages.

HUMAN RESOURCES

During FY2021, CSP recruited qualified local staff per the staffing plan approved for FY2021, as per the tables below.

CSP New Hires (October 2020 – September 2021)				
LONG-TERM POSITION		TASK ORDER	START DATE	REMARKS
Procurement Specialist		TO 1	Oct. 5, 2020	Existing Position
Regional Program Manager —Beqaa		TO 2	Oct. 7, 2020	Existing Position
DCOP — Operations and TO 1 Director		TO 1	Oct. 13, 2020	Existing Position

Regional Program Manager — South		TO 2	Nov. 2, 2020	Existing Position
Senior Field Engineer		TO 2	Nov. 9, 2020	New Position
Senior Communications and Outreach Manager		TO 1	Nov. 24, 2020	New Position
MEL Manager		TO 2/TO 3	Jan. 25, 2021	Existing Position
MEL Coordinator		TO 1	Feb. 8, 2021	Existing Position
MEL Coordinator		TO 2	8-Jul-21	Existing Position
Senior Grants Officer		TO 4	26-Jul-21	Existing Position

CSP Promotions and Title Changes (October 2020 – September 2021)				
LONG-TERM POSITION		TASK ORDER	START DATE	REMARKS
Senior CSO Capacity Building Manager		TO 3	Oct. 1, 2020	Existing Position
Training and Partnership Specialist		TO 3	Oct. 7, 2020	Existing Position
Director of Finance and Operations		TO 1	Jan. 2, 2021	Existing Position
Senior Field Officer		TO 2	Jan. 22, 2021	Existing Position
Procurement Specialist		TO 1	Jan. 28, 2021	Existing Position
Communication and Outreach Director		TO 1	Feb. 22, 2021	Existing Position
Senior field Officer - Engineer		TO 2	March 15, 2021	Existing Position
Senior Field Officer - Engineer		TO 2	May 2, 2021	Existing Position
MEL Manager		TO2 & TO3	May 26, 2021	Existing Position
Senior Program Manager		TO2	Sept. 01, 2021	Existing Position
Construction Supervisor		TO2	Sept. 08, 2021	New Position

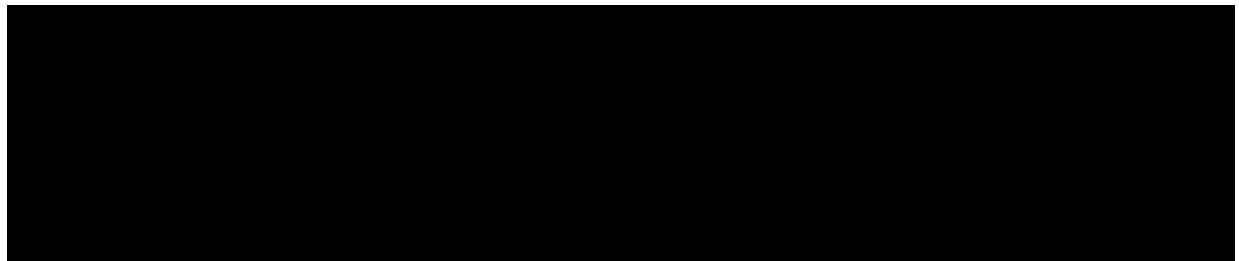
In addition to filling long-term vacancies, the HR team continued to support all task orders in responding to requests for short-term technical assistance needs. While FY2021 was marked by prolonged periods of working from home, CSP recognized that onboarding new long-term staff requires special care to ensure that new hires are properly and adequately integrated into CSP. The HR team therefore initiated monthly check-ins with new hires to ensure smooth transition into their roles. For an updated organizational chart depicting all CSP's staff as of the end of September 30, 2021, please refer to Annex G.

ACCOUNTING AND FINANCE

In FY2021, TO 1 spending remained largely consistent with only a slight decrease in Q2, as this task order is the management and operations backbone of the IDIQ. TO 2 experienced a decrease in Activity Fund spending due to the dire country context and the worsening socioeconomic, political, and security situation. The acute fuel/energy crisis, as well as shortages of materials, necessary equipment, and supplies in the market resulted in significant implementation delays, thus some payments were pushed to 2022. TO 3 significantly increased spending on the Capacity Building Activity Fund (CBAF) supporting CSP's TAARs, workshops, and internships. TO 5 spent on subcontracts and construction at a lower rate than anticipated due to the complex operating and implementation environment, which was also impacted by the lengthy design review process.

Task Order 1

By the end of the fourth quarter, CSP will have invoiced [REDACTED] [REDACTED] 61 percent of the current obligation and 60 percent of its contract ceiling.² In FY2021, TO 1 consistently increased utilization of its three local subcontractors – BTD, ELARD and Quantum – for design, construction supervision, and environmental compliance support, as well as communications expertise, [REDACTED] [REDACTED]. In FY2021, CSP's TO 1 finance team adapted to rapidly changing economic conditions in Lebanon and created new processes to manage fluctuating exchange rates. In Q4, CSP began using the USAID-authorized Sayrafa exchange platform, which facilitates withdrawal of LBP from USD bank accounts at the market exchange rate of 12,000 LBP to the dollar. This adaptation allowed CSP to pay for goods and services in Lebanese pounds at the actual, instead of central bank-fixed, exchange rate and generate significant savings on local transactions.

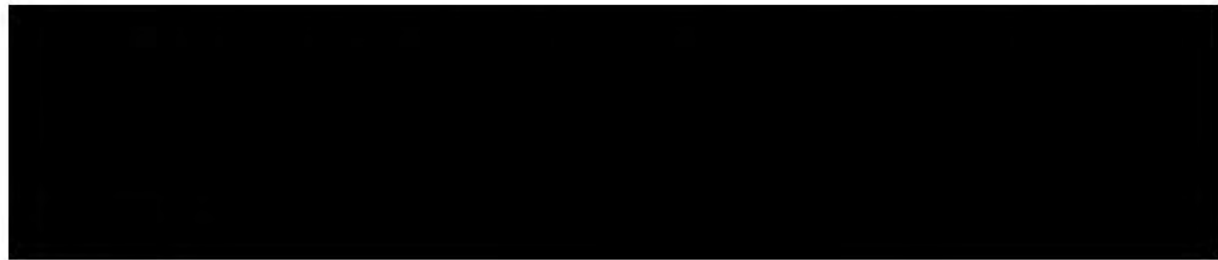


Task Order 2

By the end of the fourth quarter, TO 2 will have invoiced [REDACTED] [REDACTED] [REDACTED] 57% of the current obligation [REDACTED] [REDACTED]. [REDACTED] Modification 5 extended the period of performance by one year to January 13, 2023 [REDACTED]. The fuel crisis and frequent roadblocks resulted in difficulties for staff and contractors to travel on-site, causing continuous delays and moving targets. Despite these challenges, TO2 achieved its target of designing and receiving

² Q4 expenditures referred to throughout this section include actual invoiced expenses for July and August 2021 and projected expenditures for September 2021. The latter will be invoiced to USAID in early FY2022.

USAID's approval for 89 community support assistance interventions, including 13 completed, 22 concept notes submitted, 26 activity approval packages submitted, and 10 activities closed.



Task Order 3

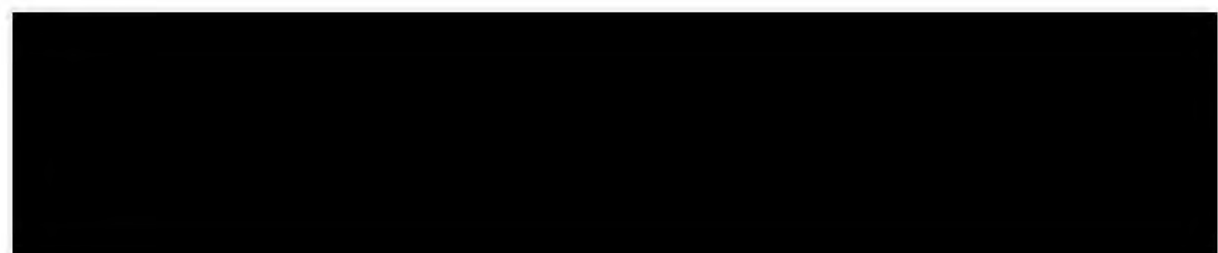
By the end of FY2021, TO 3 will have invoiced [REDACTED] 50% of the current obligation [REDACTED]. In this fiscal year, TO3 significantly increased spending on the CBAF supporting CSP's TAARs, workshops, and internships. [REDACTED]

[REDACTED]. TO3 also utilized multiple technical experts in FY2021 directly contributing to capacity building support for all task orders. FY2022 will continue the interventions started in FY2021 and build on successful collaborations with grantees, municipalities, and other stakeholders.



Task Order 5

TO 5 will have spent [REDACTED] 16% of the project's current obligation and contract ceiling. This year, TO 5 engaged local subcontractors BTD and ELARD for support on the design and environmental compliance of infrastructure interventions. Due to the persisting political, financial, and economic crisis in Lebanon, operations of TO 5 partner agencies (RWEs), ministries, the private sector design partners, and staff faced operational struggles. The RWEs continue to issue warning statements declaring their inability to provide consistent potable water, which is leading to severe shortages in municipal water supply throughout the country. Despite the above challenges, TO 5 continues to advance its programming on schedule, and this effort has culminated in the final approved designs for the initial 5 wastewater infrastructure interventions.



Please see Annex H for both the FY2021 Q4 financial report and the annual financial report.

GRANTS, SUBCONTRACTS, AND PROCUREMENT

CSP's community stabilization, community development, capacity building, and wastewater management activities are implemented through a mix of subcontracts, grants, memoranda of understanding (MOUs), and in-kind procurements, which are managed and administered by the activity fund team under TO 1. CSP's WFD component has its own embedded grants management team, so TO 1 support to TO 4 is therefore limited to sharing standards and best practices on policies and templates. The below highlights TO 1's support to grants, subcontracts, and procurement (referred to as activity fund hereafter) per task order.

COMMUNITY SUPPORT The activity fund team supported TO 2 in closing out two standard grants for the implementation of labor-intensive works activities in Hasbani and Chouf areas, and in issuing requests for applications for similar activities in North Lebanon. To enhance TO 2's activity design and implementation, the team managed subcontracts with quality control and construction subcontractor BTD and environmental services subcontractor ELARD. In addition, the team supported TO 2 in contracting a number of vendors to implement their construction activities.

CAPACITY BUILDING & TECHNICAL ASSISTANCE The activity fund team supported TO 3 by contracting service providers for the provision of technical assistance and capacity building to local actors, specifically in the areas of financial management, assets management, awareness raising, and ecotourism. The team collaborated with TO 3 to issue their first fixed amount award grant with Terre Liban for an activity which provided technical assistance to 14 villages in Bechmizzine, supporting local stakeholders to design and implement a community awareness campaign on sorting at source.

WASTEWATER MANAGEMENT The activity fund team supported TO 5 in issuing their first two construction tenders for their interventions in Aitanit and Nmaiye, and in drafting and negotiating respective construction and supervisions subcontracts with ELARD and BTD. In addition, the team supported TO 5 in issuing their fixed amount award grant with the Association of Lebanese Industrialists to provide capital investments to several industries in Lebanon aiming to improve their wastewater management.

VETTING

CSP adhered 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 submissions of partner information forms during the fourth quarter of FY2021 were tracked using the vetting tracker, as shown in Annex I. During the reporting period, CSP also collaborated with the Lebanon Vetting Support Unit on guidance and clarification regarding common mistakes on PIFs, vetting delays, and the expedited vetting process.

CROSS-CUTTING TECHNICAL SUPPORT

ENGINEERING AND ENVIRONMENTAL COMPLIANCE

The first quarter of FY2021 witnessed an introduction of around thirty new activities needing detailed engineering designs under TO2. This coincided with the spike in COVID-19 cases, security challenges, and continued economic deterioration leading to the government imposing the tightest lockdown measures in January and February 2021. These included the closure of all public and private institutions as well as a general 24/7 traffic curfew critically affecting the ability of engineering resources to conduct site visits and gather necessary information to initiate the design engineering process. Following the ease of these restrictions in March, a new set of challenges emerged in respect to severe nationwide fuel and diesel shortages which limited mobility and access to electricity and internet services across the country. Nonetheless, the team utilized its available resources and tools to advance both design and implementation and was able to finalize the majority of pending designs by the fourth quarter.

During FY2021, CSP's engineering unit supported in the implementation of more than 65 activities across the technical task orders, while optimizing CSP's engagement with subcontractors BTD and ELARD. The below highlights CSP's engineering unit support provided to each task order.

COMMUNITY SUPPORT

- Initiated over 60 construction designs across CSP focus regions, approved by USAID's A&E partner CDM Smith
- Supervised the implementation of 50 construction activities, ensuring proper adherence with the approved Quality Control Plan (CQCP or AQCP)
- Issued 89 ERACs to ensure the environmental compliance of construction activities
- Drafted over 25 environmental compliance reports
- Issued five screening forms and three IEE's, which have been submitted to the Ministry of Environment

CAPACITY BUILDING & TECHNICAL ASSISTANCE

- Reviewed five technical guidelines related to the operation and maintenance of donated equipment, such as generators, and agricultural and industrial machinery.
- Conducted technical site visits to the Qobayat School, North Lebanon and issued its fire alarm design, specifications and ERACs.

WORKFORCE DEVELOPMENT

- Conducted site visits to 14 TVETs across Lebanon and issued technical reports for TVET non-structural rehabilitation and upgrades accordingly
- Drafted 11 ERACs for scholarships, technical assistance, and vocational training grants with categorical exclusion determination as per USAID's initial environmental examination.

The engineering unit also participated in a stakeholders' workshop hosted by CDM Smith, where lessons learned and best practices were shared to streamline cooperation, optimize the design review cycle, and facilitate the implementation of CSP activities. In addition to reaching mutual agreement on several decisions, CSP has made several internal commitments to streamline and optimize the construction QC/QA process according to the risk and purpose of the intervention.

For a full breakdown of CSP's environmental compliance monitoring and mitigation measures, as implemented by the engineering unit, please refer to Annex J.

MONITORING, EVALUATION, AND LEARNING (MEL)

UPDATES IN MEL PLANS

During FY2021, CSP proposed several revisions to existing MEL plans and targets, most of which were based on lessons learned following implementation, the changing operating context, and contract-related changes.

Key updates to MEL plans include:

- Revised MEL plan for TO 5, which was approved by USAID on March 10, 2021
- Adjusted set of targets for TO 2 in June 2021 to align expected results with the assumption of 89 interventions community support assistance interventions
- Adjusted MEL plan for CSP's TO 3 in June 2021 to account for the reduction in TO 2 targets and adjustments to contractual performance incentive indicators
- Submission of another set of targets for CSP's TO 2 in August 2021 focusing on the implementation of 105 interventions according to the task order's modified scope, budget, and timeline. The revised set of targets was approved by USAID in September 2021
- Preparation of another revision for TO 3's MEL plan, since targets are closely aligned with the number of TO 2 interventions

UNIFIED LOGICAL FRAMEWORK:

The overall results framework for CSP was submitted to USAID on June 18, 2021, as recommended by USAID's support services contractor Social Impact as a next step upon finalizing MEL Plans for the different task orders. The framework depicts how the work of the various task orders contributes to the overall goal of the program.

DATA COLLECTION

The MEL team continued to use remote data collection modalities combined with field visits whenever possible. These visits aimed at verifying ongoing activities were implemented according to their intended designs as well as collecting to report on and evaluate impact.

DEVELOPING AND USING A MANAGEMENT INFORMATION SYSTEM

CSP contracted a private firm to develop a robust Management Information System to track and manage project results at the beneficiary level. The system is able to collect data through cell phones or tablets using ODK or through direct entry, link it to a database, analyze the information, and produce reports and infographics.

DATA QUALITY ASSESSMENT (DQA) AND DATA VERIFICATION

During the second quarter of FY2021, CSP's MEL specialist and MEL director collaborated with Social Impact across two virtual sessions to complete the DQA session for standard indicators for TO 4. Social Impact also completed the data verification session for CSP's TO 2 and TO 3, covering a set of indicators with the MEL team, equally across two virtual sessions.

MEL RETREAT

On September 13, 2021, the MEL team held a full-day retreat which included a refresher on USAID's Country Development Cooperation Strategy Goal, as well as the role of CSP in achieving its overall

development objective and supporting its four technical task orders. Finally, a theoretical understanding of indicators was laid out followed by practical examples and exercises.

ANNUAL SURVEYS

During FY2021, the MEL Team, with the support of subcontractor EDS conducted a total of eight surveys (BQA012, BQA022, NTH008, NTH010, NTH012, NTH024, NTH026, and STH016). The purpose of these surveys was to measure the following indicators:

- Indicator 6: Percentage of people confirming on having improved access to essential services and/or increased economic opportunities provided through USG assistance.
- Indicator 23: Percentage of beneficiary community members who believe stability has improved as a result of USG assistance.

Overall, 93 percent respondents confirmed that CSP activities have enhanced their access to essential services and/or increased economic opportunities while 78 percent felt that tensions were lowered as a result of services provided by CSP. Please refer to Annex A, B, and, F for a complete summary of all results achieved by CSP during FY2021.

COMMUNICATIONS AND OUTREACH

During FY2021, CSP restructured its communications and outreach department by recruiting a communications and outreach director, as well as acquiring a graphics/videography associate and a reporting officer through its partner, Quantum, to strategically enhance USAID visibility and support projects' outreach. The team ramped up its support to CSP's technical task orders by editing content, producing and disseminating visibility and outreach material, and planning and organizing VIP events. In addition to supporting task orders to meet essential branding requirements by producing plaques for CSP-provided equipment and construction interventions, the team achieved the following outreach objectives during the reporting period.

LAUNCHING AND TRANSLATION OF CSP WEBSITE

CSP launched its website in March 2021, and by end of FY2021 the project had translated the website to Arabic to enhance nationwide outreach. The website, which is a repository for materials showcasing CSP's impact, including videos, success stories, and press releases, is also a forum for anyone interested in becoming involved with CSP through its internship, scholarship, and career opportunities. Moreover, it includes an e-learning hub of training materials that are available to municipalities, CSOs, and other stakeholders free of charge. The hub includes content that originated from USAID's BALADI-CAP project that was successfully migrated to CSP's website in February 2021.



CSP website online in English and Arabic

BRANDING AND VISIBILITY GUIDELINES

To enhance local partner compliance on visibility, the communications unit finalized a 'Branding and Visibility Guideline for Partners and Subcontractors', which aims to provide summary guidelines to service providers across all task orders on USAID branding and visibility. In August 2021, CSP's director of communications and outreach conducted a training to 22 local partners on USAID's branding and marking as part of TO 3's compliance training series, during which the guidelines were shared. The training also clarified branding approval lead times and status of visibility material following activity completion. It also addressed coordination mechanisms for print material, online communications, and high-profile events/visits to ensure timeliness of outreach material.

VIRTUAL AND HYBRID EVENTS

Throughout the year, the communications team supported in the implementation of one in-person event and two virtual events, all attended by the U.S. Ambassador to Lebanon, Dorothy C. Shea, and USAID representatives. The team held a groundbreaking ceremony for the construction of an elevated water tank in Bqasta, South Lebanon under TO2 during the first quarter of FY2021. On March 26, the team also supported TO 3 in conducting a virtual graduation ceremony for nine USP/CSP interns who celebrated the completion of their internship program with CSP. Finally, on April 8, the team conducted a virtual event to launch TO5's IWT project with the Association of Lebanese Industrialists.

OUTREACH MATERIAL

During the reporting period, CSP developed and submitted the following material to promote USAID's assistance to underserved and vulnerable communities:

- **AUDIO-VISUAL MATERIAL** In FY2021, CSP significantly ramped up its production of impact videos. In addition to eight, one-minute videos disseminated to highlight individual impact stories of labor-intensive workers benefiting from CSP assistance following the Beirut Port Blast, CSP produced and disseminated the following list of longer impact videos:

[USAID/CSP Emergency Response following Beirut Port Blast](#) (December 2020)

[USAID/CSP Forest Cleaning Activities to Reduce Forest Fires](#) (November 2020)

[USP/CSP Internship Graduates – Cohort I](#) (March 2021)

[USAID Enhances Access to Quality Technical and Vocational Education and Training](#) (June 2021)

[USAID Improves Agricultural Cooperative Sales in Fnaideq](#) (August 2021)

[USAID's CSP Supports the Municipality of Qrayeh in Holding its Local Market Events](#) (September 2021)

[USAID's CSP Enhance Safety and Security in Niha, Khiara, and Rashaya El Fokhar to Enhance Safety and Security](#) (Approved in July 2021, disseminated in September 2021)

In addition to the above impact videos, CSP also produced an informative, awareness animation [video](#) in coordination with the CSO, *Saida Btaaref Tefroz* (Saida Knows How to Sort), to encourage residents to recycle, and enhance the impacts of sorting-from-source activities in the South under TOs 2 and 3. Moreover, CSP produced an infographic short [video](#) illustrating CSP's rebate program with the Association of Lebanese Industrialists (ALI) under the IWT project.

During FY2021, CSP's videos generated very high view numbers on social media platforms. For instance, CSP's video on the support to the municipality of El Qrayeh reached over 34,000 views on CSP's social media platforms; similarly, CSP's video highlighting activities supporting quality access to TVET education reached over 19,000 views. It is also worth mentioning that CSP's videos are amongst the highest viewed videos on USAID Lebanon's Facebook page, where the video on USAID's support to the all-women Fnaideq COOP surpassed 200,000 views, and the video highlighting CSP's activities in Qrayeh reached more than 100,000 views.

TRANSFORMING LIVES STORIES In FY2021, CSP drafted and received USAID approval on eight stories promoting a range of CSP assistance across task orders, including: labor intensive works following the Beirut Port blast, COVID-19 response technical trainings to home-based healthcare workers, CSP support to agricultural cooperatives, and CSP's response to water shortages. In addition, other stories promoted CSP's internship program with USP, streetlight rehabilitation interventions, and income generating activities. Refer to Annex K for a Transforming Lives story submitted and approved by USAID during Q4 on the impacts of CSP's internship and mentorship program.

PRESS RELEASES CSP disseminated four press releases in English and Arabic during FY2021. The first, highlighted CSP's construction of a retaining wall along the main road in Ghazze (Beqaa); the second, promoted the graduation ceremony of CSP's first cohort of interns held in March; while the third promoted CSP's launch of its IWT project with ALI in April. The final press release, disseminated during the third quarter of FY2021, promoted CSP's workforce development component ahead of

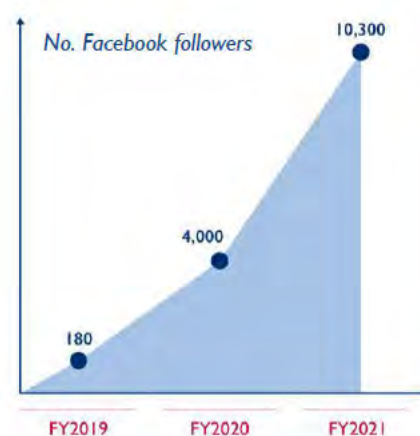
launching their industrial repair and maintenance course. All four press releases were published in over 40 local media outlets each.

MONTHLY/BIMONTHLY NEWSLETTERS By May 2021, CSP had produced and disseminated eight monthly newsletters through the chainmail platform ‘Constant Contact’. Following USAID’s suspension of all chainmail platforms due to cyber-security risks, CSP shifted to producing bi-monthly PDF newsletters in June 2021, and is now emailing them directly to subscribers. By the end of September 2021, CSP had produced a total of ten newsletters highlighting activity progress through visuals and impact stories and disseminated them to its 400 direct subscribers.

STORY MAPS During the reporting period, CSP produced four story maps, summarizing CSP’s annual FY2020 progress report, and the three FY2021 quarterly progress reports that followed respectively. The story maps were designed using the online mapping software ArcGIS and convey the reports’ contents to a general audience by combining narrative, audiovisuals, and interactive maps.

SOCIAL MEDIA

By September 2021, CSP’s Facebook page had almost 10,300 followers, compared to 4,000 followers in FY2020, and 180 followers in FY2019. This is due to several factors, including increasing the volume of visual and impact posts, as well as posting in both English and Arabic to ensure the engagement of a larger audience. During the fiscal year, CSP also continued to share human-interest stories, testimonials, impact infographics, and other engaging material on its other social media platforms, including Instagram, Twitter, and LinkedIn.



GENDER EQUALITY AND WOMEN’S EMPOWERMENT

During the past year, CSP continued to identify implementation areas for gender equality and women’s empowerment across the program. Consequently, CSP established a Gender Equality and Social Inclusion (GESI) task force. GESI is a crosscutting theme of the CSP IDIQ, and the task force aims to increase women’s participation and social inclusion within CSP through a range of activities including building the technical capacities of its members and expanding targeted outreach. The GESI task force aims to mainstream women’s participation and social inclusion within CSP activities, as well as to increase women’s participation in governance and decision-making positions. The task force finalized its scope of work, capacity development needs, and the GESI workplan, which includes prioritized activities.

During the month of March, and more specifically on International Women’s Day on March 8, several CSP staff participated in the 2021 global Gender Training Webinar. The workshop, titled “#ChoosetoChallenge: Gender Transformative Programming for a Meaningful Social Change,” was delivered by Social Impact and focused on the move towards more gender transformative programming. It is also worth mentioning that the CSP TO 4 Director [REDACTED] and Communications Specialist [REDACTED] participated as panelists in the global Women History Month panel organized by Chemonics and inspired by the International Women’s Day 2021 theme ‘Choose to Challenge’. Additionally, task force members participated in the Chemonics GESI Focal Point Summit on June 24, 2021. During the summit, CSP’s GESI focal, [REDACTED] gave a presentation on challenging gender stereotypes and women empowerment in a challenging socio-economic context. The summit offered an opportunity to discuss CSP’s work on GESI among many other projects, while increasing

the program's visibility. During Q4, the GESI task force also organized a workshop on GESI inclusion for task force members. The workshop was conducted by two leading local NGOs, KAFA and MOSAIC, on female empowerment activities in Lebanon. The workshop shared unique and specific experiences related to the Lebanese context and attendees. Additionally, KAFA and MOSAIC provided recommendations on how to move forward within CSP's objectives.

In FY2021, CSP surpassed its target of 30% female participants in USG assisted programs under TOs 2 and 3. Under TO2, 52% out of 194,107 beneficiaries were women who participated in income generating labor-intensive activities, female farmers who were provided with agricultural equipment to enhance production and livelihood opportunities, and community residents with increased safety and security following the upgrading and installation of streetlights.

In parallel, 43.5% participants benefiting from technical assistance packages under CSP's TO3 were women in FY2021. In addition to building their capacities across numerous sectors such as operational management, financial planning, and equipment maintenance, TO3 interventions also directly enhanced women's livelihoods opportunities. Most notably, CSP's technical assistance to the all-women agricultural cooperatives in Fnaideq and Jdaidet el Qayteh on food safety, business planning, brand management, and market linkages, among others, enabled both cooperatives to sign a contract with an agri-food wholesaler to produce and sell five tons of pomegranate molasses.

While CSP's TO4 scholarship recipients are currently 24% female out of a target of 40%, the team anticipates an increase in female beneficiaries during the next year as vocational courses kick off. While TO4 focused on initiating technical scholarships during the year, which includes sectors that are perceived to be male oriented, the team will be focusing on initiating vocational courses during FY2022, which includes sectors of interest to both gender; these include home-based healthcare, IT, and repair and maintenance. The team is also working on challenging gender stereotypes while soliciting scholarship applications.

Meanwhile, as wastewater management activities under TO5 are yet to be implemented, the team is on track to impact at least 24,000 women of its 80,000 targeted beneficiaries (30%). During FY2021, and to highlight female leadership positions at local partner institutions, CSP spotlighted BTD project manager and engineer, [REDACTED] as part of its social media campaign on International Women's Day in March.

LESSONS LEARNED AND NEXT STEPS

As discussed throughout this report, the entirety of the FY2021 reporting period was marked by a deepening of the multifaceted crises in Lebanon. Amid the lingering threat of COVID-19, political gridlock and the financial crisis combined to result in a breakdown of social order and a significant deterioration of basic services, culminating in the fuel, energy, and water crisis in the summer of 2021. Without a doubt, the prevailing conditions in the country interrupted field implementation and delayed the achievement of results across all CSP task orders. Somewhat paradoxically, CSP is expected to design and implement interventions to address the same gaps in service delivery that are inhibiting its own progress.

MANAGEMENT LESSONS LEARNED

To overcome the contextual challenges detailed in this report, CSP instituted some new management practices to facilitate and improve the implementation of key interventions, including distance learning, pre-emptive monitoring, and enhanced compliance.

DISTANCE LEARNING FY2021 was characterized by increased difficulty in accessing the field, particularly to conduct trainings and workshops. During the last quarter of the year, protestors blocked main highways to demonstrate against the socio-economic crisis; meanwhile, the cost of fuel and its limited availability deterred CSP's beneficiaries and service providers from accessing training sites. In response, CSP's TO 3 invested in improving the program's ability to design and deliver distance learning by providing training on distance learning to all its consultants and service providers. In addition, the TO 3 team conducted an assessment of CSP's current proficiency in the design and delivery of distance training. The assessment concluded with recommendations for additional software, hardware, and training investments. The recommendations – including Zoom business licenses, portable solar panels, and mobile Internet hotspots – will be implemented in FY2022 to allow CSP to deliver all trainings, workshops, and kick-off meetings remotely, if needed.

PRE-EMPTIVE MONITORING While CSP's technical assistance can be delivered remotely through distance learning infrastructure and techniques, CSP's community stabilization and community development interventions require on-the-ground presence given their emphasis on providing tangible improvements to essential services and livelihoods. As conditions allowed, CSP maximized its presence in the field, often working through local grantees, service providers, and contractors, to amplify its reach and impact. All field work was monitored by CSP's direct-hire MEL field officers who visit project sites on a weekly basis, offering an early warning on implementation issues. CSP found regular field monitoring to be particularly essential on cash-for-work interventions and augmented its in-house resources with quality control officers hired as interns through its partnership with USP. Together, the MEL field officers and USP interns worked to detect instances of misuse of funds and cases where implementation was diverting from its intended design.

COMPLIANCE As CSP ramped up implementation in FY2021, its base of partners also increased. Including subcontractors, grantees, and consultants, CSP implements its work through a wide range of Lebanese partners, some of whom are new entrants to the USAID market and are unfamiliar with its rules and regulations. In the last quarter of FY2021, CSP offered training to local implementers in grants management, cash for work operations, monitoring and evaluation, vetting and due diligence, and branding and marking in order to increase compliance with those regulations. CSP also reviews the terms and conditions of sub-award agreements with partners to emphasize key requirements and ensure consistent application of the policies.

STAFF CARE LESSONS LEARNED

Amidst the contextual challenges, the team is highly motivated to deliver on CSP's mission, and one of the greatest lessons learned from the last year is the importance of building resiliency and redundancy into our operations to enable staff to continue meeting and exceeding programmatic expectations. CSP's senior management team (SMT) tested and piloted a number of staff care initiatives throughout the year. The following is a summary of those initiatives which have had the greatest impact and are worthy of replication and emulation.

ADAPTIVE MANAGEMENT As the energy crisis set in and power from back-up generators grew scarcer, it became more challenging for staff to access electricity to charge phones and laptops,



Offered staff power banks and UPSs



Raised staff allowance for phone and Internet usage



Upgraded its insurance policy to 100 percent employer coverage

particularly for those who continue to work from home. In response, beginning in August 2021, CSP offered power banks and UPSs to extend the usage of phones and laptops during periods of sustained power outages. Similarly, CSP raised the allowance for phone and Internet usage since staff have become more reliant on their phones for Internet hot-spotting when working from home during prolonged electricity outages. It is also worth mentioning that CSP upgraded its insurance policy to 100 percent employer coverage (rather than a portion paid by NSSF) since NSSF co-pay is no longer being accepted by some hospitals for certain procedures due to the currency crisis. These adaptations – resulting in increased staff satisfaction and productivity – have been achieved at no additional cost to the CSP contract due to savings from exchanging dollars on the USAID-authorized Sayrafa platform for costs incurred in LBP – like employer contributions to NSSF, utilities, and vehicle fuel and maintenance.

ATTENTION TO PERSONAL SAFETY AND SECURITY. The compounding crises facing Lebanon have resulted in increased tensions, often provoking security incidents. Not only does insecurity serve as a reminder of the fragility of this country, but it also increases staff risk and exposure to the upticks in crime and violence. In response, CSP organized a briefing on the current political, economic, and security situation by its security analytics partner, Atlas Assistance, in May 2021. Given the increased vulnerability, CSP also plans to complement the briefing with a practical training on personal safety and security in October 2021.

SPEAKER SERIES. Recognizing the need and desire of staff to interact about shared experiences and challenges, CSP has initiated a quarterly speaker series about common topics of interest. The first, organized in April 2021, involved a panel discussion with former Chemonics chiefs of party from Latin America who have lived and worked through times of economic crisis, including hyperinflation and economic instability. The second, organized in September 2021, featured an informational session on home solar energy solutions directed to help staff cope with the current energy crisis. The session provided attendees with valuable information about the key components of a solar system (PV panels, invertors, and batteries), different types of solar systems, best practices for interacting with vendors and installers, and issues that may emerge when installing a solar system. The session was delivered by Antoine Skayem, an electrical engineer working with CSP’s subcontractor BTD.

COMPANY-SPONSORED VACCINE ACCESS. Between June and August 2021, CSP provided staff with access to the Pfizer vaccine against COVID-19, paid for with unrestricted funds and not directly billed to the CSP contract. 175 staff and dependents from Chemonics’ three on-going projects in Lebanon, including CSP, took the vaccine at Geitaoui Hospital. This came as a great relief for staff and boosted their confidence to return to the office, especially with the deterioration in public services such as internet and electricity access at home.

NEXT STEPS

As part of its approach to collaborating, continual learning, and adaptive management, CSP’s SMT convened for a daylong retreat in December 2020. The purpose of the retreat was to take a step back and reflect on CSP’s achievements in FY2020, discuss the FY2021 work plans for each task order, and agree on shared goals for the impact we want to have in the coming year. During the retreat, the team reaffirmed its commitment to staying flexible in order to respond to emerging priorities — citing the October 2019 wildfires, COVID-19, and the Beirut Port blast as examples of pivotal events meriting a response from CSP. The team also homed in on the linkages, collaboration, and integration among CSP’s components. Each work plan for FY2021 included a section on the points of intersection

between task orders, something which has been replicated in the FY2022 work plans. As a result, the teams now have more than just a natural incentive to collaborate, but also a shared responsibility to work together to amplify impact.

CSP's SMT also committed to the following three key priorities to drive success in FY2021:

- Achieving concrete and tangible results, and meeting targets.
- Increasing outreach and visibility.
- Promoting CSP as a thought leader/flagship program.

Progress on the first two key priorities has already been well-documented in this report. Regarding thought leadership, the intent was to promote CSP as the leading implementer of community stabilization, community development, and technical assistance programming in response to emerging priorities in Lebanon while also seeking out windows of opportunity for national dialogue and reform. Key priorities for FY2022 will be set at the CSP's SMT retreat in November/December 2021 and thought leadership will likely be a continued priority. With that in mind, the following list summarizes some of CSP's greatest achievements in thought leadership in FY2021 that we hope to build upon in the coming year.

- TO 3 Senior CSO Capacity Building Officer, █████ █████ led a presentation at the USAID Global Digital Development Forum in May 2021, which included a discussion about the lessons learned from training adult learners during times of pandemic and economic meltdown.
- In August 2021, TO 5 Director, █████ █████ conducted a presentation at World Water Week about "Resiliency in Implementing Wastewater Infrastructure Projects amidst Lebanon's Overlapping Crises".
- To improve the compliance of CSP's sub-partners with USAID regulations, the TO 3 team facilitated the design and delivery of a training series on compliance covering grants management, vetting and due diligence, monitoring and evaluation requirements, cash-for-work (CFW), and branding and marking. In June 2021, CSP launched the training series at a public event to discuss its objectives and encourage the participation of the largest number of CSP sub-partners. The training series was then delivered in July and August by CSP's own staff and subject matter experts.
- Related to cash-for-work specifically, CSP established a Task Force to coordinate implementation and draw on lessons learned to improve efficiency and comply with best practices. Comprised of experts from its TO 1, TO 2, and TO 3 teams, the Task Force produced detailed kits and checklists, is establishing a feedback mechanism through a hotline, and is coordinating with other donors and implementors to shape consistent policies and practices for beneficiary wages.





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LEBANON COMMUNITY SUPPORT PROGRAM

VIII. ANNEXES

ANNEX A. YEAR 3 PROGRESS MADE TOWARDS TARGETS – TO2

The fact that the overall cumulative targets (as of Y3) exceed the LOP target under some of the indicators is due to the amended set of targets that was submitted to USAID for revision and approval which included higher and lower targets. (Approved amendment was made to the targets during the last quarter of year 3.)

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative targets as of FY3Q4	Cumulative results as of FY3Q4	Y3 TO2 Targets	Y3 TO2 Results	10% ± Deviation	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										
1	Number of people benefiting from of USG assistance [PMP]	Quarterly	0	809,100	582,393	314,042	303,562	Reported: 194,107 Achieved: 194,402	-36%	<p>CSP reached 64% from Y3 annual target. The results achieved are the outputs of the 25 activities that were, or are about to be, completed during year 3. The deviation from target is due to delays in the implementation given that a considerable number (55) of activities are still under implementation. These also include solid / water waste management activities in Ras Nhash, Achach/Meriata/Arde, Bechmezzine and Haret El Fouwar that target a huge number of beneficiaries.</p> <p>The delay in implementation is due to several factors. For example, the delay in Ras Nhach is due to a</p>

										<p>delay in the delivery of bins. Aside from that, there are external factors that continue to affect the pace of CSP implementation, including the COVID- 19 pandemic, the economic crisis, and the fuel crisis. In Ain Ebel, for example, where CSP worked on upgrading the municipal festival grounds and developing the cultural trail, the municipality was unable to host guests and organize cultural events and gatherings due to the COVID- 19 pandemic. In Mounse, due to the electrical outage, we were unable to run the pumping system.</p> <p>In addition, results for some seasonal activities such as agriculture interventions in Fissane, Ras Baalback, and Ainata el Arez cannot be reported until the season is over, which was not possible during year 3.</p> <p>With that being said and considering that 55 activities are still under implementation as mentioned above, CSP reached only 39% from the LOP target. This is due to the reasons described above including the country's latest and current conditions disrupted field</p>
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										<p>implementation in the past 2 years, thus caused delays in achieving the expected outcomes across TO2.</p> <p>Despite all the challenges, the CSP team will continue working on fast-tracking different activities and hence contribute to reaching more beneficiaries during FY2022 and the coming years. Results will be achieved as soon as each implemented activity is operational, and people can benefit from it.</p> <p>CSP is also expected to create and implement solutions to speed up to the implementation and solve gaps that are preventing CSP from achieving its target.</p>
2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	110	114	38	56	10	-82%	<p>CSP reached 18% from its year 3 target. The shortfall is due to 55 on-going projects that were delayed during design, design review, and implementation phases which will not yield reportable results until the last year of the project.</p> <p>25 completed or about to be completed are reported during year 3, out of which 10 were</p>

										<p>reported having enhanced ability as a result of USG support.</p> <p>On the other hand, CSP reached 35% of the LOP target.</p> <p>Although the CSP technical team considers activity completion when all equipment is delivered, the MEL team reports result on local actors with enhanced abilities only when beneficiaries have access to the supported services and when activities are functioning and successfully operated by supported local actors. Completion of activities has been highly affected by several external factors as described for Indicator 1 including the political paralysis and the financial crisis, the lockdown, fuel crisis, roadblocks, protests etc.</p>
3	Proportion of female participants in USG assisted programs	Quarterly	0	30%	30%	54%	30%	52%	+73%	<p>CSP exceeded the target set for year 3. The majority of the reported beneficiaries from household data presented by municipalities are female mainly benefiting from access to essential services activities: solid waste management (Miye Miye, Berqayel, El Manara); Electricity provision (Aiha and Der el Ghazal);</p>

										Infrastructure (Ghazze, and Markebta); and water (Akroum).
PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met										
6	Percentage of people confirming on having improved access to essential services and/or increased economic opportunities provided through USG assistance	Annual	0%	60%	60%	87%	60%	93%	+55%	CSP exceeded the target set for year 3. This number portrays the average results of the questionnaire conducted for 8 activities (BQA012, BQA022, NTH008, NTH010, NTH012, NTH024, NTH026 and STH016). The overall percentage has proven that these activities enhanced beneficiaries' access to essential services and/or increased economic opportunities.
RESULT1 LEVEL: Ability of local actors to mobilize development resources demonstrated										
7	Number of local actors who demonstrate increased ability to mobilize resources towards community needs	Annual	0	22	25	8	8	3	-62%	CSP reached 38% from its year 3 target. 3 of the completed activities reported mobilized resources towards community needs. Similarly, CSP reached 36% from the LOP target as the prevailing economic situation worsened; fewer partners were able to contribute to CSP activities.

8	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	Quarterly	0	[REDACTED]					-57%	CSP reached 43% from its year 3 target and reached so far 31% from the LOP target as the prevailing economic situation worsened; fewer partners were able to contribute to CSP activities.
IR 1.1 Level: Development resources accessed by communities										
10	Number of community resources and or assets involved in USG assisted activities	Quarterly	0	44	114	14	56	6	-89%	CSP reached 11% from its year 3 target and reached 32% from the LOP target. The key factor affecting this indicator is the economic/financial crisis represented by LBP (Lebanese Pounds) devaluation and delayed release of municipal funding. However, COVID-19 pandemic also plays an indirect role as most municipalities had to allocate/invest scarce resources to address the challenges resulting from the virus.
11	Number of community members who have participated in the CSP activity cycle	Quarterly	0	1375	2362	1099	1,170	Reported: 95 Achieved: 102	-92%	CSP reached 8% from its year 3 target. 25 completed or about to be completed are reported during year 3. Results reported are collected from the completed activities. More results will be reported during FY2022 and the coming

										<p>years as soon as more activities reach their completion phase.</p> <p>CSP, on the other hand, reached 80% from its LOP target as several activities involved so far, a considerable number of community members during the whole implementation and completion phase.</p>
IR 1.2 Level: Capacity of local actors to mobilize resources developed										
15	Number of activities implemented with participation from local stakeholders	Quarterly	0	110	113	41	54	12	-78%	<p>CSP reached 22% from its year 3 target. 12 activities completed or about to be completed are reported during year 3.</p> <p>However, CSP reached 37% of its LOP target. The deviation from target is due to delays in the implementation given that a considerable number (55) of activities are still under implementation. See Indicator 1 for additional details about external delay factors.</p>
RESULT2 LEVEL: Community members benefit from local development through collaboration										
17	Number of USAID-assisted local actors (CSOs,	Quarterly	0	110	114	39	55	11	-80%	<p>CSP reached 20% from its year 3 target. 25 completed or about to be completed are reported during year 3.</p>

	Private sector organizations) engaged in community, regional and national programs									<p>On the other hand, CSP reached 36% of the LOP target.</p> <p>Although the CSP technical team considers activity completion when all equipment is delivered, the MEL team reports result on local actors engaged in community, regional and national programs, only when beneficiaries have access to the supported services and when activities are functioning and successfully operated by supported local actors.</p> <p>Completion of activities has been highly affected by several external factors as described for Indicator 1 including the political paralysis and the financial crisis, the lockdown, fuel crisis, roadblocks, protests etc.</p>
IR 2.1 Level: Essential services delivered or improved										
18	Number of essential services provided, installed or upgraded as a result of USG assistance	Quarterly	0	92	82	33	39	9	-77%	<p>CSP reached 23% from its year 3 target.</p> <p>On the other hand, CSP reached 36% from the LOP target.</p> <p>MEL team reports result on essential services only when beneficiaries have access to the</p>

										supported services and when activities are functioning and successfully operated by supported local actors. Completion of activities has been highly affected by several external factors as described previously including the political paralysis and the financial crisis, the lockdown, fuel crisis, roadblocks, protests etc.
19	Number of people with access to adequate levels of essential services	Quarterly	0	805,000	574,263	286,245	312,753	Reported: 190,845 Achieved: 191,085	-40%	CSP reached 60% from its year 3 target. 25 completed or about to be completed are reported during year 3. However, CSP reached 36% from its LOP target. The deviation from target is due to delays in the implementation given that a considerable number (55) of activities are still under implementation. See Indicator 1 for additional details about external delay factors.
IR 2.2 Level: Economic opportunities increased										
21	Number of people directly benefiting	Quarterly	0	4100	1919	5503	1,104	3,317	+200%	CSP was able to exceed its yearly planned target as well as the LOP target. This indicator was collected mainly from activities involving

	from increased economic opportunities as a result of USG-assistance in local communities									<p>construction work, such as retaining walls and or water tanks, as well as livelihoods activities targeting women cooperatives to increase their income. The excess results came from labor intensive activities through which not only the direct beneficiary with daily work is counted, but also the household members: STH022 (Hasbani), STH021 (Chouf), and NTH030 (El Qalamoun – Dedde).</p> <p>In addition to BEI001 (Beirut Emergency Response Community Clean-up reached a considerable number of workers along with their household members.</p>
22	Number of Micro, Small or Medium enterprises supported by USG assistance	Quarterly	0	7	18	5	9	5	-45%	<p>CSP reached 55% from its year 3 target and 72% from its LOP target.</p> <p>5 MSMEs supported by USG assistance through Qrayeh and Fnaideq activities were reported during Year 3.</p> <p>More results will be reported as soon as more activities that support rural cooperatives and SMEs are completed such as Ain</p>

											Ebel that aims to upgrade the Municipal Festival Grounds.
IR 2.3 Level: Community cohesion improved											
23	Percentage of beneficiaries' community members who believe stability has improved	Annual	0%	60%	60%	81%	60%	78%	+30%		<p>CSP exceeded the target set for year 3.</p> <p>This number portrays the average results of the questionnaire conducted for 8 activities. The overall percentage proves that these activities had a positive impact in lowering the heightened tensions related directly to the services provided by CSP.</p>

ANNEX B. INDICATORS PERFORMANCE TRACKING TABLE

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

ANNEX C: CSP TO2 ACTIVITY TRACKER

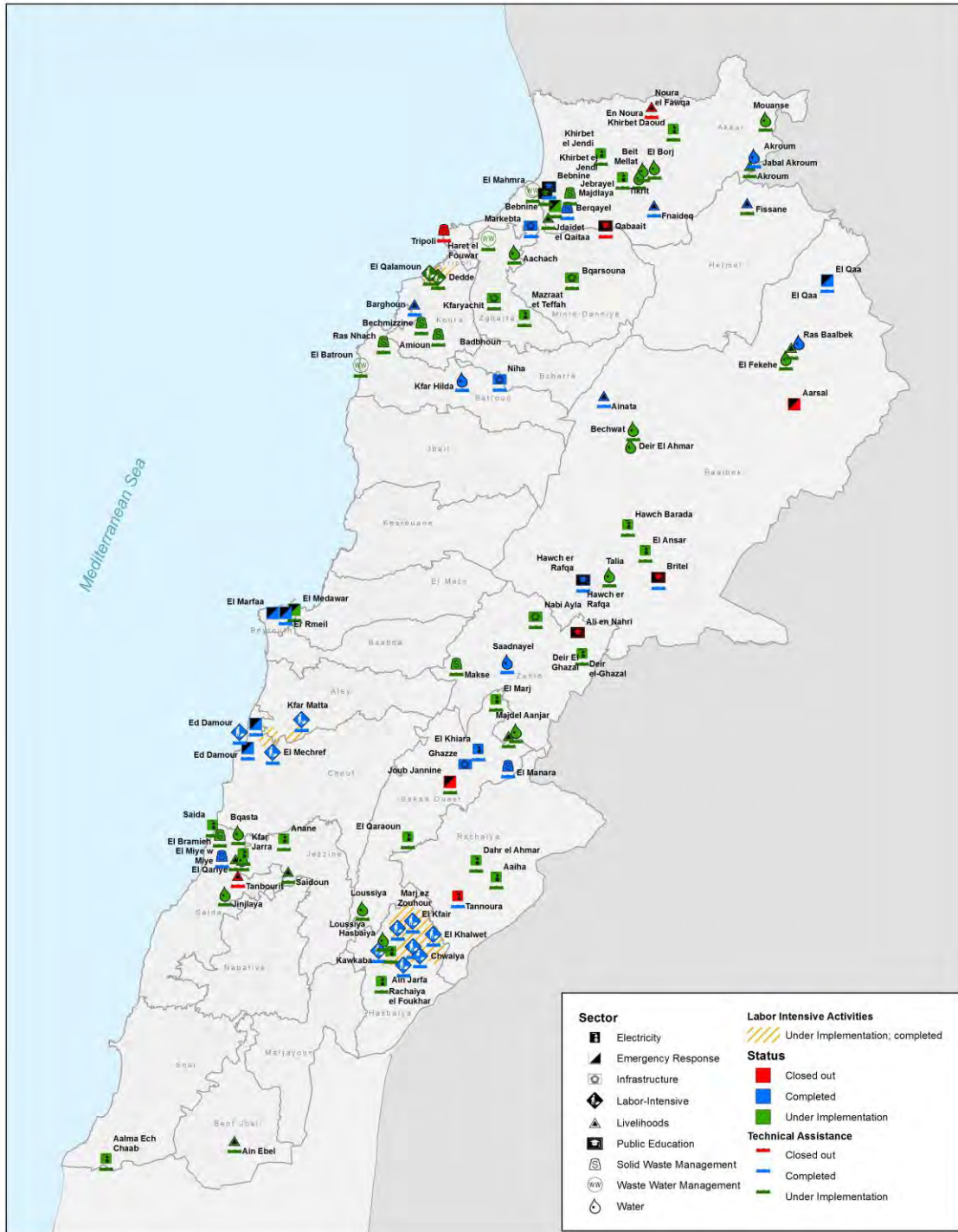
Please refer to the email attachment labeled “Annex C. TO 2 Activity Design and Implementation Tracker.”

ANNEX D: TO 3 PROGRESS STATUS

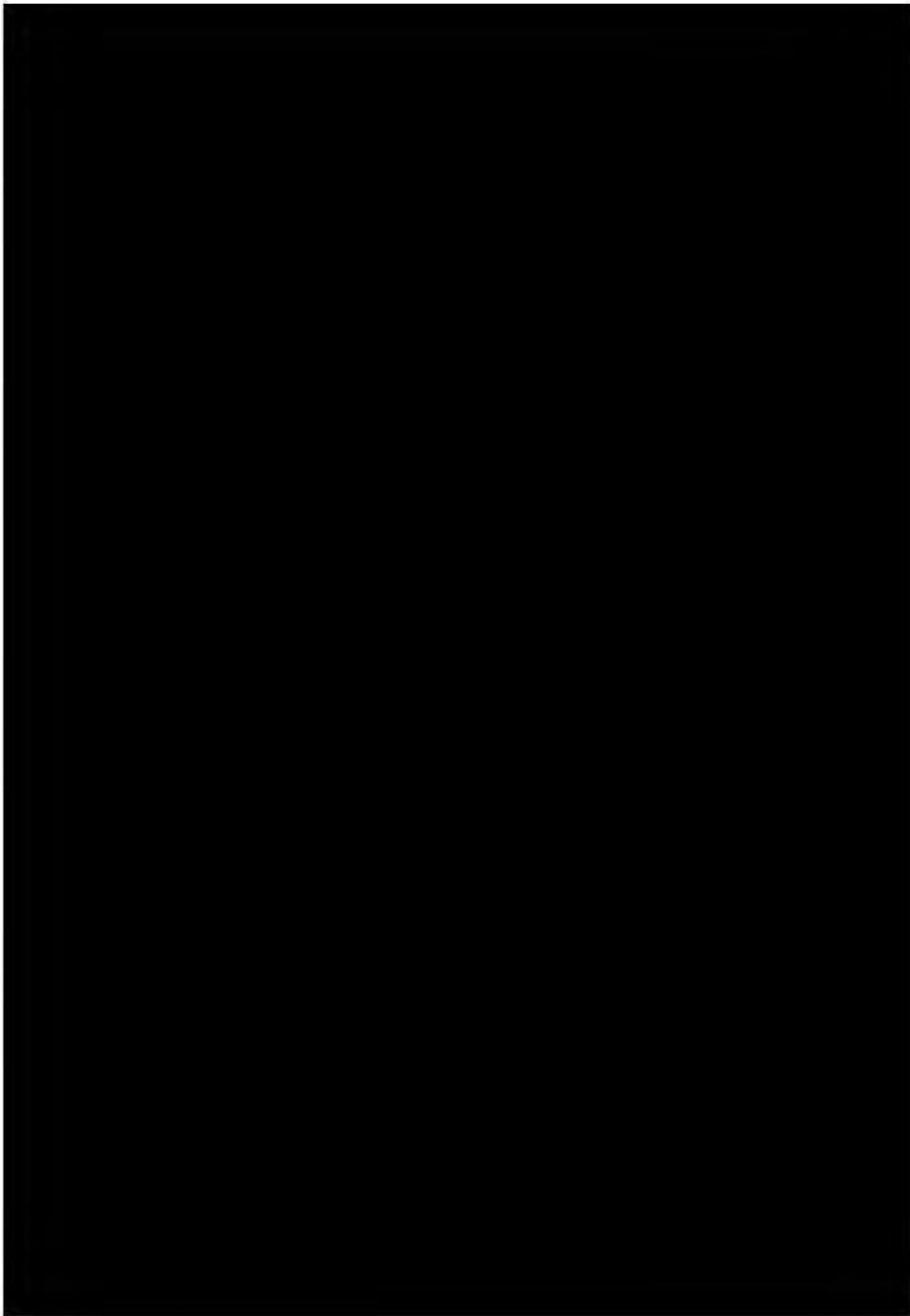
Please refer to the email attachment labeled “Annex D. TO 3 Progress Status.”

ANNEX E: MAPS OF CSP ACTIVITIES AND FUNDING LEVELS

CSP TO2 - TO3 Activities
Sector & Status



Date: OCT 2021 / Produced by: GIS/Transport



ANNEX F: YEAR 3 PROGRESS MADE TOWARDS TARGETS – TO3

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of Y3Q4	Cumulative Results as of Y3Q4	Y3 TO3 Targets	Y3 TO3 Results	10% ± Deviation	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										
1	Number of people benefiting from of USG assistance [PMP]	Quarterly	0	1,170	350	462 Reported 928 Achieved	200	417 Reported 505 Achieved	+152%	The number of beneficiaries is high as many training components were closed this year. In addition, three cluster TAARs were conducted (Social Media, Asset Management and Community of Practice). These TAARs were conducted regionally and targeted all interested individuals, representing different local actors.
2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	117	23	2 Reported 17 Achieved	20	2 Reported 16 Achieved	-20%	Under TO3, the local actors and partners are not reported before the TAAR is fully executed and closed. There are over 50 ongoing TAARs; their respective local partners with enhanced abilities will be reported on once all the training components are concluded.
3	Proportion of female participants in	Quarterly	0	30	30%		30%	45%	+50%	This number is the result of efforts towards greater inclusivity. In addition, many of the reported

	USG assisted programs									beneficiaries were from schools and women led and run COOPs, which have a higher number of females.
PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met										
4	Percent of USG-assisted Organizations with improved performance.	Annual	0	90%	90%	81.25%	90%	81.25%	-9.7%	
5	Number of local actors maintaining CSP-funded equipment, infrastructure, or facility operations for at least two years after the completion of CSP intervention	Annual	0	70	0		0		0%	
RESULT I LEVEL: Ability of local actors to mobilize development resources demonstrated										
7	Number of local actors who demonstrate	Annual	0	23	3	2	3	2	-33%	Under TO3, the local actors and partners are not reported before the TAAR is fully executed and closed. There are over 50

	increased ability to mobilize resources towards community needs									ongoing TAARs; their respective local partners who demonstrate ability to mobilize resources will be reported on once all the training components are concluded.
8	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	Quarterly	0	██████	██████	██████	██████	██████	-22.1%	As more training components and TAARs are closed and concluded, this number is expected to increase accordingly.
9	Number of local actors who apply USAID-funded training to community-based projects	Annual	0	58	7	2	7	2	-71%	Under TO3, the local actors and partners are not reported before the TAAR is fully executed and closed. There are over 50 ongoing TAARs; their respective local partners who apply training to community-based projects will be reported on once all the training components are concluded.
IR 1.1 Level: Development resources accessed by communities										
11	Number of community member who have participated	Quarterly	0	0	0	156 Reported 170 Achieved	0	156 Reported 170 Achieved	+100%	TO3 originally does not report results under this indicator. Pending approval of TO3s revised MEL plan, this indicator captures project design activities (profiling

	in the CSP activity cycle									and participatory TAAR design), community events such as opening/ closing events, stakeholders town hall meetings, troubleshooting, and back-stopping meetings.
12	Number of people who have participated in USAID-funded training	Quarterly	0	1,170	350	901	200	566	+183%	The number of beneficiaries is high as many training components were closed this year. In addition, three cluster TAARs were conducted (Social Media, Asset Management and Community of Practice). These TAARs were conducted regionally and targeted all interested individuals, representing different local actors.
13	Number of days of USG-funded training	Quarterly	0	3,150	1,050	1,304	600	929	+54%	This indicator reflects the preceding one.
14	Number of people who have participated in USAID-funded awareness sessions	Quarterly	0	975	292	587	167	587	+251%	During this past year, TO3 conducted awareness sessions in Al Salam and Marzouka schools as well as in a Ras Nhash. This number depicts the number of people who received awareness sessions under these three activities.
IR 1.2 Level: Capacity of local actors to mobilize resources developed										

15	Number of activities implemented with participation from local stakeholders	Quarterly	0	117	23	2 Reported 17 Achieved	20	2 Reported 16 Achieved	-20%	Under TO3, the local actors and partners are not reported before the TAAR is fully executed and closed. There are over 50 ongoing TAARs; the number of activities with participation from local stakeholders will be reported on once all the training components are concluded.
16	Number of institutional adaptations made as a result of learning and training	Quarterly	0	93	18	24	18	24	+25%	This increase is the result of some local actors adopting more than one type of adaptation. Total number of local actors is 12 with one local actor (Jdaidet El Qaitaa COOP) applying 7 institutional adaptations.
RESULT2 LEVEL: Community members benefit from local development through collaboration										
17	Number of USAID-assisted local actors (CSOs, Private sector organizations) engaged in community, regional and national programs	Quarterly	0	117	23	2 Reported 17 Achieved	20	2 Reported 16 Achieved	-20%	Under TO3, the local actors and partners are not reported before the TAAR is fully executed and closed. There are over 50 ongoing TAARs; the number of local actors will be reported on once all the training components are concluded.
IR 2.1 Level: Essential services delivered or improved										

20	Number of assisted local actors that have developed or improved internal systems to sustain essential services	Quarterly	0	105	18	17	18	16	-11%	This indicator is reported on only once an activity is fully executed and concluded.
IR 2.2 Level: Economic opportunities increased										
21	Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities	Quarterly	0	100	55	37	25	34	+36%	This increase is due to jobs created under different activities following certain training components that require human resources to be executed and implemented. Some examples include asset management in El Qaa, financial software in Akroum, increase in sales in Fnaideq, among others.
22	Number of Micro, Small or Medium enterprises supported by	Quarterly	0	10	3	2	2	1 Reported 2 Achieved		

	USG assistance										
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ANNEX G: CSP FULL ORGANIZATIONAL CHART

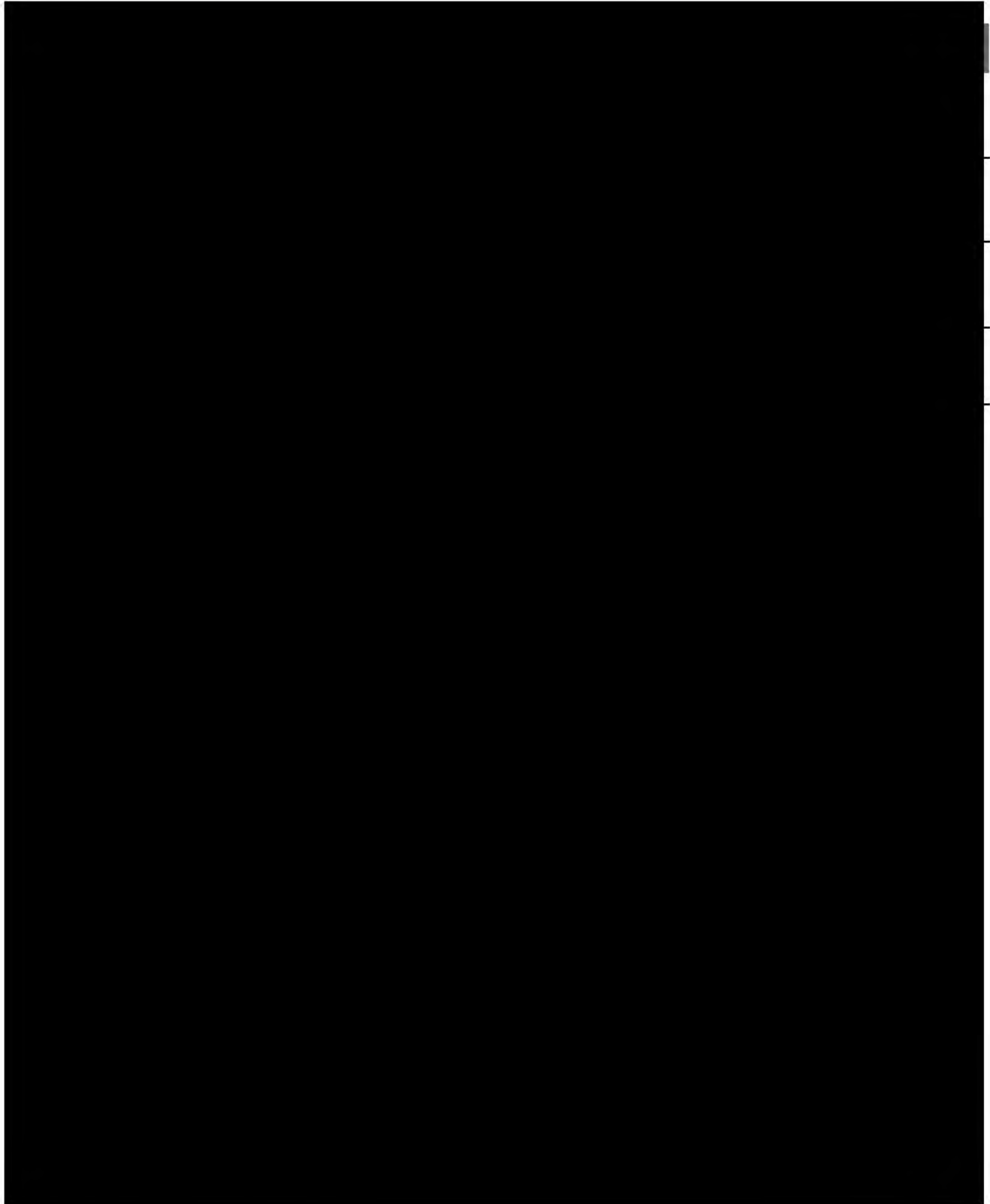
Please refer to the email attachment labeled “Annex G. CSP Organizational Chart.”

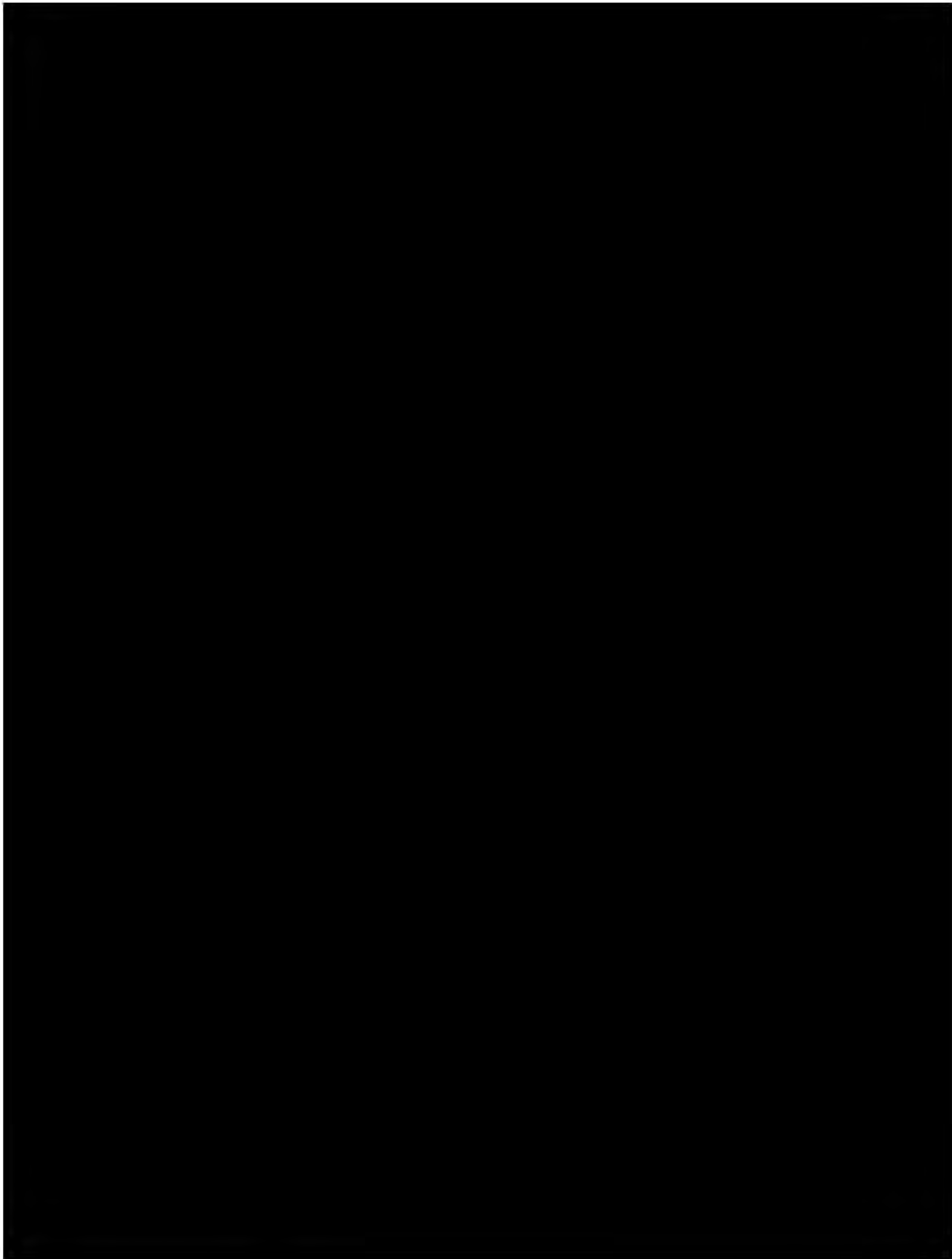
ANNEX H: QUARTERLY FINANCIAL REPORT

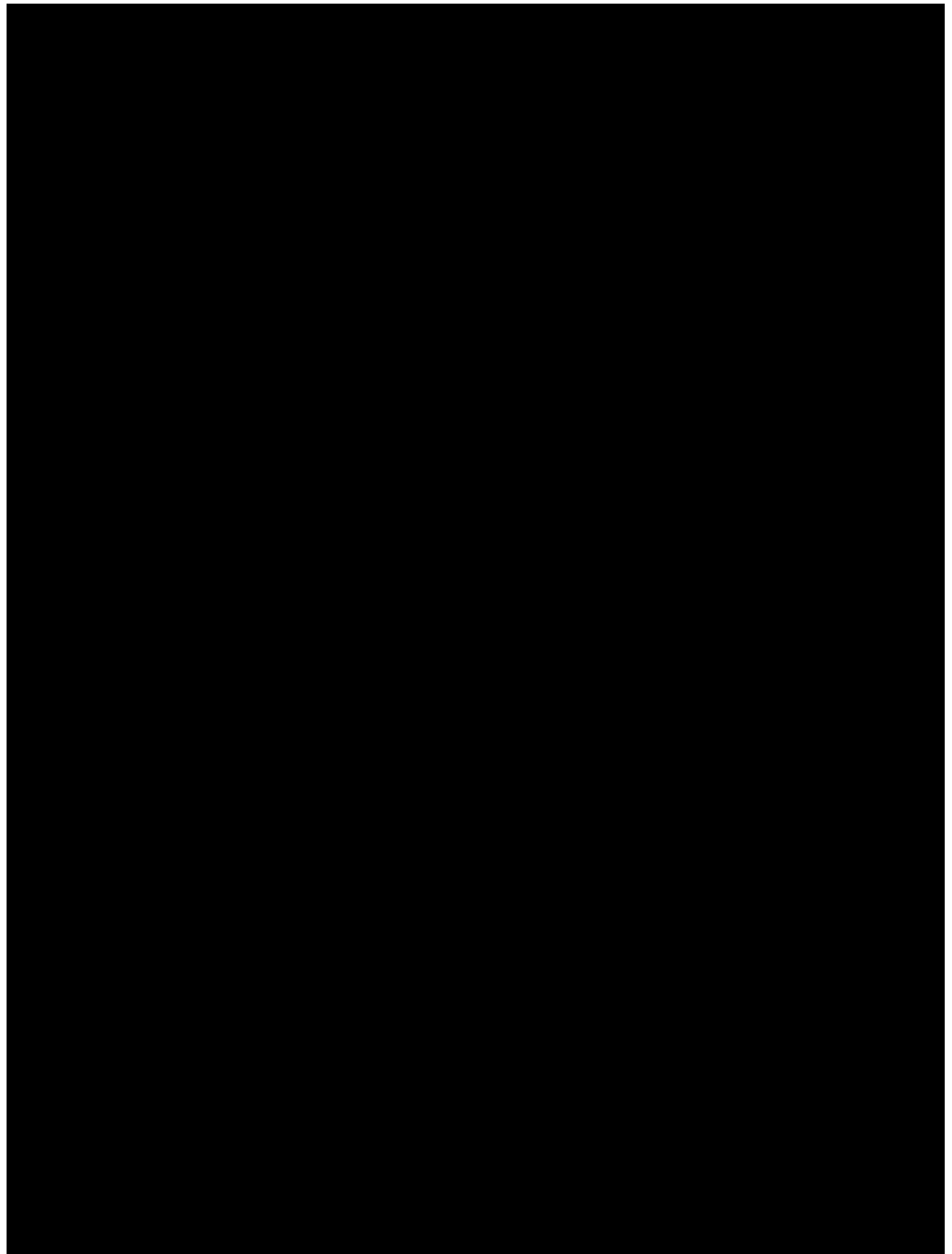
Please refer to the email attachment labeled “Annex H. CSP Financial Report.”

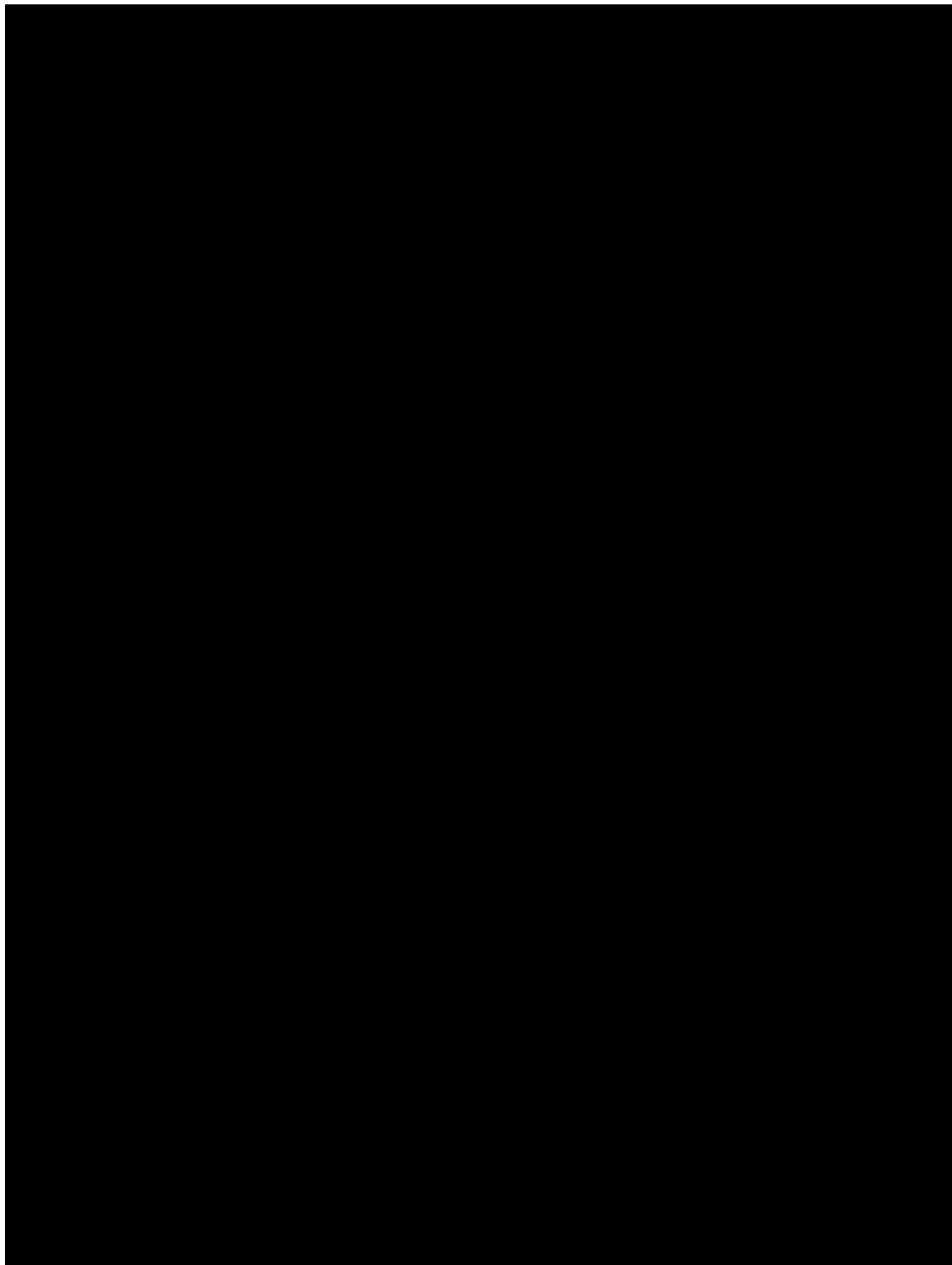
ANNEX I: VETTING TRACKER (JULY – SEPTEMBER 2021)

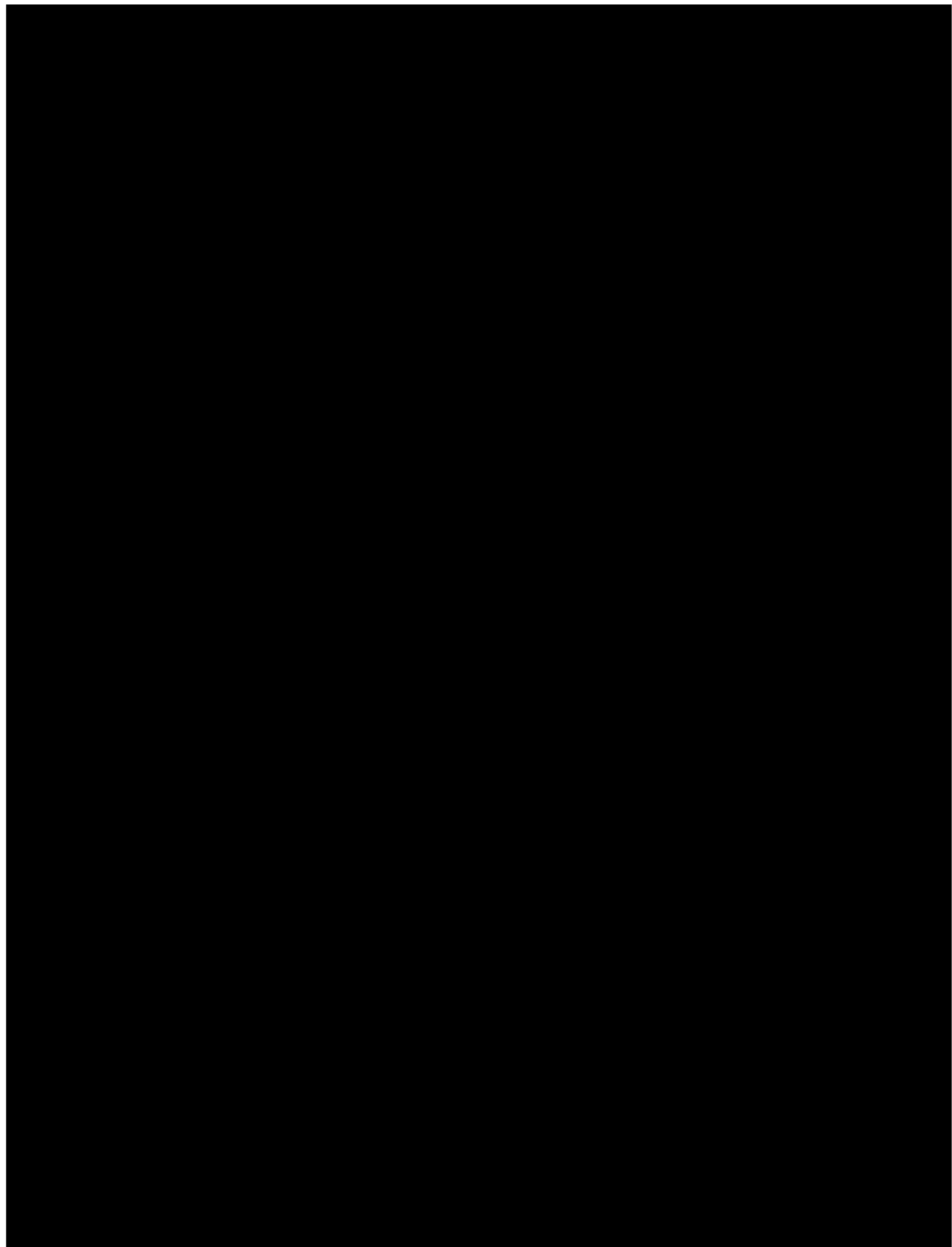
This annex is shared internally and will be removed from the public version of the report which will be accessible on the DEC and CSP website.











ANNEX J: TO2 ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (JULY – SEPTEMBER 2021)

ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY20Q4)							
AREA	ACTIVITY LOCATION	ACTIVITY NO.	ACTIVITY TITLE	ERAC STATUS	STATUS OF ENVIRONMENTAL COMPLIANCE ACTIONS	MAIN FINDINGS	ACTION POINTS/NEXT STEPS
Beqaa	Fissane	BQA007	Improve access to agricultural services in Fissane- Baalbek, Hermel, through provision of pruning and tilling equipment to the Fissane Agricultural Cooperative in order to improve agricultural practices and create income generating opportunities for local residents	Approved by USAID.	Implementation completed	Full compliance with ERAC/EMMP during the construction phase. Full Compliance with ERAC/EMMP during final Environmental compliance visit done in June 2021	
Beqaa	Raas Baalback	BQA017	Rehabilitating the main irrigation network in Ras Baalbek to preserve water and improve livelihoods	Approved by USAID	Implementation completed.	Full compliance with ERAC/EMMP during the implementation phase. Full Compliance with ERAC/EMMP during final Environmental compliance visit done in July 2021	
Beqaa	Ainata Al Arz	BQA020	Supporting Rural Livelihoods by improving Agricultural Production	Approved by USAID	Implementation completed	Full compliance with ERAC/EMMP during the construction phase.	

			Methods for Ainata el Arz Farmers.			Full Compliance with ERAC/EMMP during final Environmental compliance visit done in July 2021	
Beqaa	Ansar	BQA021	Improving electricity service in El Ansar through the provision of a 75 KVA generator with connections	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.
Beqaa	Loussiya/Sultan Yaacoub	BQA023	Reducing Tensions through Operating Water Supply Pump on Solar Energy and Upgrading the new water network in Loussiya	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
Beqaa	Nabi Ayla	BQA025	Improving Public Safety through the Construction of a Retaining Wall with Side Rails in Nabi Ayla	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
Beqaa	Dahr El Ahmar	BQA027	Responding to the urgent community need for electricity provision in Dahr el Ahmar by providing a 450-KVA generator to the municipality	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.

Beqaa	Ras Baalbeck - CWB	BQA030	Expanding Cooperation Without Borders' current nursery operations by installing 1,400 m ² of greenhouses with a heating and cooling system to provide low-cost, high-quality seedlings and services to more local farmers in northeast Beqaa.	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
Beqaa	Bechwat	BQA031	Reducing Tensions and Supporting Farmers and residents in Bechwat by Upgrading the Water System	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
Beqaa	Hawch Barada	BQA032	Enhancing safety and security in Hawch Barada through the installation of 63 LED streetlights	Approved by USAID	Implementation completed	Full compliance with ERAC/EMMP during the construction phase. Full Compliance with ERAC/EMMP during final Environmental compliance visit done in September 2021	
Beqaa	Marj	BQA033	Reducing tensions between Lebanese and Syrian residents in El Marj by replacing 1,055 streetlights with LED bulbs to enhance local safety	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.

Beqaa	Qaraoun	BQA034	Reducing tensions between Lebanese and Syrian residents in El Qaraoun by replacing 550 streetlights with LED bulbs to enhance local safety	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.
Beqaa	El Fekehe	BQA035	Providing Sustainable Electricity to the El Fekehe Water Pump through the installation of solar panels in addition to the implementation of rehabilitation works in the operation and chlorination room	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
Beqaa	Majdel Anjar	BQA036	Reducing tensions over water in Majdel Aanjar through the provision of a solar system for its water pump	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
Beqaa	Makse	BQA037	Improving the Solid Waste Management System of Makse village by Reducing Collection Costs on the Municipality through Provision of 50 Street Recycling Bins	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.

Beqaa	Aaiha	BQA038	Responding to the urgent community need for electricity provision in Aaiha by providing a 450 KVA generator to the municipality	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.
Beqaa	Deir el Ghazal	BQA039	Responding to the urgent community need for electricity provision in Deir el-Ghazal by providing a 400 KVA generator to the municipality	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.
North	Akroum	NTH004	Supporting Olive Tree Farmers in Akroum Through a Decanter and Generator	Approved by USAID	First compliance visit report done in December 2019. Second Compliance visit done in July 2020.	Partially Compliant, pending points: - Improving the seepage prevention measures for the pomace drying area. (Responsibility: Cooperative) - Improving the seepage prevention measures for the canals. (Responsibility: Cooperative). - Improving the mitigation measures of the domestic wastewater being discharged into an underground hole directly in contact with the soil.	Second environmental mitigation inspection was done in July 2020. The corrective measures to meet full compliance are being implemented in collaboration with the beneficiaries and a third environmental mitigation inspection is expected in December 2021

						(Responsibility: Cooperative).	
North	El Mhammara	NTH007	Supporting the wastewater management system in El Mahmra	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
North	Jdaidet el Qaitaa	NTH009	Supporting Jdeidet el Qaitaa Women's Cooperative	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
North	Mouanse	NTH013	Rehabilitation of the pumping system for the borehole feeding Mouanse village	Approved by USAID	During construction phase, CSP team and ELARD conducted environmental compliance visit in December 2020.	Partially compliant. Pumps are not yet fully installed and operational. A second compliance visit during construction phase is recommended by ELARD after pumps are installed and operational	A second compliance visit during implementation phase is expected to be conducted in November 2021 due to the health
North	Aachach, Arde & Meryata	NTH020	Supporting Farmers' Livelihoods by Constructing an Automated Water Distribution Station in Ayoun Aachach.	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.

North	Berqayel	NTH024	Supporting Solid Waste Management in Berqayel Village	Approved by USAID	During implementation phase, CSP team conducted environmental compliance visit	<p>Full compliance with ERAC/EMMP during the implementation phase.</p> <p>Partially Compliance with ERAC/EMMP during the final Environmental compliance conducted in March 2021.</p> <p>Bins are placed in the Municipal Garden due to the security situation. Bins to be redistributed to the approved points.</p>	A second compliance visit during implementation phase is expected to be conducted in October 2021.
North	Bechmezzine	NTH025	Addressing the Solid Waste Management Crisis in Koura by improving the collection, capacity and operations of the Bechmizzine Material Recovery Facility in Koura through equipment provision and technical assistance	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.
North	Kherbet Ej Jendi	NTH027	Supporting Khirbet ej Jendi Electrical Backup System	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.

North	Ras Nhash	NTH028	Supporting the Waste Sorting System in Ras Nhash Village	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
North	Kherbet Daoud	NTH029	Enhancing the Quality Voltage of the Electrical Service in Khirbet Daoud	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental compliance visit report during construction phase is expected to be done in October 2021
North	NTH030	Qalamoun	Construction of Qalmoun – Deddeh stairs in a Labor Intensive Project	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in March 2022.
North	Haret Fouar	NTH031	Completing the Sewage Network in Haret el Fouwar Village	Approved by USAID	Onsite implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First Environmental compliance visit report during construction phase is expected to be done in November 2021 while the implementation is on-going
North	El Batroun	NTH033	Alleviating Tensions over Wastewater in Batroun by Connecting Three Neighborhoods to the Network	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is

							expected to be in December 2021.
North	Majdlaya	NTH034	Improving Municipal Solid Waste Management and Reducing Tensions in Majdlaya Village by providing 65 Steel Waste Bins, and Four Recycling Collection Points	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
North	Beit Mellat	NTH035	Supporting the community of Beit Mellat in Akkar through the installation of an on-grid solar system for its water pump	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in April 2022.
North	Mazraat et Tefah	NTH036	Installing an on-grid Solar System for Mazraat El Tefah's water pump	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
North	Tikrit	NTH037	Enhancing water provision in Tikrit through the installation of an on-grid solar system for its water pump and a 150-meter water connection pipeline.	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in March 2022.
North	El Borj	NTH038	Enhancing water provision in Bourj Akkar through the installation of an on-grid solar	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is

			system for two water wells				expected to be in April 2022.
North	Kfar Yachit and Bisbeel	NTH039	Reducing tension between the Kfaryashite and Bisebaal residents over rainwater flooding through the construction of a rainwater drainage system.	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
North	Jebraïel	NTH040	Supporting Jebraïel Municipality to Provide Electrical Services Through Provision of a Generator, Electric Board, and Network	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
North	Jurd El Qaitea	NTH041	Enhance Jurd El Qaitea Union villages' preparedness abilities to better respond to natural emergencies	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in November 2021.
North	Amioun	NTH043	Improving the Recyclables Collection and Management System in Amioun Material Recovery Facility by providing it with equipment and distributing 360 new recycling cages to 24 villages, paralleled with an awareness-raising campaign on recycling.	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.

North	Bqarsouna	NTH044	Enhancing security and service delivery in Bqarsouna by equipping the municipality's skid-steer loader with a snow blower attachment as well as a salt sprayer and replacing 250 old streetlights with new LED Bulbs	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in February 2022.
South	Saida	STH001	Installing solar Led lights in Old Saida alleys to enhance sense of security	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be conducted in October 2021
South	Bqosta	STH006	Providing better water services in Bqasta	Approved by USAID	Implementation on-going During construction phase, weekly environmental monitoring inspection visits are conducted by CSP and BTB.	First environmental compliance visit not yet conducted by ELARD.	First Environmental mitigation inspection visit during construction phase is expected to be conducted in October 2021
South	Ain Ebel	STH008	Improving Economic Opportunities in Ain Ebel by Supporting Community Investments	Approved by USAID	Implementation on-going	Final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in October 2021.
South	Rachaya El foukhar	STH016	Enhancing Security and Service Delivery through	Approved by USAID	Onsite implementation completed	Full compliance with ERAC/EMMP during	Final environmental mitigation inspection visit report is

			Efficient Street Lighting in Rachaiya El foukhar			the implementation phase. Final Environmental compliance visit not yet conducted	postponed until October 2021
South	Qariye	STH017	Improving Economic Opportunities in El Qariye by Supporting Community Investments	Approved by USAID	Implementation on-going	Full compliance with ERAC/EMMP during the implementation phase till date. Final Environmental compliance visit not yet conducted	Final Environmental compliance visit report is expected to be done in October 2021
South	Jinsnaya	STH018	Building a new elevated reinforced concrete water tank of 300 cubic meters of capacity	Approved by USAID	Onsite implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection during construction phase is expected in December 2021.
South	East Saida	STH020	Supporting the Solid Waste Management Initiatives in East Saida by providing bins and expanding the awareness-raising campaign.	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits not yet conducted.	First Environmental compliance visit inspection during implementation phase is expected to be done in November 2021
South	LRI-Chouf	STH021	Labor-intensive Forest Management Activities in Chouf area	Approved by USAID	Implementation on-going	Routine environmental monitoring conducted by CSP FO engineers.	Environmental compliance visit report is expected to be done in October 2021
South	AFDC – Hasbani	STH022	Labor-intensive works in Forest Management Activities and Cleaning of	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental	First Environmental mitigation inspection visit during construction phase is

			Irrigation Canals in Al Hasbani area			compliance visits not yet conducted.	expected to be in October 2021.
South	Saidon	STH025	Improving the livelihoods of small farmers in Saidoun Cluster (Saidoun, Rimat, Hidab, Deir Qattine, and Sanaya villages) through the provision agricultural production and harvesting equipment to Saidoun Agricultural Cooperative	Approved by USAID	Implementation on-going	Routine environmental monitoring conducted by CSP FO engineers.	Environmental compliance visit report is expected to be done in December 2021
South	Kfarjarra	STH026	Reducing Tensions between Kfar Jarra residents by Completing the Existing Solar Street Lighting System to Cover all Neighborhoods	Approved by USAID	Onsite implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First Environmental compliance visit inspection during implementation phase is expected to be done in December 2021
South	Anane	STH028	Reduce municipal costs and enhance the safety and security in Anane by replacing 200 streetlights with LED bulbs and installing ten solar powered lights	Approved by USAID	Onsite implementation not yet started by the end of the reporting period	Routine and final environmental compliance visits not yet conducted.	First Environmental compliance visit inspection during implementation phase is expected to be done in December 2021
South	Hasbaiya	STH029	Reducing the financial burden on Hasbaiya residents via the implementation of a hybrid Photovoltaic solution	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.

South	Alma ech chaab	STH030	Reducing the financial burden on Alma ech Chaab residents through installing two on-grid solar farms to reduce the cost of electricity on families and businesses	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Routine and final environmental compliance visits not yet conducted.	First Environmental mitigation inspection visit during construction phase is expected to be in December 2021.
Beirut	Karantina	BEI002	Fixing damaged streetlight bulbs and replacing traditional bulbs with LED bulbs to promote Safety in damaged neighborhoods surrounding the Beirut Port Explosion Area.	Approved by USAID	Implementation on-going	Routine and final environmental compliance visits will be conducted during and after implementation.	First environmental mitigation inspection visit during implementation phase is expected to be conducted in November 2021
Beirut	Port of Beirut	BEI003	Improving Hygiene and Sanitary Conditions for Workers at the Port of Beirut	Approved by USAID	Implementation on-going	Full compliance with ERAC/EMMP during the implementation phase till date. Fully Compliance with ERAC/EMMP during final Environmental compliance visit done in April 2021,	

ANNEX K: CSP TRANSFORMING LIVES STORY CLEARED DURING Q-3



USAID | LEBANON

FROM THE AMERICAN PEOPLE

TRANSFORMING LIVES STORIES

LEBANESE YOUTH TAKES A BIG STEP IN HIS CAREER

Internship Program Provides Students and Graduates with Practical Experience and Supports Underserved Communities



Photo credit: Community Support Program (CSP)

██████████ Mechanical Engineering student and intern supported by USAID, provided instructions to olive farmers during his internship.

“My internship with CSP was a life-changing experience. It provided a much-needed link between academic theory and practical community support. Seeing the skills that I had learned over three years benefitting real communities, was extremely rewarding and contributed to my drive to succeed in this field and give back to my community and to Lebanon.”

Born and raised in The Gambia (West Africa) to Lebanese parents, ██████████ began life comfortably enough, with a stable home environment and a loving family. This, however, quickly changed as his mother tragically passed away when he was 10 yearsold, and his father’s once lucrative business began to collapse. Four years later, the ██████████ family returned to Lebanon to live with their relatives and start a new, more challenging life. Despite having to quickly adapt to Lebanese public education, ██████████ excelled in school. However, since his family was unable to support him through higher education, he applied for and received a full scholarship under the USAID-funded University Scholarship Program (USP), to study mechanical engineering at the Lebanese American University (LAU) in Beirut.

During his time as a student, ██████████ was accepted as an intern by USAID’s Community Support Program (CSP), as part of an inter-program collaboration between USP and CSP. During his three-month internship, ██████████ designed and conducted workshops and training sessions to ensure the maintenance and sustainability of USAID-provided equipment to underserved communities in Lebanon. In October 2020, his efforts were showcased as he trained farmers in the villages of Barghoun and Badbhoun to safely operate and maintain olive-harvesting machines, which CSP had provided to help bolster the income of around 650 farmers. In parallel, ██████████ trained representatives from the Beqaa-based SADA NGO to safely use the heaters that CSP provided as part of an intervention to replace the NGO’s institutional equipment damaged during heavy storms in 2019, benefiting more than 350 local residents.

Reflecting on his role in these projects, ██████████ says, “my internship with CSP was an incredible opportunity to see academic theory put into practice and benefit local communities”. ██████████ is one of a dozen interns selected by CSP to further enhance its efforts in delivering assistance to underserved communities, while supporting USAID-assisted scholars to gain vital skills to enter the job market.

Following the completion of his internship, ██████████ was awarded a Fulbright Scholarship for a master’s degree in Robotics and Controls at the Michigan Technological University in the United States, beginning in August 2021. He chose his degree carefully, taking note of the skills needed in Lebanon. ██████████ realized that his education, coupled with hard work and his dedication to serving his home country, could bring lasting innovation and, in turn, could offer a better future to many underserved communities.

In a country marked by a deepening economic and political crisis, where many young people feel that the future holds little opportunity for them, ██████████’s unwavering ambition to not only succeed, but also to “give back” and to “participate in returning Lebanon to prosperity”, comes as a shining light of hope amidst difficult times.