



LEBANON COMMUNITY SUPPORT PROGRAM

# QUARTERLY REPORT

## APRIL– JUNE 2022

USAID/Lebanon Community Support Program

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JULY 30, 2022

**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.**  
**Fattal-Dolphin Building, 4th Floor, Sin el Fil**  
**Beirut, Lebanon**

**FRONT COVER PHOTO** Labor-intensive worker, Bilal, clearing an irrigation canal in El Fekehe (Beqaa). Bilal has an intellectual disability and is hard of hearing. He is one of 14 workers with disabilities who were engaged in CSP's Labor Intensive Work (LIW) activities during this quarter in the Beqaa. Overall, these activities provided much needed short-term income to 236 workers in El Fekehe, Bwarej, Qabb Elias and Barr Elias.

**BACK COVER PHOTO** Delivery of Recyclables Bins in Qallat to help residents tackle the solid waste crisis in the Koura District, North Lebanon.

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## ACRONYMS

AAP	Activity Approval Packages
ACP	Activity Closeout Packages
AFDC	Association for Forests, Development, and Conservation
ALI	Association of Lebanese Industrialists
AoA	Act of Agreement
AUB	American University of Beirut
BTD	<i>Bureau Technique pour le Développement</i>
CBO	Community-Based Organization
CfW	Cash-for-Work
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
LIW	Labor-Intensive Works
LOP	Life-of-Project
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
ToT	Training of Trainer
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USG	U.S. Government
USJ	University of Saint Joseph
USP	University Scholarship Program
WFD	Workforce Development

## EXECUTIVE SUMMARY

The Community Support Program (CSP) in Lebanon is a \$100 million, 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 five Task Orders (TOs) according to the following components: 1) community stabilization; 2) community development; and 3) technical assistance and capacity building. CSP also has a management task order that provides core operational and crosscutting technical support. 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 private sector entities to implement four technical task orders: community support, workforce development, wastewater management, and technical assistance and capacity building.

The third quarter of FY2022, spanning from April to July 2022, was characterized by continued exacerbation of the country's multifaceted socio-economic crisis as residents face an ongoing degradation of living conditions and dwindling public services. Despite these challenges, CSP's management and technical teams successfully maintained business continuity and advanced assistance delivery to underserved communities. While this report focuses on CSP's progress and achievements during the third quarter of FY2022, the infographic on page 5 includes cumulative results of CSP's programming since its inception in August 2018.

CSP's community support component, also known as Task Order 2 (TO 2) continued to collaborate with local partners, including municipalities, CSOs, and other community-based groups, to implement activities which contribute to alleviating sources of rapidly escalating tensions amidst the current nationwide economic crisis and the reduced capacity of local authorities and actors to address communities' immediate needs. As the weather conditions improved in Lebanon during this quarter, TO 2 was able to ramp up the implementation of activities and successfully completed and closed out five activities. During this period, 46 of the 97 approved interventions were under implementation.

CSP's workforce development component, known as TO 4, falls under USAID's economic growth office and operates according to a different development objective and set of results. Although TO4 prepares its own quarterly progress report that is separate from the rest of the IDIQ's, this report provides a brief summary of TO 4 key accomplishments during the quarter, including improving employment outcomes for 16 new individuals and reaching a total of 50 individuals with better employment by the end of the quarter, launching two vocational courses, awarding 39 new scholarships, placing 38 TVET graduates in internships, and establishing two employment offices at partner TVETs.

Despite the worsening labor and economic crises in Lebanon, CSP's wastewater management component, TO 5, continued to progress on the implementation of two of its construction interventions in Aitanit



and Nmairy. The team equally developed six scenarios for USAID to consider for the implementation of the remaining four infrastructure interventions. This quarter, TO 5 also successfully revised the Industrial Wastewater Treatment grant agreement to help committed industries mitigate their industrial wastewater. Finally, the team concluded its collaboration with Tawfeer Discount Store to raise public awareness on wastewater and water conservation.

In parallel, CSP's technical assistance component, also known as TO 3, continued to focus its efforts in designing and implementing technical assistance interventions with municipalities, civil society organizations (CSOs), and community-based organizations (CBOs) across Lebanon. This assistance gave CSP partners the opportunity to improve organizational development, financial management, social media management, and the operation and maintenance of USAID provided equipment. During the quarter, TO 3 designed two new Technical Assistance Assessment Reports (TAARs) and completed the implementation of nine interventions. The team equally built the capacities of 467 additional unique trainees, as well as 56 volunteers and nine USP/CSP interns.

The rest of this report details the progress made by each TO under the CSP IDIQ during the third quarter of FY2022. After providing a more detailed overview of the country context impacting the trajectory of CSP during the quarter, this report includes the progress achieved under CSP's community support and wastewater management components, as well as a briefing page on workforce development achievements. The report then provides detailed updates on how CSP's technical assistance component enhanced the sustainability of the other three components' activities and concludes with how CSP's TO 1 continued to provide operational and management support, as well as communications and monitoring, evaluation, and learning support to ensure cross-task order coordination and the smooth delivery of CSP assistance. Finally, the report includes a series of annexes, such as charts, maps, and other supplementary material to augment the narrative of CSP's progress.

## I. COUNTRY CONTEXT

The third quarter of FY2022 (April - June 2022) was, similar to the previous quarters, characterized by the deepening of the social, economic and political crises in Lebanon, with still little optimism that the situation will improve in the near future. The general elections took place as planned on May 15, 2022, and resulted in unexpected victories of emerging change groups, which led to the March 8th alliance losing its parliamentary majority. Amidst media euphoria over political change coming to the country, it is often overlooked that non-change figures still hold around 100 of 128 seats in parliament. As such, even though the change movement exceeded all expectations and won truly impressive victories that could result in new ideas, the balance of power in parliament remains decisively in favor of the status quo on financial and economic policy. So, while those aspiring for change in Lebanon have made an impressive and surprising electoral breakthrough, the coming period is set to entail a tense stalemate with many hard-fought battles.

On the economic front, after reaching an all-time low of around 37,000 Lebanese Pounds (LBP) to the dollar in late May 2022, throughout the month of June the national currency experienced relative stability, fluctuating between LBP28,000 and LBP30,000. At the same time, this quarter witnessed an important hike in prices of essential commodities such as fuel and bread, placing increasing strain on Lebanese households. Over the period, the price of fuel increased by another 70% from the previous quarter, which is extremely significant given the country's dependence on back-up electricity from generators and the lack of public transportation infrastructure. This rise in fuel prices has forced an increasing number of households to abandon their generator subscriptions, plunging them into even greater precarity. On the other hand, given that over 80% of Lebanon's wheat is imported from Ukraine, there is a strong concern that wheat reserves will run out during the coming months; large queues have been forming outside bakeries across the country, and people are stockpiling bread in anticipation of possible shortages in the near future. Even though the government has maintained subsidies on wheat products during this period, amplified transport costs still resulted in the steady increase of the price of bread. Finally, part of the economic recovery plan was a steep price hike in Lebanon's telecommunications sector that aims to end chronic budgetary deficits and a lack of maintenance but will also make telecommunications prohibitively expensive for a large number of Lebanese people.

With the sustained degradation of living conditions throughout the country coupled with rising costs of commodities, there has been a gradual rise in opportunistic crime, including kidnappings, and an escalation of protests and violence, particularly acute in the North and Beqaa regions. Meanwhile, the situation in Beirut, Mount Lebanon, and the South remained relatively stable. In early June, a huge wildfire in Dinniyeh district's Safira pine forest marked the start of the recurring fire season, and more than 200 fires were reported by the civil defence in the past month.

Meanwhile, although Lebanon experienced relatively low rates of COVID-19 infections throughout this period, the end of June 2022 saw infection rates rising again making it likely that a new wave could occur during the following quarter.

It is against this backdrop that CSP has continued delivering customized assistance to target communities to improve access and delivery of essential services and enhance economic opportunities. The infographic below includes the cumulative results of CSP's assistance since August 2018.

## CSP's support to Lebanese communities reached...

**397,377** individuals  
**31%** youth

**53%** Female

## Emergency Response

**18 km** Local roadside cleaned

Mount Lebanon Wildfires

**134 km<sup>2</sup>** Forest area cleaned

Beirut Port Explosion

Labor Intensive Work

**45 linear km** Irrigation canals cleaned

**4,060.4 tons** Irrigation canals cleaned

**1,284** people provided with labor-intensive income generation opportunities

## Direct community support

**97** projects under implementation / completed

- Solid waste management
- Access to water and electricity
- public infrastructure
- Emergency response
- Public education
- Livelihoods

## Workforce Development

**767** scholarships awarded  
**50** scholarship graduates with improved employment

In partnership with 13 private Technical and Vocational Education Training institutions (TVET's)

## Wastewater Treatment

at least **3** Medium-to large scale projects under design and construction  
Treating at least **12,000 m<sup>3</sup>** In wastewater per day

## Technical assistance

- social media management
- organizational development
- public safety
- financial management
- strategic planning
- equipment maintenance & operations

**1,801** community members trained

number reflects unique interns from dual master completed technical assistance activities

**45** Interns completed CSP's Internship program



## II. COMMUNITY SUPPORT

During the third quarter of FY2022, the community support component, also known as Task Order 2 (TO 2), continued its efforts to collaborate with local partners, including municipalities, CSOs, and other community-based groups, to implement activities which contribute to alleviating sources of rapidly escalating tensions amidst the current nationwide economic crisis and the reduced capacity of local authorities to address communities' immediate needs. To achieve this, TO 2 adopts a participatory design approach with local stakeholders to assess the most important factors driving local tensions, and focuses largely on the implementation of interventions which enhance residents' access to essential public services, improve local livelihoods, and address issues related to safety and security. In parallel, TO 2 consults with a range of technical and environmental experts to maximize the immediate and long-term benefits for communities. CSP's portfolio of interventions under TO2 encompasses a wide range of sectors, including livelihoods interventions, such as Labor-Intensive Works (LIW), support to agricultural cooperatives, upgrades to water supply systems through solar powered renewable energy, upgrades to wastewater networks, provision of generators, and construction of water tanks to enhance local access to water, among others.

By the end of June 2022, TO 2 was implementing 46 out of 97 approved interventions across communities in Lebanon's North, South, and Beqaa regions. The team added a new intervention during this period and managed to complete and close a total of eight, thereby raising the total number of closed interventions to 18.

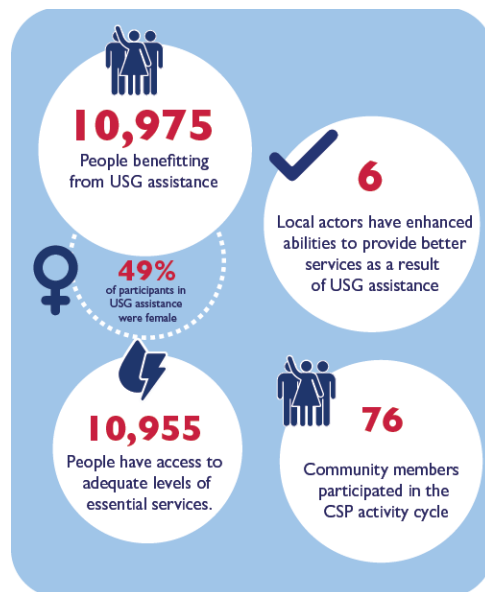
The overall progress unfortunately did not completely offset the delays caused by various issues experienced in previous quarters such as delayed guidance from USAID for the procurement solar panels and componentry, COVID-19 pandemic, and harsh weather conditions during the winter months, among others. For this reason, Chemonics requested to extend the TO2 period of performance from January 13, 2023 to May 31, 2023 at no additional cost to ensure all activities can be fully implemented and closed. Chemonics made the initial request on June 2, 2022, and it is still under discussion with USAID.

### ACTIVITY DESIGN

#### ACTIVITY APPROVAL PACKAGES (AAPs)

No new Activity Approval Packages (AAPs) were submitted during this quarter as TO2 had already committed nearly all available funds to a total of 97 interventions. On the other hand, by the end of June 2022, eight activities were in the design review process pending finalization to be launched for tendering. These interventions largely aimed to enhance water supply for vulnerable Lebanese communities, a sector which has been strongly impacted by the ongoing nationwide financial and fuel crises.

### CSP TO2 Q3FY2022 Results



## SUMMARY OF APPROVED COMMUNITY STABILIZATION AND DEVELOPMENT INTERVENTIONS

By the end of the third quarter of FY2022, TO 2's portfolio was comprised of a total of 63 community stabilization and 34 community development interventions, geared towards sustainably improving access within vulnerable communities to critical services. Two new activities were approved during this reporting period - NTH046: Al Ayoun and NTH049: Ain Yaacoub – which both seek to enhance residents' access to water supply. One activity was retracted - NTH035: Beit Mallat - after it was clustered under the new activities in Al Ayoun and Ain Yaacoub.

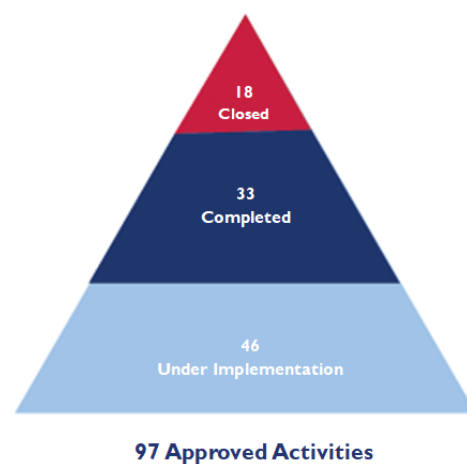
## CLOSEOUT PACKAGES

During this period, TO 2 successfully closed out five community support activities: NTH008 Markebta; NTH010 Kfarhelda; BEI001 Beirut post blast rubble removal; BEI003 Beirut Port latrines; and BQA012 Ghazze. The team equally closed seven grants, which included five community engagement grants (CE001 RMF; CE002 Caritas; CE004 PeaceLabs; CE005 Nahnoo; CE006 AND) and two labor intensive works (STH021 LRI; STH022 AFDC).

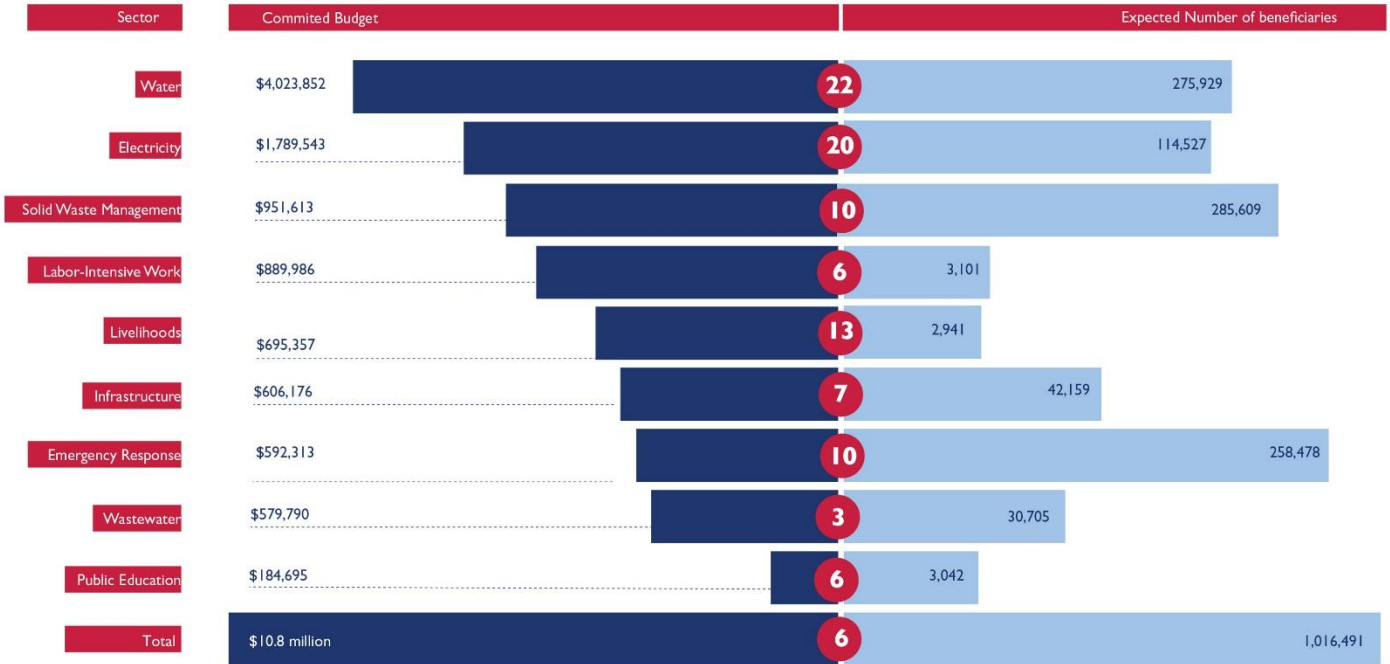
## ACTIVITY IMPLEMENTATION

TO 2 continued to implement community development and stabilization interventions while adopting a participatory approach with local actors including municipalities, CSOs, and other community-based groups. During this quarter, 76 community members participated in the CSP activity cycle, and six local actors reported having enhanced their abilities to provide better public services as a result of USG support.

By the end of June 2022, CSP had committed \$10.8 million of its activity funds on 97 approved activities, 46 of which were still under implementation, 33 were completed, and 18 were closed. Over the reporting period, a total of 10,975 people benefited from USG assistance, 49% of which were female, and 10,955 reported having access to adequate levels of essential services. The overall expected number of beneficiaries from TO2's entire portfolio of activities is over 1 million residents from over 130 vulnerable and marginalized communities across CSP's areas of intervention. A sector-by-sector breakdown of committed budget along with the estimated number of beneficiaries according to the sectoral type of interventions is illustrated in the visual below:

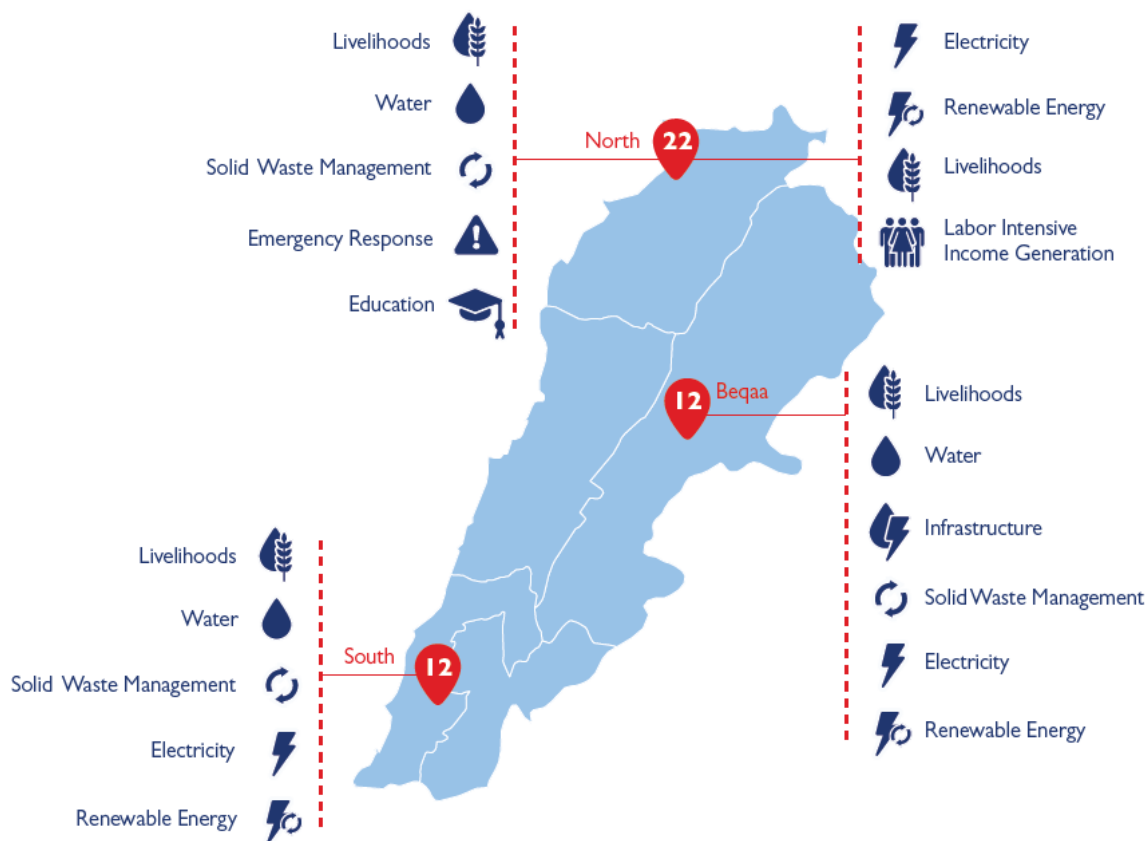


## CSP Committed Budget and Beneficiaries by Sector



# # of interventions

Meanwhile, CSP continued to navigate through a number of implementation challenges affecting the pace of implementation. These ranged from the lack of availability of required items on local markets, to delayed authorities' proceedings, in addition to sporadic events such as the Lebanese parliamentary elections and holidays causing intermittent progress on infrastructure and construction activities. There were significant delays across over twenty ongoing activities that are related to delays in provision of complete and technically sound designs from CSP's subcontractor for construction design – Bureau Technique et Développement (BTD), which is managed by TOI. The quality of BTD's designs is characterized by incomplete preliminary designs – such as those for solar water pumping stations missing the chlorination element while in another case a missing vital element such as the Nabi Ayla retaining wall case. While some delays are attributable to the local context (site access, slow response from Government of Lebanon, etc., CSP's conclusion is that BTD did not adequately resource the program in a way that was proportionate to the magnitude of work anticipated in the FY2022 work plan as promised, despite numerous attempts by CSP TOI and TO2 teams to push for that throughout the year. To mitigate this issue going forward, CSP TOI will be soliciting proposals from qualified and competent contractors to augment BTD's construction design and supervision capabilities. For a breakdown of the sectors and locations of the 46 activities under implementation during the quarter, refer to the below visual.



## 46 Activities under implementation Q3FY2022

The following subsections provide details on activities under implementation, closed and completed as of the end of the third quarter of FY2022, as well as activities experiencing significant delays affecting the possibility of finalizing their implementation within the current timeline of TO 2.

For a full account of all AAPs submitted by CSP, please refer to Annex C: CSP TO 2 Activity Tracker. For maps showing CSP activities by sector, status, and funding level, please refer to Annexes E and L.

### ACTIVITIES UNDER IMPLEMENTATION

Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
BQA011	Deir El Ahmar	Baalbek-Hermel	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar by installing a solar farm and a chlorination room to operate the main existing water pumps of the Bsayleh well.	Water/ renewable energy	Not yet applicable

Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
<b>BQA023</b>	Loussiya – Sultan Yaacoub	Beqaa	Providing sustainable electricity to the Loussiya water pump through solar panels and a backup generator.	Water/ renewable energy	- Equipment Maintenance and Operation / Waste Management
<b>BQA025</b>	Nabi Ayla	Beqaa	Improving public safety through the construction of a retaining wall and side rails in Nabi Ayla.	Infrastructure	Not yet applicable
<b>BQA026</b>	Talia	Baalbek-Hermel	Resolving tensions over water scarcity in Talia by constructing an elevated water tank.	Water	- Awareness Raising on Water Conservation - Proposal Writing - Social Media Management
<b>BQA030</b>	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 along with a solar farm to operate the system to provide low-cost, high-quality seedlings and services to more local farmers in northeast Beqaa.	Livelihoods	- Equipment Maintenance and Operation - Cash Management - Procurement - HR Management - MEL
<b>BQA031</b>	Bechwat	Baalbek-Hermel	Reducing tensions and supporting farmers and residents in Bechwat by upgrading the irrigation water system through the installation of a solar farm for cooperative well water pump and rehabilitation of an existing transmission line to the irrigation lake.	Water/ renewable energy	Not yet applicable
<b>BQA035</b>	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.	Water/ renewable energy	- Creation of a formal committee responsible for water management - Equipment Operation and Maintenance
<b>BQA036</b>	Majdel Aanjar	Beqaa	Reducing tensions over water in Majdel Aanjar through the provision of a solar system for its water pump at the Kahraba water well.	Water/ renewable energy	- Equipment Maintenance and Operation - Grievance Mechanism
<b>BQA037</b>	Makse	Beqaa	Improving the recyclables collection and management system of Makse village by reducing municipal collection costs through the provision of 64 Street Recycling Bins.	Solid Waste Management	- Financial Management and Planning - Awareness Raising on Sorting at Source - Public & Personal Safety



Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
					- Equipment Maintenance and Operation
<b>BQA041</b>	Khirbet Rouha	Beqaa	Reducing tensions over water in Khirbet Rouha through the provision of a PV solar system and a backup generator for municipality's well water pump	Water	- Equipment Maintenance and Operation/ Waste Management
<b>BQA042</b>	Qabb Elias	Beqaa	Enhancing Security and Service Delivery in Qabb Elias by installing 280 all-in-one solar streetlights in strategic locations within the village	Electricity	- Equipment Maintenance and Operation/ Waste Management
<b>BQA043</b>	Bwarej, Barr Elias, and Qabb Elias, Zahleh, El Fekehe,	Beqaa – Baalbek/Hermel	Provision of temporary support to vulnerable Lebanese residents and farmers to survive the Economic and Financial Crisis in Beqaa communities through the implementation of income generation Cash-for-Work (CfW) agricultural activities	Labor-intensive income generation	- First Aid Training
<b>NTH004</b>	Akroum	Akkar	Supporting olive farmers in Akroum through the provision of a decanter and generator.	Livelihoods	- Environmental Compliance - Equipment Maintenance and Operation - Financial Management and Bookkeeping - Organization Development - Business Planning
<b>NTH007</b>	El Mahmra	Akkar	Supporting the wastewater management system in El Mahmra by installing the wastewater network for a newly formed area and connecting the whole village to the Tripoli Wastewater Treatment Plant.	Wastewater	- Documentation & Archiving System - Municipal Administrative Correspondence - Municipal Financial System
<b>NTH009</b>	Jdaidet el Qaitaa	Akkar	Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products by constructing a prefabricated center to host their operations.	Livelihoods	- Financial Management and Planning - Food Safety - Marketing and Branding - Business Planning - Social Media Management
<b>NTH020</b>	Aachach, Arde	North	Improving and rehabilitating the irrigation distribution network in Aachach, and Arde villages to	Water	Not yet applicable

Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
			support livelihoods and ease water resource related tensions amongst the three villages.		
<b>NTH025</b>	Bechmizzine	North	Alleviating some of the solid waste management crisis in Koura district by improving the collection of recyclables and the operations of the Bechmizzine Material Recovery Facility in Koura through equipment provision and technical assistance.	Solid Waste Management	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Financial Management and Planning</li> <li>- Social Media Management</li> <li>- Organization Development</li> <li>- Awareness Raising on Sorting at Source</li> </ul>
<b>NTH027</b>	Khirbet ej Jendi	Akkar	Supporting Khirbet ej Jendi Electrical Backup System by providing a new backup generator and rehabilitating the existing electricity room.	Electricity	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Financial Management and Planning</li> <li>- Social Media Management</li> </ul>
<b>NTH029</b>	Khirbet Daoud	Akkar	Alleviating tensions over electricity shortage in Khirbet Daoud through provision of needed electricity transmission stations.	Electricity	<ul style="list-style-type: none"> <li>- Awareness Raising on Electricity Conservation</li> <li>- Municipal Financial System</li> </ul>
<b>NTH030</b>	Qalmoun / Dedde	North	Labor-intensive income generation intervention to design and build a pedestrian walkway between the two communities.	Labor-intensive income generation	<ul style="list-style-type: none"> <li>- Social Media Management</li> <li>- First Aid</li> <li>- Legal Support</li> <li>- Financial Management &amp; Planning/Bookkeeping</li> </ul>
<b>NTH031</b>	Haret el Fouwar	North	Completing 1250 meters of the sewage network lines in Haret el Fouwar.	Wastewater	Not yet applicable
<b>NTH033</b>	Batroun	North	Alleviating wastewater-related tensions in Batroun by connecting three neighborhoods to the existing network through 1430 meters of sewage lines.	Wastewater	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation</li> <li>- Grievance Mechanism</li> </ul>
<b>NTH034</b>	Majdlaya	North	Improving recyclables waste management and reducing tensions in Majdlaya Village by providing recycling collection points.	Solid Waste Management	<ul style="list-style-type: none"> <li>- Awareness Raising on Sorting at Source</li> <li>- Creation of a Public-Private Partnership</li> </ul>
<b>NTH036</b>	Mazraat et Teffah	North	Installing an on-grid Solar System for Mazraat et Teffah's water pump.	Water/ renewable energy	Equipment Maintenance and Operation / Waste Management

Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
NTH037	Tikrit	Akkar	Enhancing water provision in Tikrit Al Shura well through the installation of an on-grid solar system for its water pump, and a 150-meter water connection pipeline.	Water/ renewable energy	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation / Waste Management</li> <li>- Grievance Mechanism</li> </ul>
NTH038	El Borj	Akkar	Enhancing water provision in Bourj Akkar water well through the installation of an on-grid solar system for two water wells.	Water/ renewable energy	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation / Waste Management</li> <li>- Grievance Mechanism</li> <li>- Social Media Management</li> </ul>
NTH039	Kfar Yachit and Bisbeel	North	Reducing tension between the Kfaryashite and Bisebaal residents over rainwater flooding through the construction of a 1205 meters rainwater drainage system.	Infrastructure	Equipment Maintenance and Operation
NTH040	Jebrayel	Akkar	Supporting Jebrayel Municipality to provide electrical services through the provision of a generator, electric board, and network.	Electricity	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation / Waste Management</li> <li>- Financial Feasibility and Budgeting</li> </ul>
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.	Solid Waste Management	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Financial Management and Planning</li> <li>- Organization Development</li> <li>- Awareness Raising on Sorting at Source</li> </ul>
NTH045	Hasroun	North	Reducing tensions over water resources in Hasroun through the installation of an off-grid solar system for the Hasroun well water pump	Water	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation / Waste Management</li> <li>- Social Media Management</li> </ul>
NTH046	Aayoun	North	Enhancing Water Provision in Akkar through the Installation of Solar System and enhancing the Aayoun Water Pumping Station	Water	- TAAR under development
NTH047	Qbaiyat, Aandqet, and Jabal Akroum	Akkar	Reducing tensions by bringing together workers from Qbaiyat, Aandqet, and Jabal Akroum through the implementation of labor-intensive fire-prevention activities	Labor-intensive income generation	- First Aid Training

Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
<b>NTH048</b>	Sahel Akkar (Qobbet Chamra and Tall el Hayat) And Wadi Khaled (Machta Hammoud, Machta Hassan, Chadra, and Mqaible)	Akkar	Provision of temporary support to vulnerable Lebanese residents and farmers to survive the Economic and Financial Crisis in Sahel Akkar and Wadi Khaled through the implementation of income generation Cash-for-Work (CfW) agricultural activities	Labor-intensive income generation	- First Aid Training
<b>NTH049</b>	Ain Yaacoub	North	Provision of Adequately Sized Generator for Ain Yaacoub Water Pumping Station	Water	TAAR under development
<b>STH001</b>	Saida	South	Installing 49 wall-mounted Led lights in Old Saida alleys with a solar farm to operate them to enhance sense of safety and security.	Electricity/renewable energy	- Equipment Maintenance and Operations - Public Procurement
<b>STH005</b>	Hasbaiya	Nabatieh	Providing water filtration for Hasbaiya's water tank.	Water	- Equipment Maintenance and Operation / Waste Management
<b>STH006</b>	Bqasta	South	Enhancing the provision of water services in Bqasta by constructing an elevated water tank of a capacity of 300m <sup>3</sup> .	Water	Awareness Raising on Water Conservation
<b>STH010</b>	Jinjlaya	South	Enhancing the provision of water in Jinjlaya by installing a generator to ensure continuous backup electricity to the water pumping station.	Water	Not yet applicable
<b>STH018</b>	Jinsnaya	South	Constructing a 300 m3 elevated water tank in Jinsnaya.	Water	Social Media Management, aiming at raising awareness on water conservation
<b>STH020</b>	East Saida	South	Supporting the Sorting from Source Initiative in East Saida (El Bramieh, Hlaliye, Aabra, Majdelyoun, Es Salhiye and Ain ed Delb) by providing recyclable bins and expanding the awareness-raising campaign.	Solid Waste Management	- Awareness Raising on Sorting at Source - M&E - Social Media Management - Needs Assessment for East Saida Municipalities and CSOs
<b>STH025</b>	Saidoun	South	Improving the livelihoods of small farmers in Saidoun Cluster (Saidoun, Rimat, Hidab, Deir Qattine, and Sanaya villages) through the provision	Livelihoods	- Equipment Maintenance and Operations - Social Media Management - Bookkeeping

Code	Location	Governorate	Activity Description	Sectors	Technical assistance component
			agricultural production and harvesting equipment as well as providing a storage structure for the equipment to Saidoun Agricultural Cooperative.		- Pruning & Grafting techniques
STH026	Kfar Jarra	South	Reducing tensions between Kfar Jarra residents by completing the existing solar street lighting system with 140 lights to cover all neighborhoods.	Electricity/ renewable energy	Equipment Maintenance and Operations
STH028	Anane	South	Reducing municipal costs and enhancing the safety and security in Anane by replacing 143 streetlights with LED bulbs and installing 26 solar powered lights.	Electricity/ renewable energy	- Equipment Maintenance and Operations - Municipal Financial Management
STH029	Hasbaiya	Nabatieh	Reducing the financial burden on Hasbaiya residents via the implementation of a hybrid photovoltaic solution for household back-up electricity generation.	Electricity/ renewable energy	Equipment Maintenance and Operation / Waste Management
STH030	Aalma Ech Chaab	South	Reducing the financial burden on Aalma ech Chaab residents through installing two on-grid solar farms to reduce the cost of household electricity on families and businesses.	Electricity/ renewable energy	Equipment Maintenance and Operation / Waste Management
STH32	El Meri	Nabatieh	Installing an on-grid solar farm to reduce the cost of household electricity on residents and El Meri municipality.	Electricity/ renewable energy	- Equipment Maintenance and Operation / Waste Management - Bookkeeping



## CLOSED AND COMPLETED ACTIVITIES

Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
BQA001	Britel	Baalbek-Hermel	Providing essential equipment to the Britel Public School.	Public Education	Closed	Equipment Maintenance and Operation (Completed)
BQA002	Ali en Nahri	Beqaa	Providing essential equipment to Ali Nahri Public High School.	Public Education	Closed	N/A
BQA003	Aarsal	Baalbek-Hermel	Providing fuel vouchers in response to local grievances.	Emergency Response	Closed	N/A
BQA004	Tannoura	Beqaa	Providing the municipality with a 250 KVA generator and replacing accessories affected by storm.	Electricity	Closed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation</li> <li>- Social Media</li> <li>- Municipal Financial Management</li> <li>- Proposal Writing (Completed)</li> </ul>
BQA005	Joub Jannine	Beqaa	Re-equipping SADA NGO center in Joub Jannine following damages by the 'Norma' storm.	Emergency Response	Closed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation</li> <li>- Financial Management</li> <li>- Organization Development</li> </ul>
BQA007	Fissane	Baalbek-Hermel	Expanding Fissane Cooperative through equipping a community space with agricultural equipment.	Livelihoods	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation</li> <li>- Scheduling / Operation Plan</li> </ul>
BQA008	Aarsal	Baalbek-Hermel	Providing fuel vouchers in response to local grievances (Phase Two).	Emergency Response	Closed	N/A
BQA009	El Qaa	Baalbek-Hermel	Equipping El Qaa Municipality for storm response providing three dewatering suction pumps to remove flooding.	Emergency Response	Closed	<ul style="list-style-type: none"> <li>- Asset Management</li> <li>- Equipment Maintenance and Operation</li> </ul>
BQA012	Ghazze	Beqaa	Improving Public Safety in Ghazze through the construction of 79.1 meters retaining wall.	Infrastructure	Closed	N/A

Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
BQA014	Hawch er Rafqa	Baalbek-Hermel	Reducing tensions through providing equipment to the Intermediate Public School of Hawch El Arab.	Education	Completed	<ul style="list-style-type: none"> <li>- Preservation of School Property</li> <li>- Equipment Maintenance and Operation</li> </ul>
BQA015	El Khiara	Beqaa	Enhancing safety and security through the provision of solar lighting in El Khiara by replacing 39 old HPS lighting fixtures by LED type street bulbs and installing 7 new solar panels with LED bulbs on inner roads.	Electricity	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance &amp; Operation</li> <li>- Social Media (Completed)</li> </ul>
BQA016	Saadnayel	Beqaa	Reducing tensions through the installation of a water filtration system at the Intermediate Public School of Saadnayel.	Water	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation</li> </ul>
BQA017	Ras Baalbek	Baalbek-Hermel	Rehabilitating the main irrigation channel in Ras Baalbek to preserve water and improve livelihoods.	Water	Completed	<ul style="list-style-type: none"> <li>- Awareness raising on water conservation</li> </ul>
BQA018	Majdel Aanjar	Zahleh	Equipping Majdel Anjar Agricultural Produce Cooperative with a commercial stove and oven, freezer, tables and bowls, a vacuum packing machine, a sticker/branding application device, fruit and vegetables dehydrator, and some food safety upgrades to produce processed food like jams, pickles in addition to introducing frozen and catering food.	Livelihoods	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation</li> </ul>
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.	Livelihoods	Completed	<ul style="list-style-type: none"> <li>- COOP Management</li> <li>- Marketing and Branding</li> <li>- Organization Development</li> <li>- Business Planning</li> </ul>
BQA021	El Ansar	Baalbek-Hermel	Improving electricity service in El Ansar through the provision of a 75-KVA village generator with connections and a maintenance crane.	Electricity	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operation / Waste Management</li> <li>- Grievance Mechanism</li> </ul>

Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
BQA022	El Manara	Beqaa	Enhancing Solid Waste Management in El Manara by Providing 99 recycling bins	Solid Waste Management	Completed	- Safe collection of wastes
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.	Electricity	Completed	- Equipment Maintenance and Operation Financial Feasibility and Budgeting
BQA032	Hawch Barada	Baalbek-Hermel	Enhancing safety and security and reducing municipal streetlighting bills in Hawch Barada through the installation of 86 LED streetlights.	Electricity	Completed	- Equipment Maintenance and Operations/ Waste Management
BQA033	El Marj	Beqaa	Enhancing security and service delivery and reducing municipal streetlighting bills in El Marj by replacing 850 streetlights with LED bulbs.	Electricity	Completed	Equipment Maintenance and Operations / Waste Management
BQA034	El Qaraoun	Beqaa	Enhancing security and service delivery and reducing municipal streetlighting bills in El Qaraoun by replacing 550 streetlights with LED bulbs.	Electricity	Completed	Equipment Maintenance and Operation / Waste Management
BQA038	Aaiha	Beqaa	Responding to the urgent community need for electricity provision in Aaiha by providing a 450 KVA generator to the municipality.	Electricity	Completed	- Equipment Maintenance and Operation / Waste Management - Financial Feasibility and Budgeting
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.	Electricity	Completed	- Equipment Maintenance and Operation / Waste Management - Financial Feasibility and Budgeting - Grievance Mechanism - Social Media Management

Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
NTH001	Tripoli	North	Improving the sorted solid waste collection capacity of the Union of Al Fayha' Municipalities by procuring 15 new collection points (30 large containers, 2 containers located in each point), 30 cage bins used at 15 schools (2 cages per school), and 30 small garbage bins for pedestrians in the old city markets and three public gardens.	Solid Waste Management	Closed	N/A
NTH002	Qabaait	Akkar	Supporting Qabaait Public Middle School by providing 200 desks, 26 desktops, 26 chairs, 13 desktop desks and installing curtains in the classes.	Public Education	Closed	<ul style="list-style-type: none"> <li>- Public Safety</li> <li>- Preservation of School Property</li> </ul>
NTH003	Jabal Akroum	Akkar	Enhancing strained water services in Jabal Akroum by installing a water pump and connecting pipes to the existing water tank.	Water	Completed	N/A
NTH008	Markebta	North	Building a supporting wall in Markebta.	Infrastructure	Closed	N/A
NTH010	Kfar Hilda	North	Ensuring a proper water flow in the channels of Kfar Hilda by working on four existing water drainage systems. The works include cleaning and installing a steel fence in the 1 <sup>st</sup> drainage system, replacing pipes in the 2 <sup>nd</sup> and 3 <sup>rd</sup> system, and widening the pipes in the 4 <sup>th</sup> system by replacing the existing pipes.	Water	Closed	<ul style="list-style-type: none"> <li>- Cleaning and Check-Up Schedule of the Water Canals</li> <li>- Proposal Writing</li> </ul>
NTH012	Fnaideq	Akkar	Supporting livelihoods through improving sales for a rural cooperative in Fnaideq by designing and constructing a mobile food trail that can be used for selling the cooperative produce.	Livelihoods	Completed	<ul style="list-style-type: none"> <li>- Marketing and Branding</li> <li>- Market Linkages</li> <li>- Social Media Management</li> </ul>
NTH013	Mouanse	Akkar	Rehabilitation of the pumping system for the Mouanse well feeding Mouanse village.	Water	Completed	<ul style="list-style-type: none"> <li>- Not yet applicable</li> </ul>

Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
NTH015	En Noura	Akkar	Providing support to farmers affected by the Syrian conflict in Noura by procuring two electrical rotary tillers to be used inside the greenhouses and small pieces of agricultural lands.	Livelihoods	Closed	Municipal Financial Budgeting
NTH016	Bebnine	Akkar	Supporting Al Mourabia Marzouka Al Mouzakzek Public School for Girls in Bebnine by rehabilitating the school toilets, tiling, plastering walls and waterproofing windows.	Education	Completed	<ul style="list-style-type: none"> <li>- Awareness Raising on Water Conservation</li> <li>- Public Safety</li> <li>- Preservation of School Property</li> </ul>
NTH017	Bebnine	Akkar	Supporting Salam Public Mixed School in Bebnine by providing students desks, curtains, computers, closets and rehabilitating the school's toilets and painting the classes.	Education	Completed	<ul style="list-style-type: none"> <li>- Public Safety</li> <li>- Preservation of School Property</li> </ul>
NTH019	Niha	North	Enhancing services in Niha through the provision of streetlights, a skid snow blower, and garbage bin lids.	Infrastructure	Completed	Equipment Maintenance and Operations (Completed)
NTH024	Berqayel	Akkar	Supporting solid waste management in Berqayel by providing waste bins, broom, and two recycling points.	Solid Waste Management	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Safe collections of waste</li> </ul>
NTH026	Barghoun and Badbhoun	North	Supporting farmers from Barghoun and Badbhoun through providing 15 mechanical harvesters for olives.	Livelihoods	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Bookkeeping</li> <li>- Scheduling / Operation Planning</li> </ul>
NTH028	Ras Nhach	North	Supporting the solid waste sorting system in Ras Nhach through distributing recyclables collection bins and implementing a sorting awareness campaign.	Solid Waste Management	Completed	<ul style="list-style-type: none"> <li>- Awareness Raising on Sorting at Source</li> </ul>
NTH041	Jurd el Qaitea	Akkar	Enhance Jurd El Qaitea Union villages' preparedness to better respond to natural emergencies through equipping the Union truck	Emergency Response	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Firefighting techniques</li> </ul>



Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
			with fire response equipment.			
<b>NTH044</b>	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	Infrastructure	Completed	- Equipment Maintenance and Operations
<b>STH002</b>	El Miye w Miye	South	Enhancing solid waste collection and sorting from source efforts in "Miyeh w Miyeh" by providing 446 plastic bins (200 for recyclables and 246 for organic and non-recyclables waste.)	Solid Waste Management	Completed	N/A
<b>STH008</b>	Ain Ebel	Nabatieh	Upgrading the municipality's festival grounds and developing and outfitting its 10 Km cultural trail and 5 historical sites.	Livelihoods	Completed	- Administrative and Financial Management of the Trail - Event Management - Marketing and Networking - Business Planning - Local Guides (Tourism and TOT) - Guest House Management
<b>STH009</b>	Tanbourit	South	Supporting the Cooperative of Olive Farmers in Tanbourit by providing 8 mechanical harvesters for olives.	Livelihoods	Closed	- Social Media - Scheduling / Operation Planning
<b>STH014</b>	Ed Damour	Mount Lebanon	Emergency response to Damour wildfires by replacing 30 meters of damaged water networks.	Emergency response	Completed	N/A
<b>STH015</b>	Ed Damour	Mount Lebanon	Providing equipment to Arc-en-ciel in response to the latest wildfires by providing 3 laptops, 3 printers, materials to manufacture 9 desks and drawers, a central telephone, 10 mobile sets, central UPS and 15 routers.	Emergency Response	Completed	N/A

Code	Location	Governorate	Activity Description	Sectors	Status	Technical assistance component
STH016	Rachaiya el Foukhar	Nabatieh	Enhancing security and service delivery through the provision and installation of 176 LED streetlights to ensure efficient street lighting in Rachaiya El Foukhar.	Electricity	Completed	<ul style="list-style-type: none"> <li>- Equipment Maintenance and Operations</li> <li>- Strategic Planning Proposal Writing</li> </ul>
STH017	El Qariyeh	South	Improving economic opportunities in El Qariye and supporting community investments through the provision of 4 kiosks, 4 latrines, 20 tents, 3 sunshades, and 15 benches to equip their community space.	Livelihoods	Completed	<ul style="list-style-type: none"> <li>- Event Management</li> <li>- Social Media</li> <li>- Business Planning</li> <li>- Social Media Management</li> <li>- Marketing and Branding</li> <li>- Website</li> <li>- Food Safety</li> </ul>
STH021	Damour, Mechref, Kfar Matta	Mount Lebanon	LRI labor-intensive income generation forest management activities in Chouf Aley Area.	Labor-intensive income generation	Closed	<ul style="list-style-type: none"> <li>- Fire Forest Management Planning</li> <li>- Equipment Maintenance and Operation</li> <li>- Proposal Writing</li> </ul>
STH022	Al Hasbani	Nabatieh	Labor-intensive income generation works in forest management activities and cleaning of irrigation canals in Al Hasbani area.	Labor-intensive income generation	Closed	<ul style="list-style-type: none"> <li>- Social Media Management</li> <li>- Rural Tourism Framework</li> <li>- Proposal Writing</li> <li>- Website update</li> </ul>
BEI001	Marfaa, Rmeil, Medawar	Beirut	Emergency response rubble removal community labor-intensive income generation in Marfaa, Rmeil, and Medawar neighborhoods in response to the Beirut Blast.	Emergency Response	Closed	Personal Safety Training
BEI002	Marfaa, Rmeil, Saifi, Medawar	Beirut	Installing up to 500 LED Streetlights to Promote Safety and Security in Eastern Beirut Neighborhoods Affected by Explosion	Emergency Response	Completed	N/A
BEI003	Marfaa	Beirut	Improving hygiene and sanitary conditions for workers at the Port of Beirut by providing the services of rented portable latrines.	Emergency Response	Closed	N/A

## ACTIVITIES THAT EXPERIENCED SIGNIFICANT DELAYS

Code	Location	Gov.	Activity Description	Challenges	Activity Status and Next Steps
STH001	Old Saida	South	Installing Solar LED lights in Old Saida alleys to enhance sense of security	The process of soliciting the new subcontractor that will be responsible for implementing the additional scope covering the snag list for substantial completion was delayed since we had to re-launch the tendering process due to the low number of bidders. This delay resulted in delaying the implementation of the remaining works.	After selecting the vendor, CSP followed up closely and coordinated with him on daily basis to ensure submission of the needed remaining datasheet. The additional works are expected to be finished during August.
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 high cost of fuel, the security situation (fear of theft and misuse of the bins), as well as a contractual issue that emerged between the Union of Municipalities and the service provider who collects the solid waste (NTCC) which led to the overall failure of the collection system by the operators in the district.	The distribution in some villages is still pending while the contractual issue with the Union has been resolved. TO2 and TO3 are working with the local community to put a plan in place for resuming the works ASAP probably through exploring PPP options or pushing to relaunch the pre-2019 collection system. In both cases, the team is targeting to complete this intervention by end of Dec 2022.
STH026	Kfar Jarra	South	Reducing tensions between Kfar Jarra residents by completing the existing solar street lighting system to cover all neighborhoods.	CSP faced challenges with the contractor who took a long time to respond to CSP comments on submittals hence delaying the implementation process.	CSP continues to follow up closely and coordinate with the contractor to finalize pending submittals. Close follow up and meetings will take place in Sep and the intervention should be completed by Dec 2022 if the material are available in the market.
STH028	Anane	South	Reducing municipal costs and enhancing the safety and security in Anane by replacing 143 streetlights with LED bulbs and installing 26 solar powered lights.	Delays resulting from the lengthy process for the design review affected and limited the possibility to launch the implementation process.	The design is still in the review cycle process and CSP engineers are coordinating between the designer and USAID A&E MSP to expedite the process.

Code	Location	Gov.	Activity Description	Challenges	Activity Status and Next Steps
STH32	El Meri	Nabat ieh	Installing an on-grid solar farm to reduce the cost of electricity on residents and El Meri municipality	Delays resulting from the lengthy process for the design phase by BTD which affected and limited the possibility to launch the tendering process.	The design is still in the development phase.
NTH007	El Mahmra	Akkar	Supporting the wastewater management system in El Mahmra by installing the wastewater network for a newly formed area and connecting the whole village to the Tripoli Wastewater Treatment Plant.	CSP's contractor has faced some issues in June and July with money-seeking mobs who threatened him several times. This led him to halt the works during these months which caused delays in the implementation process. CSP conducted a meeting with the municipality in July and agreed to form a committee comprising the mayor, CSP's contractor, and representatives of various families in the region to coordinate on the works moving forward.	Works are on-going and the implementation is expected to be finalized in October.
NTH033	Batroun	North	Alleviating wastewater-related tensions in Batroun by connecting three neighborhoods to the existing network.	Delays in the implementation of this activity during this quarter were due to the Easter holiday since works were put on hold during this period which caused some delays in project implementation. Furthermore, during the excavation works on the construction of wastewater networks, CSP's contractor found historical tombs in a section of around 20 meters (out of a total of 1,323 meters) in one of the lines. This resulted in implementation delays since the works in this line were suspended awaiting the Directorate General of Antiquities to clear the site and relocate the findings to the National Museum. All other lines were finished and the contractor is expected to finish all his works in September.	Works are on-going in the remaining sites. Works are expected to be finalized in August.
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.	Delays resulted from the lengthy process of design and design review whereby the activity underwent three rounds of revisions, including 39 days with USAID A&E and 67 days with CSP/BTD to address substantial comments, which affected and limited the possibility to launch the tendering process	The design is still in the review cycle process.

Code	Location	Gov.	Activity Description	Challenges	Activity Status and Next Steps
NTH038	El Borj	Akkar	Enhancing water provision in Bourj Akkar through the installation of an on-grid solar system for two water wells.	Delays resulted from the lengthy process of design and design review	The design is still in the review cycle process.
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.	CSP faced challenges with the vendor who was not very responsive to comments. The negotiations with him ended up in stopping the works, terminating his contract, and starting the tendering process for the remaining works. This resulted in over 4 months of delays in implementation of the remaining works. CSP expects to launch the works during the next quarter and complete the intervention by Nov 2022.	A new contractor was selected, and the works will be restarted during July.
NTH045	Hasroun	North	Reducing tensions over water resources in Hasroun through the installation of an off-grid solar system for its water pump	Delays resulted from the lengthy process of design, which was further complicated legal land use issues, which affected and limited the possibility to launch the tendering process.	CSP will start the procurement process during July to select another subcontractor to do the design for this activity. This process will be finalized in November and activity is expected to be completed in May 2023 with some risks associated due to the harsh weather.
NTH047	Qbaiyat, Aandqet, and Jabal Akroum	Akkar	Reducing tensions by bringing together workers from Qbaiyat, Aandqet, and Jabal Akroum through the implementation of labor-intensive fire-prevention activities	Starting the labor-intensive works were postponed by CSP until June. This ensured that works would start after the parliamentary elections period in April and May 2022, so as the general public would not misinterpret this labor-intensive cash for work assistance and link it with anything related to the elections.	The outreach process was completed, and the implementation will start during July. This activity is expected to be completed in September.
NTH048	Sahel Akkar (Qobbet Chamra and Tall el Hayat) And Wadi Khaled (Machta Hammoud, Machta Hassan, Chadra, and Mqaible)	Akkar	Provision of temporary support to vulnerable Lebanese residents and farmers to survive the Economic and Financial Crisis in Sahel Akkar and Wadi Khaled through the implementation of income generation Cash-for-Work (CFW) activities	Starting the labor-intensive works were postponed by CSP until June. This ensured that works would start after the parliamentary elections period in April and May 2022, so as the general public would not misinterpret this labor-intensive cash for work assistance and link it with anything related to the elections.	The preparation for the outreach process started and will be launched during July. This activity is expected to be completed in September.

Code	Location	Gov.	Activity Description	Challenges	Activity Status and Next Steps
BQA011	Deir El Ahmar	Beqaa	Enhancing the efficiency of water provision to reduce tensions in Deir el Ahmar by installing a solar farm and a chlorination room to operate the main existing water pumps.	Delays resulting from tendering, receiving overpriced bids, and the necessity to revise the conceptual design to include more details and re-launch the tender. The overall delays resulting from relaunching the tendering process exceeded 6 months.	The tendering process is on-going, and the evaluation process is expected to start on July 18. The new procurement process will be finalized in November and activity is expected to be completed in May 2023 with some risks associated due to the harsh weather.
BQA023	Loussiya – Sultan Yaacoub	Beqaa	Providing sustainable electricity to the Loussiya water pump through solar panels and a backup generator.	The period of approving construction submittals before the contractor starts construction took more than 6 months due to the contractor's new proposal submission that required validation and verification. BTD's design was lacking details about important aspects of the design which led the contractor to propose new elements, hence taking time to review and approve them.	Civil works component is expected to start during July and the implementation is expected to be finalized in September.
BQA030	CWB	Beqaa	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.	BTB provided several iterations for the solar farm design, but none were complete and responded to the exact needs of the partner. The design also went through 3 rounds of reviews.	The design is still in the review cycle process. It is expected to be finalized in the next quarter and the activity to be launched in October and finalized by February 2023. The nursery component is done, and the COOP is producing seedlings but missing the solar component.
BQA031	Bechwat	Beqaa	Reducing tensions and supporting farmers and residents in Bechwat by upgrading the irrigation water system through the installation of a solar farm and rehabilitation of an existing transmission line to the irrigation lake.	This intervention underwent seven rounds of design revisions. This caused a lot of frustration at the community level and missed impact in 2 summer seasons.	The design is still in the review cycle process. The tendering process is expected to be finalized in November and activity is expected to be completed in May 2023 with some risks associated due to the harsh weather.
BQA042	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	Delays resulted from the lengthy process of design due to the need to get information from EDL and they were not responsive during this period due to continuous strikes. This affected	The design is still in the review cycle process. The tendering process is expected to be finalized in November

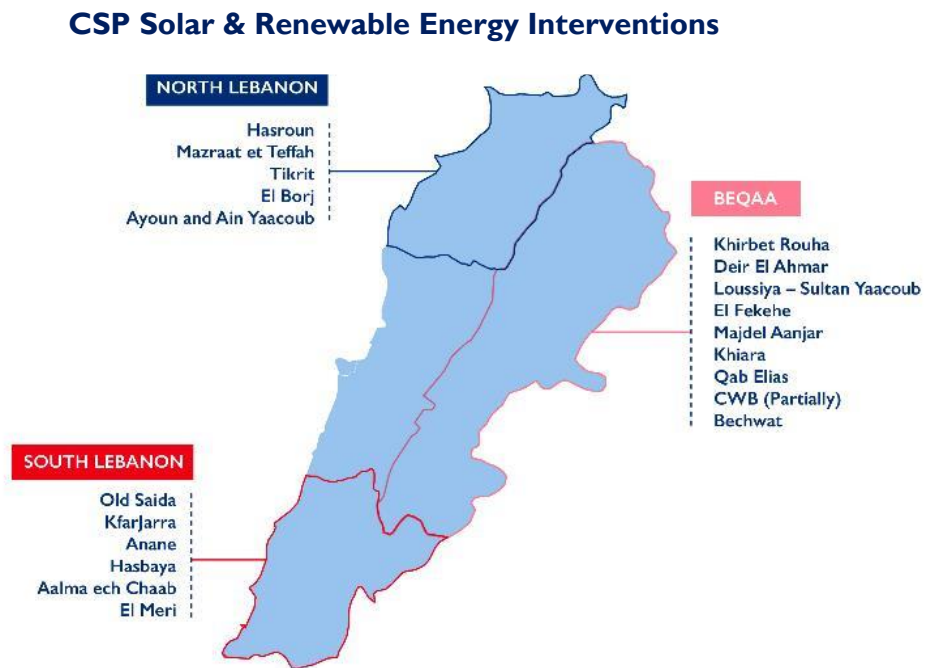
Code	Location	Gov.	Activity Description	Challenges	Activity Status and Next Steps
				and limited the possibility to launch the tendering process.	and activity is expected to be completed in May 2023 with some risks associated due to the harsh weather.

## ACTIVITY HIGHLIGHTS

### CSP PROVIDES COMMUNITIES WITH RENEWABLE SOLAR ENERGY SOLUTIONS TO OVERCOME SEVERE ELECTRICITY SHORTAGES

Increasing power cuts in Lebanon have left much of the population grappling with life without electricity. During the reporting period, state-electricity cuts continued to worsen, with some localities barely receiving two to three hours of supply per day. In parallel, subscriptions to local generators have increased in price as the cost of fuel has gone up after the lifting of subsidies coupled with the international spike in fuel prices. As a result, vulnerable households can no longer afford to pay for backup electricity (around LBP2,000,000 a month for every five amperes), and many have been either rationing consumption hours or just cutting off the service altogether. With

electricity shortages in Lebanon at a peak and diesel to run backup generators becoming increasingly unaffordable, CSP has been designing and implementing a series of 22 solar energy interventions - mainly for community electricity, water pumping, and streetlighting - across its regions of intervention. These activities are needed now more than ever given the country's worsening financial crisis, and the high likelihood that fuel prices will continue to soar. The graphic above illustrates the geographic reach of CSP's solar and renewable energy interventions, which are expected to increase electricity from two to eight hours per day, decrease CO2 emissions, and generate employment opportunities in the near future.





In South Lebanon, CSP is hybridizing Hasbaiya and Aalma ech Chaab's backup electricity systems by supplying and installing on-grid solar farms, including mounting structures, electrical works and cabling, and inverters. Both remote southern localities have been overburdened with large electricity bills, forcing municipalities to rely on expensive municipal backup generators that are no longer sustainable. This past quarter, CSP was able to achieve significant progress by finishing the installation of the photovoltaic (PV) panels in Hasbaiya while preparing for the electrical connections and casting of fence footings, and backfilling and casting additional footings in Aalma ech Chaab. By the end of this reporting period, CSP had completed around 70% of the total works in Hasbaiya and 43% in Aalma ech Chaab, and expects to complete both activities during the upcoming quarter. The hybrid systems - worth \$153,000 in USAID funding for Hasbaiya and \$282,000 for Aalma ech Chaab - will not only provide households with clean sustainable energy but will also enable significant savings - estimated at around \$57,000 per annum in Aalma Ech Chaab and \$30,000 in Hasbaiya - in fuel costs and maintenance for both residents and the municipalities.



*USAID/CSP ongoing works in Hasbaiya to supply and install on-grid solar farms*

In the Beqaa, CSP kicked off one additional activity during the quarter to upgrade the water pumping system serving in Es Soutan Yaaqoub by installing solar photovoltaic (PV) modules to power the pump, replacing the system's hydraulic accessories and old chlorination apparatus, rehabilitating the chlorination room, and installing a standby generator. By the end of June 2022, CSP had reached 20% progress, completing works under the electromechanical components, supplying the new standby generator, and preparing to launch the civil works to finalize the foundations of the solar panels. In parallel, CSP continued to progress on two similar activities in Majdel Aanjar and El Fekehe, two of the most vulnerable communities in the region, and achieved 55% of the works on both activities. These activities - worth \$245,000 in USAID funding for Es Soutan Yaaqoub, \$232,000 for Majdel Aanjar, and \$206,400 for El Fekehe - will reduce inter-communal tensions in all three towns by ensuring a continuous source of energy to pump water and facilitating access to water for an estimated 34,700 residents (19,000 in Majdel Aanjar, 5,700 in Soutan Yacoub, and 10,000 in el Fekehe). CSP expects to complete their implementation during the upcoming quarter.



*USAID/CSP ongoing works in Majdel Anjar to ensure continuous energy to water pumps through solar solutions*

CSP has equally been working in areas suffering from total electricity blackouts by providing alternative energy solutions through the installation of solar streetlighting systems. For instance, CSP had completed the supply and installation of 48 solar-powered LED streetlights – worth \$46,300 in funding - in some of Old Saida's paths and entrances. In parallel, two activities are ongoing in Kfar Jarra and Anane that will

provide solar-powered streetlights to enhance the safety for more than 7,500 residents. CSP also finalized the tendering process for an activity in Qabb Elias (Beqaa) to install 280 all-in-one solar streetlights in strategic locations within the village.

Moreover, CSP has used solar power to support activities in other sectors. For instance, in Ainata el Arz (Beqaa), CSP delivered a solar-powered welding station to the village that continued to be used to benefit around 750 local farmers by enabling them to maintain and repair irrigation lines ahead of the harvest season. Meanwhile, in Ras Baalbek (Beqaa), CSP is equipping Cooperation Without Borders' (CWB) seedlings' nursery with an off-grid solar system to enable a solar-powered controlled environment for the germination room that would enable CWB to produce and sell more than 9 million additional low-cost seedlings per year to a total of 500 vulnerable local farmers.



*Ainata el Arz farmers utilize CSP's provided solar welding machine to repair irrigation pipes*

In parallel, CSP is finalizing the design of a number of new similar activities to sustainably improve water provision in Bechwat, Khirbet Rouha (Beqaa), El Meri (South), Tikrit, El Borj, Hasroun, and Aayoun (North), while preparing to launch the groundworks in Deir el Ahmar (Beqaa) and Mazraat et Teffah (North) during the upcoming quarter. All in all, CSP's 22 solar interventions - worth over \$3.6 million in USAID-funding - will strengthen access to services, enhance livelihoods, and mitigate tensions for more than 310,000 residents.

Finally, it is worth highlighting that on May 26, 2022, CSP was selected as 'Best in Show' for its portfolio of solar interventions during the innovation competition at the Society for International Development – United States (SID-US). The hybrid conference brought together more than 1,000 international development actors who recognized USAID/CSP's innovative approach to solving the gap in delivery of critical services in Lebanon through affordable, renewable energy.

## CSP ACHIEVES SIGNIFICANT PROGRESS IN THE CONSTRUCTION OF THREE WATER TANKS AMIDST INCREASING WATER SHORTAGES

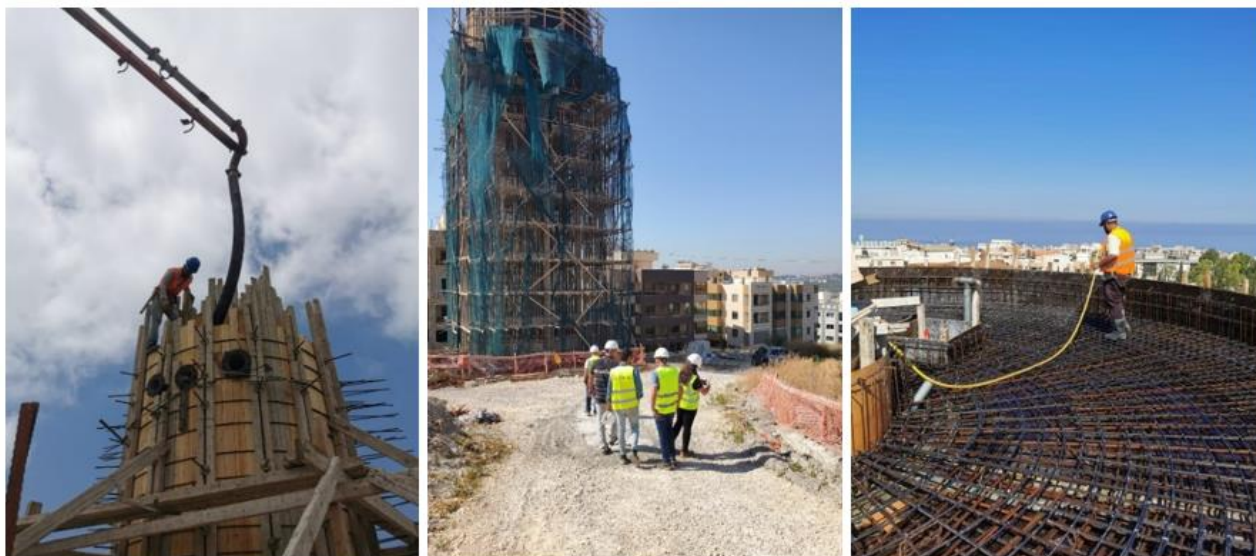
Amidst Lebanon's ongoing social, economic and political crises, shortages of funding, fuel and supplies have severely affected water pumping, thereby limiting people's access to safe water. With water shortages reaching their peak as the warmest and driest months approach, CSP has ramped up its efforts in order to progress on the construction of elevated water tanks in the vulnerable localities of Bqasta and Jinsnaya in the South and Talia in the Beqaa. These interventions are expected to mitigate existing local tensions by providing a more equitable distribution of water and alleviate the additional financial burden of purchasing water on local vulnerable households.

In the southern localities of Bqasta and Jinsnaya, CSP has been constructing two 300-cubic-meter elevated water tanks to respond to the pressing need for water. The latter lies on the periphery of Jezzine District and suffers from insufficient access to water stemming from limited resources in the village, which is not incorporated into a municipality, fueling tensions between Jinsnaya's 1,250 residents and residents of the surrounding villages. Similarly, Bqasta experiences continuous water shortages which are forcing around 11,500 residents to purchase additional water on a weekly basis, a burden that has become increasingly unbearable amidst the ongoing economic crisis. By the end of June 2022, CSP's contractor had finalized all concrete works on both water tanks. In Bqasta, CSP's local contractor has launched the mechanical works, with a just a few tasks remaining such as implementing insulation works, excavating the pipes, and installing the bricks on the outer walls of the tank. With this milestone, CSP had reached around 70% progress on the overall implementation of the works. Meanwhile, in Jinsnaya, CSP's contractor finalized the concrete casting for the tank's outer walls and top roof and was preparing further casting for the pipes and concrete repairing. Construction for both interventions is expected to conclude by end of August 2022. Worth \$295,000 in USAID funding for Bqasta and \$258,000 for Jinsnaya, the CSP-provided tanks will mitigate tensions by meeting local residents' basic water needs and reducing pressure on both water systems, which supply up to 5,450 residents in Jinsnaya and 11,500 residents in Bqasta.



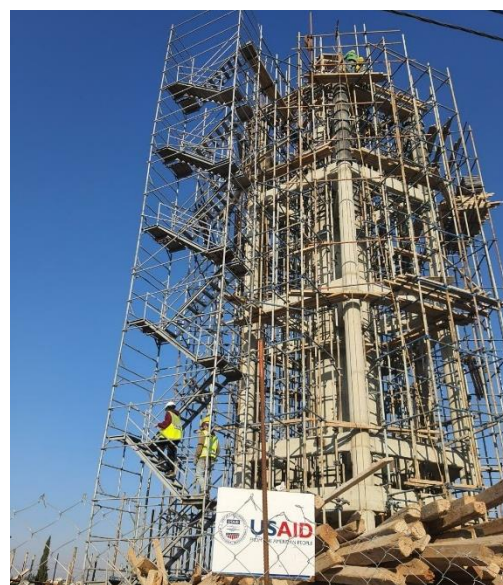
*Progress on construction of the water tower in Jinsnaya, South Lebanon*





*Photos of the progress on the construction of an elevated water tank in Bqasta, South Lebanon*

Meanwhile in Baalbek-Hermel, where Syrian refugees make up around 40 percent of the total population, the Beqaa Valley is among the most vulnerable areas to water shortages in the country. Talia in particular is one of the largest host communities in the region, where the population increase has been straining the town’s public services, causing severe water shortages, especially during the summer months. The town’s existing water tank is old, and has become unusable due to frequent water leaks, and an insufficient capacity of only 50m<sup>3</sup>. Both the municipality and the Beqaa Water Establishment (BWE) lack the funds to upgrade it, which has fueled rising tensions among the town’s residents over limited resources. In response, CSP is constructing a 300m<sup>3</sup> elevated water tank - worth \$303,000 in USAID funding - to enhance around 4,500 residents’ access to water. By the end of the quarter, CSP had exceeded 70% progress on its construction, and expects to complete it during the upcoming quarter.



*Progress on construction of the water tower in Talia, Beqaa*

### **CSP KICKS OFF THREE LABOR INTENSIVE WORK ACTIVITIES TO SUPPORT THE MOST VULNERABLE LEBANESE NATIONALS**

In response to increasing local tensions stemming from the deepening economic crisis and the lack of economic opportunities, since 2020 CSP has been partnering with local organizations to provide underserved residents with short-term income generating opportunities, hiring them to carry out low-risk labor intensive work (LIW). Over the past two years, CSP had completed four LIW interventions:

- ✓ An emergency rubble removal and community clean-up activity following the August 4 Beirut Port explosion;
- ✓ A fire risk reduction activity in Damour, Kfar Matta, and Mechref — three neighboring villages in Mount Lebanon which were severely affected by the October 2019 wildfires;
- ✓ An activity to clean irrigation canals and forests in eight of the most underserved villages of Hasbani Union, in the Nabatieh Governorate;
- ✓ An activity to establish a pedestrian walkway between the villages of El Qalamoun and Dedde in the North.

Activity/ Location	USAID Budget (USD)	Implementing Partners	Status	Number of Direct Beneficiaries	
STH021- Post-fire forest management activities Chouf (South)	\$132,805	LRI	Completed	160	Completed 4 Activities = 1,084 beneficiaries
STH022- Forest management and cleanup of irrigation canals in Hasbani (South)	\$107,328	AFDC	Completed	516	
BE1001- Beirut community cleanup	\$154,788	Caritas, Nahnoo, RMF, LRI, and AFDC	Completed	329 (+1,197 household members)	
NTH030- Cleanup of 1.7-kilometer pathway (North)	\$23,074	RMF	Completed	43	
BQA043- Cleanup of irrigation canals (Beqaa)	\$110,090	LRI	Ongoing	250	Ongoing 3 Activities = 1,000 beneficiaries
NTH047- Post-fire forest management activities (North)	\$160,298	RMF	Ongoing	500	
NTH048- Agricultural Support activities (North)	\$161,571	RMF	Ongoing	250	
<b>Total Budget: \$849,954</b>		<b>Total # of direct beneficiaries:</b>		<b>2,048</b>	

Having provided much-needed temporary economic relief to more than 1,000 of the most vulnerable Lebanese residents, this quarter CSP expanded its portfolio of LIW activities to include three additional interventions: two in the North and one in the Beqaa to continue responding to emerging economic needs in some of the most vulnerable communities. The following graphic summarizes CSP’s seven LIW activities:

Prior to launching the three new LIW activities, at the end of April 2022, CSP organized a training session at its offices in Beirut for its two local implementing partners: the Renee Moawad Foundation (RMF) and the Lebanese Reforestation Initiative (LRI). The training was facilitated by CSP’s LIW Taskforce<sup>1</sup> and employed CSP’s standardized selection and recruitment methodology for LIW workers, the community outreach process, branding and visibility guidelines, USAID rules and regulations, implementation of best

<sup>1</sup> CSP’s LIW Taskforce was established to promote cross-task order collaboration within CSP, learn from previous implementation challenges, and unify/standardize LIW activities across CSP’s regions of implementation

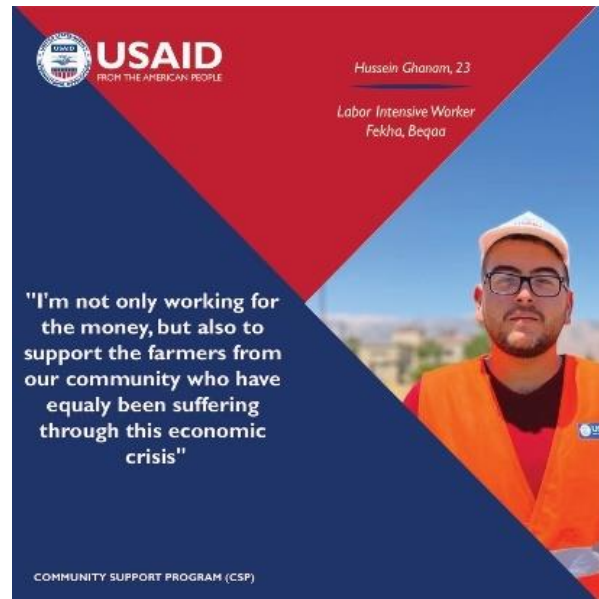
practices, and monitoring and evaluation requirements. Overall, the interactive session focused on lessons learned and clarified CSP's LIW process to ensure unified and optimized implementation moving forward.

Following the partners' training, CSP kicked off a series of short-term, income generating LIW projects which included minor maintenance works (cleaning of irrigation canals, weeding, and desilting of canals, removing bushes, silts and debris that are obstructing the canals' flow) to bolster local livelihood opportunities in the four vulnerable communities of Qabb Elias, Barr Elias, Bwarej, and El Fekehe in the Beqaa, where CSP had previously identified a lack of economic opportunities as a key driver of tension between Lebanese residents and their Syrian counterparts. In partnership with LRI, CSP selected 67 of the most vulnerable workers in Qabb Elias (52 male and 15 female), 61 in Barr Elias (21 male and 40 female), 43 in Bwarej (28 male and 15 female), and 65 in El Fekehe (34 male and 31 female) based on their responses to a survey that assessed their financial vulnerability by looking at their monthly income, their family size, whether they have a dependent who is disabled or elderly, women-headed households, among other vulnerability criteria.



LIW being carried out in Qabb Elias

After receiving a full-day first-aid training by the Lebanese Red Cross (LRC), the 250 workers began the groundworks by cleaning out around 70% of the targeted irrigation canals in Qabb Elias and Barr Elias, and around 45% in Bwarej and El Fekehe to ensure farmers' continued access to water for irrigation. It is worth highlighting that 14 workers hired through this activity had disabilities and 34% of those engaged were women. In total, this activity - worth \$111,090 in USAID funding - will pay up to 250 Lebanese residents \$220<sup>2</sup> each over a 22-day period to carry out the projects at a critical time of need, while enhancing residents' access to basic resources such as irrigation water after clearing over 50km of canals.



<sup>2</sup> Each CSP worker received \$10 in cash for each day of work: \$8 for the works and \$2 to cover transportation costs. This was amended after the workers voiced out their concerns regarding the increasing transportation costs, hence CSP included an additional \$2 per worker per day. Workers also mentioned that in the hot weather there was a higher need for more water, hence CSP ensured that abundant water resources are present on site every day through LRI.



In addition, by the end of the quarter, CSP had just kicked off two LIW activities in the North, in coordination with its local partner RMF. The first activity will bring together 500 Lebanese workers from Qbaiyat, Aandqet, and Jabal Akroum to implement labor-intensive fire-prevention activities, while the second will hire 250 local workers to provide agricultural support to farmers in Sahel Akkar and Wadi Khaled. By the end of the quarter, CSP and RMF had successfully selected 183 of the most vulnerable applicants in Akroum and 161 in Qbaiyat, and had scheduled a first round of LRC trainings set to begin on July 13, while reopening a second round of outreach in Aandqet to target a higher number of applicants<sup>3</sup>. In Sahel Akkar and Wadi Khaled, the outreach process is expected to launch in July 2022. Both activities will be implemented within the next quarter.



*Photos of the LIW activities in Barr Elias*

## **COLLABORATION BETWEEN TASK ORDERS**

### **OPERATIONS AND MANAGEMENT (TASK ORDER 1)**

CSP's TO 2 continued to be supported by CSP's management and operations component (TO 1) which is spearheading the program's overall adaptive management response to the evolving operating context. Notably, TO 1 provided support in staffing, equipment procurement, and engineering design and construction processes for all activities launched and implemented during the quarter and provided administrative support in closing 12 activities during the quarter. TO 1 and TO 2 also collaborated to address incoming requests from local implementing sub-contractors to adjust contract values given ongoing local and global price inflations - namely prices of fuel and construction materials such as steel. Hence, TO 2 and the TO 1 engineering unit collaborated to conduct market assessments, determine reasonable prices, and finalize variation orders before seeking USAID's approval on budget increases. Additionally, the engineering unit consistently provided oversight to all engineering, environmental compliance, and construction implementation across TO 2 activities. To strengthen coordination in the field and to ensure appropriate responses to any arising challenges, TO 2 and the TO1 engineering unit jointly conducted biweekly coordination meetings at BTD offices.

In parallel, TO 2 continued to collaborate with the TO 1 monitoring, evaluation, and learning (MEL) unit to incorporate activity-level MEL plans into each new activity, as well as to assess activities' impacts through various data collection methods. The team was equally supported by CSP's communications and outreach unit on ensuring site branding compliance and promoting TO 2 activities through the production

<sup>3</sup> The first round of outreach resulted in 125 applications, while CSP and RMF are aiming target at least 175 workers in the locality of Aandqet.



of new videos that will be submitted to USAID in the next quarter; these include filming one video on streetlight interventions in Beirut, three videos highlighting LIW interventions in the Beqaa and Akkar, and preparations to filming two videos in Majdel Anjar highlighting solar interventions and CSP's support to the local cooperative . The team also supported in producing a pitch deck and video for the Society for International Development – United States (SID-US) conference, where CSP's TO2 was selected Best in Show for its solar interventions to counter the collapse of essential services. The team disseminated all communications content through multiple channels, including social media platforms, the CSP website, and through bimonthly newsletters, transforming lives stories, and weekly progress highlights.

### **TECHNICAL ASSISTANCE AND CAPACITY BUILDING (TASK ORDER 3)**

TO 2 continued its close collaboration with TO 3 to implement assistance packages to enhance the operation and sustainability of CSP's interventions. TO 2 actively co-led and participated with TO 3 in CSP's established taskforces - namely LIW, asset management, community engagement, gender and social inclusion (GESI), and economic opportunities - to share knowledge and lessons learned and to amplify the impact of CSP's activities. Some examples on the learning from the task forces include the enhanced implementation of the labor-intensive works activities which were all kicked-off during this quarter including the procedures, criteria, branding, and other guidance that was prepared and included in partners' training before they launch their interventions. Also under the community engagement work, a clear roadmap was established to ensure that the team achieves its set targets. This included coming up with a couple of ideas to engage more individuals in the community of Arde and Aachach during the final stages of the project to inform them about the USAID assistance and ensure their buy-in going forward to maintain the irrigation canals.

This quarter, the teams worked together to launch the first aid and public safety trainings for the participants of the three cash-for-work activities. TO 2 and TO 3 continued collaborating on the implementation of the portfolio of recyclables management activities, ensuring that awareness-raising campaigns were paralleled with the effective distribution of recyclables bins and containers as well as to troubleshoot whenever needed due to the contextual changes and market disruptions.

### **IMPLEMENTATION CHALLENGES, LESSONS LEARNED, AND NEXT STEPS.**

During this quarter, CSP's community support component continued to face challenges stemming from the devaluation of the national currency, which impacted the implementation of CSP's activities, namely due to the significant increase in the cost of fuel, as well as of construction materials. As a result, around six subcontractors currently implementing CSP interventions requested variation orders to be able to continue the works, which resulted in some onsite delays. In some cases, these additional requested funds were accounted for as a contingency embedded under the approved activity ceiling. In most other cases, these additional funds required USAID's approval to increase budget ceilings of ongoing interventions. CSP consistently kept a close eye on requests for variations to cost controls and to prevent any cost overruns of the overall Activity Fund, especially that some price hikes were expected within the evolving country context. This was the case for the development of the trail linking Qalamoun to Dedde (NTH030), the construction of a water tank in Jinsnaya (STH018), completing the sewage network in Haret el Fouwar (NTH031), the expansion and the capacity enhancement of Bechmezzine MRF (NTH025). To curb these

issues, CSP's procurement and engineering teams have been conducting continuous market assessments to validate the price reasonableness on a case-by-case basis.

Additionally, CSP faced some challenges related to the performance of selected subcontractors. These challenges arose in various areas such as in Old Saida (STH001) with the vendor in charge of implementing the streetlighting system, in Kfar Yachit (NTH039) with the vendor constructing the rainwater drainage system, and in Soultan Yaacoub (BQA023) with the vendor installing solar panels and back-up generator to the water pump. The three subcontractors were unresponsive to feedback from both BTD and CSP, which delayed implementation in these localities. CSP successfully resolved this issue with the first vendor in Old Saida who completed their works, and continues to follow up and coordinate with the contractor in Soultan Yaacoub to resolve pending technicalities. As for the contractor implementing the activity in Kfar Yachit, CSP decided to descope his contract and limit his work only to unfinished repairs while in parallel CSP re-launched the tender for this activity. Thus, a new contractor was selected, and the work is expected to restart once a vetting eligibility is received.

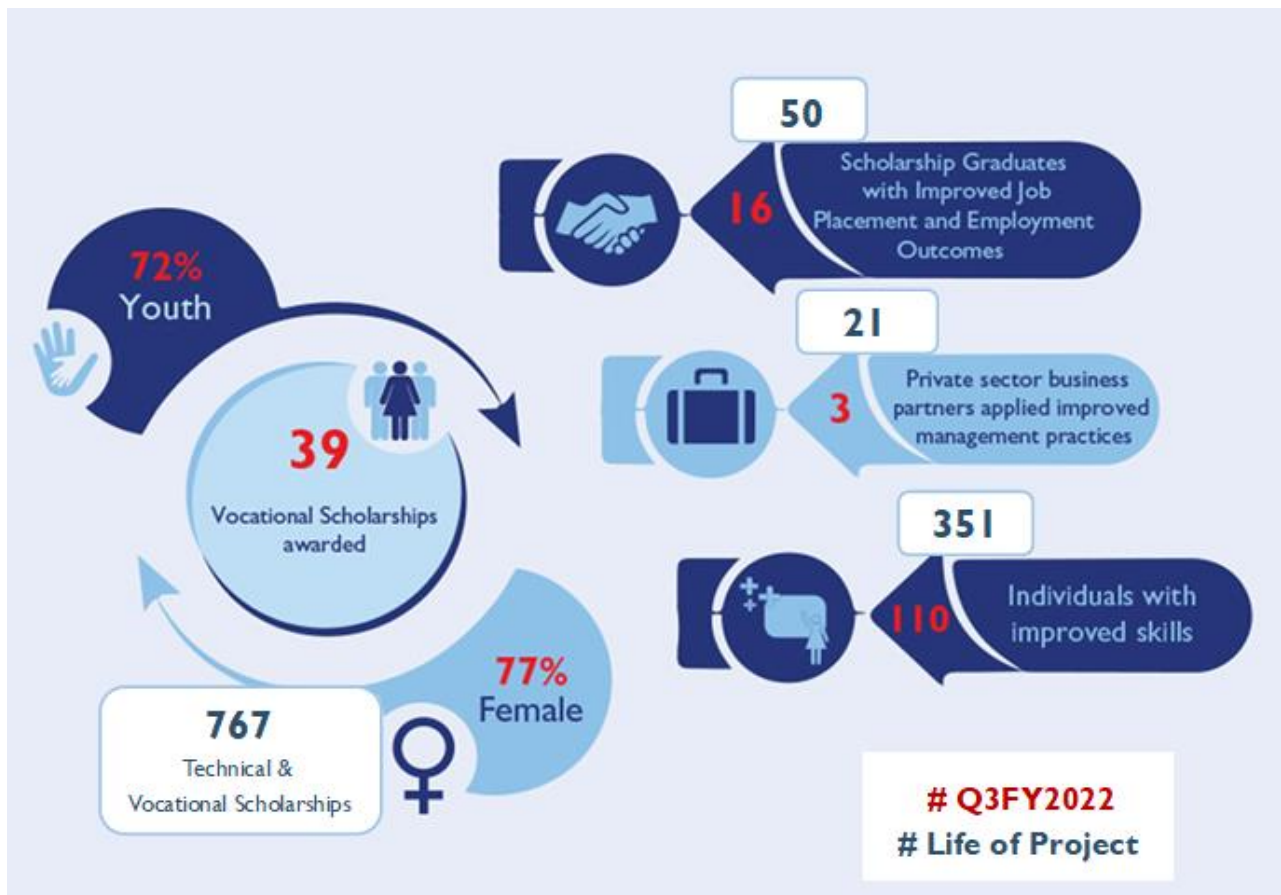
Moreover, during this quarter, the launching of the cash-for-work activities (NTH047, NTH048 and BQA043) was delayed due to the parliamentary elections which took place on May 15, 2022, as the municipalities were not very responsive during that period to support and coordinate for the outreach process in addition to mitigating any general public misinterpretation that the labor-intensive cash for work assistance is linked to anything related to the elections. Currently, the outreach has since been concluded for two activities (NTH047 and BQA043) and was initiated under NTH048.

Despite all the above-mentioned challenges, CSP's TO 2 continued to seek out opportunities for collaborating with other TOs for learning and adapting its programming accordingly. In the upcoming quarter, CSP will continue its implementation of interventions through TOI efforts, and also through TOI finalize the remaining activities under design or in the tendering phase to realize the outcomes and intended impact of its community support component. In parallel, CSP will work towards closing out completed activities.

### III. 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 Technical and Vocational Education Training (TVET) through its workforce development component (WFD).

The below visual showcases CSP's WFD major achievements during the quarter and throughout the life of the project:



#### IMPROVING JOB PLACEMENT AND EMPLOYMENT FOR 16 SCHOLARSHIP GRADUATES

Based on data collected from employment surveys completed by scholarship recipients prior and following the completion of their vocational or technical courses, 16 individuals reported having improved employment during this reporting period. By the end of June 2022, WFD has contributed to enhancing employment outcomes for a total of 50 individuals.

#### LAUNCHING TWO VOCATIONAL COURSES AND AWARDING 39 NEW SCHOLARSHIPS

During this quarter, WFD kicked off two vocational courses. The first was a vocational course in Homebased Healthcare (HHC) hosted by the Lebanese Red Cross (LRC) Faculty in Tripoli for 29 scholarship students; and the second, an IT vocational course in Full Stack Web Development being carried out at Foyer de l'Amitié for a cohort of ten scholarship recipients. In total, 39 new scholarships were awarded for these two courses.

**PLACING 38 SCHOLARSHIP GRADUATES IN INTERNSHIPS** During this period, 38 JET scholarship recipients completed their HHC vocational course at the Lebanese Red Cross (LRC) Faculty of Nursing in Baabda and Saida. All graduates were placed in internships across LRC facilities, the American University of Beirut Medical Centre, and local hospitals.

**CONDUCTING PERCEPTION MEDIA CAMPAIGN CLOSING CEREMONY**

In June 2022, WFD conducted a closing ceremony for its three-month perception media campaign which was attended by 50 participants, including representatives from USAID, partner TVETs and private businesses, as well as other donors. The campaign aimed to address the lack of public awareness on the TVET sector's positive contributions to graduates' employability through a series of televised interviews, radio shows, and social media messaging.

**FINALIZING RENEWABLE ENERGY ASSESSMENT AND VALIDATION STUDY**

In collaboration with PFC International, WFD finalized a detailed assessment of the supply and demand of skilled labor related to the construction, installation, operation, and maintenance of solar systems in Lebanon. Findings indicated the existence of valid gaps within the sector's workforce, signifying that the renewable energy sector has the potential to provide new economic opportunities for TVET graduates.

## IV. WASTEWATER MANAGEMENT

During this quarter, CSP's wastewater management component (TO5) continued to make progress on the two awarded construction contracts, Aaitanit and Nmaiye. In parallel, TO 5 received and evaluated the bids to construct the remaining four wastewater infrastructure interventions. However, because the bid prices were higher than estimated due to commodity and supply-chain cost increases coupled with the ongoing financial crisis in Lebanon, CSP developed several scenarios for USAID to consider to address time and budget constraints, as well as the sustainability of the implemented projects. On the investment track, in response to the impact of the deepening financial crisis on the industrial sector in Lebanon, TO 5 revised its Industrial Wastewater Treatment (IWT) grant conditions to increase its rebate to committed industries.

### KEY ACHIEVEMENTS

- ✓ CSP developed six scenarios for USAID to consider for the implementation of the remaining infrastructure interventions;
- ✓ In response to the worsening economic crises, the team revised the Industrial Wastewater Treatment grant agreement to help committed industries mitigate their industrial wastewater;
- ✓ Finally, CSP successfully concluded its wastewater stewardship campaign through its collaboration with supermarket chain Tawfeer Discount Store (TDS) to raise public awareness of wastewater and water conservation. The campaign reached 565,000 people via social media platforms and another 509,000 through in-person activities across TDS' 22 branches.

## Distribution of CSP's Proposed Wastewater Infrastructure Interventions



## WASTEWATER INFRASTRUCTURE

### ENGINEERING DESIGN AND REVIEW CYCLES

By the end of the second quarter of FY2022, TO 5 had completed the design of the last of its six proposed wastewater infrastructure interventions, Bchaale Wastewater Treatment Plant and Collection System. This project was promptly posted for bidding in March 2022, with all bids received by April.

### BIDDING AND AWARDING PROCESSES

During previous reporting periods, CSP's TO 5 had awarded construction contracts for the Aaitanit Wastewater Plant Rehabilitation and Sludge Management Upgrade intervention as well as the Nmairiye Wastewater Pumping Station Rehabilitation and Access Road intervention. Aaitanit was awarded on January 4, 2022 to Parallel Contracting; Nmairiye was awarded on January 25, 2022 to Yamen Establishment for General Trading and Contracting. As for the remaining four interventions, CSP's TO 5 and TO 1 activity fund teams performed the technical evaluations of the construction bids received, and requested best-and-final-offers from top ranked bidders as the bids came in considerably higher than previous estimates due to the price and supply volatility of construction materials. Upon receiving the final offers, it became clear that TO 5 would not be able to implement all the approved interventions within its available budget.



for construction. Additionally, considering the dire financial situations of the RWEs in Lebanon, TO 5 proposed to USAID to finance and manage the Operations and Maintenance (O&M) of the implemented infrastructure interventions for at least one year to prove their effectiveness and viability, while also gaining time to work towards a long-term plan to ensure the sustainability of these projects. The cost estimates for the operations and maintenance were drawn from the detailed O&M Cost Estimate and Sustainability report submitted to USAID in March 2022. Consequently, TO 5 developed and presented to USAID six scenarios for implementing, operating, and maintaining different combinations of the wastewater interventions with their corresponding budgets, emphasizing the urgency in making the final selection as the duration of implementing any of the scenarios would exceed TO 5's current performance period. Once USAID makes the selection, the team will proceed with implementing the interventions of the selected scenario.

## ENVIRONMENTAL ASSESSMENTS

On the environmental track, by the end of this quarter, all the Environmental Review and Assessment Checklists (ERACs) of the infrastructure interventions had been approved by USAID. ERACs and their Environmental Mitigation and Monitoring Plans (EMMPs) are being implemented by the construction subcontractors in both Aaitanit and Nmaiye based on the induction sessions conducted by CSP's environmental compliance subcontractor ELARD.

As for the Environmental Impact Assessment (EIA) of TO 5's intervention in laa, MoE review committee issued a set of comments and observations, including the requirement to conduct a second public hearing. TO 5 and ELARD addressed all comments and conducted the second public hearing on April 14, 2022, which was attended by all relevant stakeholders. The second revision of the EIA was submitted to the Ministry of Environment (MoE) on May 13, and by the end of the quarter CSP was still waiting for its approval.

## ACTS OF AGREEMENT

During previous reporting periods, the Acts of Agreements (AoAs) for the wastewater infrastructure interventions in Nmaiye, Borj Rahhal and Lower Litani interventions were signed by CSP and the South Lebanon Water Establishment (SLWE); additionally, the associated documents for laa and Aaitanit were signed by CSP and the Beqaa Water Establishment (BWE). Meanwhile, for the North Lebanon Water Establishment (NLWE), the establishment board and the Ministry of Energy and Water (MoEW) approved CSP's intervention in Bchaale and its AoA during the quarter; as such, CSP is coordinating with NLWE on scheduling an official ceremony for the signature of the related AoA during the next quarter.

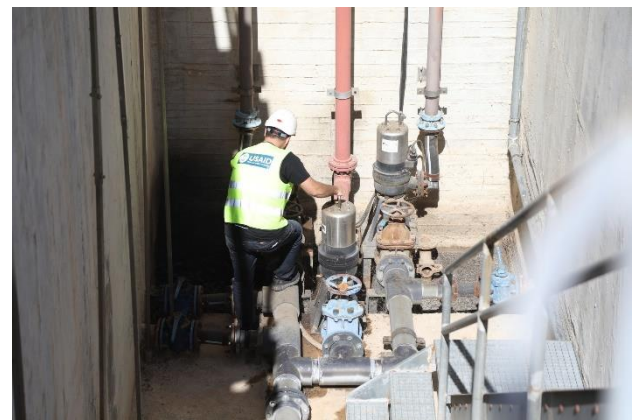
## CONSTRUCTION AND IMPLEMENTATION

### **Aaitanit Wastewater Treatment Plant Rehabilitation and Sludge Management Upgrade**



During this quarter, works in different zones were launched in Aitanit Wastewater Treatment Plant Rehabilitation and Sludge Management Upgrade Project. The selected contractor, Parallel Contracting, assigned different teams to work concurrently on the new dewatering building, the drying bed, and electromechanical restoration of the plant's equipment. As such, the excavation works for the new building have been completed, and following implementation of all needed topographic surveys, CSP launched the concrete works in this area. In parallel, by the end of June 2022, CSP was completing the new steel structure covering the drying beds, as well as the steel rebar fixation and installation of the drying bed columns supporting the new roof of the plant.

Regarding electromechanical restoration, on April 29, the operator had to shut down the treatment plant and bypass the influent into the discharge point when a series of pumps failed sequentially. The cause was mostly attributed to a lack of preventative maintenance by the plant's operator due to the recent devaluation of the Lebanese Lira causing budgetary shortages. TO 5 prioritized the restoration of the plant operation and instructed ELARD, who is also serving as the quality control contractor for this intervention, to launch an assessment to identify all needed works for this purpose. The assessment was also shared and discussed with USAID's Quality Assurance contractor. A damaged cable feeding the raw pumps was identified along with defected pumps in the influent pit, clarifiers, and trickling filter. CSP therefore instructed Parallel Contracting to promptly repair the damages and implement the report's recommendations to restore the plant operation.



*Ongoing implementation works in Aintanit Wastewater Treatment Plant*

### **Nmairiye Pumping Station Rehabilitation and Access Road**

During this quarter, CSP launched the works in different zones for the Nmairiye Pumping Station Rehabilitation and Access Road project. The construction subcontractor, Yamen Establishment, assigned different teams to work concurrently on the road reinstatement, culvert box construction, station restoration, and electromechanical assessments of the plant's equipment. All works had been initiated and

Yamen's teams were progressing in finalizing all needed civil works, including the restoration works of the building (sand blasting, painting, waterproofing, fence restoration).

On the electrical side, CSP and its subcontractors finalized the relocation of the electric poles with Electricité du Liban (EDL) as well as the coordination on the procurement and installation of the new transformer. In terms of electromechanical works, CSP dismantled and stored equipment spare parts, such as old control panels and old pumps that will be replaced by its contract at SLWE. In addition, the team conducted a full assessment of the generator which determined that purchasing a new generator would be a more cost-effective alternative than restoring it. TO 5 therefore instructed Yamen to submit a variation order for generator replacement. Regarding the pumps, Yamen placed the order after receiving approval on the selected equipment from BTM, who is serving as CSP's quality control contractor on this intervention. Due to disruptions in the global supply chain, the supply and installation of the pumps will cause some delay as they won't be delivered to site before September 2022.



*Ongoing implementation works in Nmaiye Pumping Station*

## **Borj Rahhal Pumping Station and Forcemain and Lower Litani trunk Sewer, laat Wastewater Treatment Plant Rehabilitation and Expansion, and Bchaale Wastewater System**

The bids for these projects were considerably higher than estimated due to the price and supply volatility of the construction materials such as steel, cement, and fuel that are caused by the global disruption of supply chains, along with the deepening Lebanese financial crisis and the projected increase in customs charges. Six scenarios to overcome the time and budget constraints were presented to USAID for consideration. In the meantime, TO 5 continued to coordinate with USAID to determine the best way to proceed in order to keep construction subcontracts within the budget.

### **OPERATIONS & MAINTENANCE COSTS AND SUSTAINABILITY**



After previously submitting the Operations & Maintenance (O&M) report detailing costs for each of the selected interventions, TO 5 incorporated the direct costs of managing and financing O&M of the proposed interventions into the six scenarios. While the scenarios range from implementing all remaining projects at additional cost to descope one or more to maintain the existing construction budget, all options include the cost of O&M for at least one year for USAID's urgent consideration.

## WASTEWATER INVESTMENT

### IWT PROJECT

During this reporting period, it became evident that most industries interested in the partial rebate under the IWT grant program would not be able to fulfill their committed investment due to the nationwide economic crisis. To address this issue, CSP revised the IWT grant agreement, and with USAID's approval, raised the rebate from 50% (up to \$15,000) to 80% (up to \$45,000) per industry and extended the project duration to January 31, 2023. Subsequently, on April 28, CSP and the Association of Lebanese Industrialists (ALI) completed the signing of the IWT grant agreement modification. On the same day, CSP and ALI organized the IWT technical workshop at ALI headquarters and provided the four committed industries - Cortas, Kamel Badawi Bsat Factories, Al Gazelle, Saifan - with award qualification notices so they can procure and install the required wastewater treatment equipment.

After agreeing with its supplier, Emco, on the required corrective measures needed to achieve the national Environmental Limit Values (ELVs), Cortas expects to start the related installation in August 2022, depending on the arrival of the equipment shipment. USAID equally approved the related ERAC during this quarter.



ELARD visit to Saifan industry - June 2022

Regarding Saifan, the industry started installing its wastewater treatment equipment in collaboration with its supplier, Mecatech. Meanwhile, ELARD submitted the required ERAC to CSP, the revised version of which will be sent USAID for approval in July 2022.

Meanwhile, Al Gazelle is expecting to start the installation of its wastewater treatment equipment during the next quarter in collaboration with its supplier Mecatech.

To procure and install its wastewater treatment equipment, Kamel Badawi Bsat Factories (KBBF) considered two quotations received from Polytech and EpcO. After consulting extensively with Polytech, ECODIT Liban didn't find its proposal technically sound. Moreover, EpcO withdrew its offer after moving its main business activities abroad. Hence, KBBF will seek discounted quotations from its remaining suppliers during July 2022. In case KBBF is not able to find a suitable offer and honor its financial commitment, ALI will work on securing a fourth industry to benefit from the IWT incentive throughout the next quarter.

## WASTEWATER STEWARDSHIP

Under its Wastewater Stewardship initiative, which aims to engage the private sector to raise awareness on wastewater-related topics, CSP collaborated with Tawfeer Discount Store (TDS) to conduct a wastewater management awareness campaign across the supermarket chain's 22 branches in Lebanon. CSP and TDS launched the campaign on World Water Day (March 22, 2022) by posting awareness-raising messages and water conservation tips through their respective social media platforms, which reached around 565,000 people. Throughout the month of April 2022, TDS displayed awareness-raising messages on their carrier bags, as well as on posters and banners which were placed at the entrance of each of its branches located in the districts of Tyre, Nabatieh, Saida, Hasbaya, Rashaya, Bint Jbeil, Aley, Baabda, Beirut, and Keserwan. TDS also organized water-themed coloring workshops for around 560 children across its outlets. Overall, TDS' in-store wastewater awareness activities reached an estimated 509,500 people.

"Having the opportunity to collaborate with USAID has been a great honor for Tawfeer Discount Store. Our team has stepped up to endorse the concept of Wastewater Stewardship through our corporate social responsibility strategies, everyday practices, and marketing campaigns. These efforts come at a time when our Lebanese community is in dire need of life-enhancing initiatives capable of securing a better future for every individual living in it," stated Rami Bitar, CEO at Tawfeer International.



Children participating in drawing activities to raise awareness on wastewater – TDS Nabatieh branch



Social media awareness raising messages

## IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

On the infrastructure track, TO 5 is experiencing three main challenges affecting the implementation of its proposed infrastructure interventions:

## **TIME CHALLENGE**

TO 5's performance period is currently set to end in January 2024, which should be enough time to complete the implementation of the two active construction projects of Aitanit and Nmaiye, as well as any or all of the remaining projects, provided they are awarded no later than July 2022. However, additional time would be needed to help the RWEs with sustaining the implemented interventions by managing and financing the O&M of the completed interventions for at least one year

## **BUDGET CHALLENGE**

Construction prices have increased significantly since the signing of the two active construction contracts in January 2022 due to global supply chain disruptions, along with the deepening Lebanese financial and political crisis. By the end of this quarter, TO 5 and BTM were assessing requests for price adjustments by the construction subcontractors.

Responsive bids of the remaining projects are 20% - 40% higher than estimated due to supply chain disruptions and the geopolitical crisis in Europe. This has prompted TO 5 to develop six scenarios for USAID's consideration to implement some or all of the remaining projects.

## **SUSTAINABILITY CHALLENGE**

Regional Water Establishments are unable to maintain & operate existing wastewater facilities, let alone new ones. They are barely able to provide intermittent water supply to their customers. Their collection rates continue to drop due to the dire economic situation in the country, and their tariffs continue to be paid in the devaluated local currency.

The above situation suggests that donor-funded O&M is necessary in the short term to ensure the sustainability of CSP's wastewater infrastructure projects. Accordingly, TO 5 incorporated the financing and management of O&M into the six scenarios submitted for USAID's urgent considerations. Financing and managing the O&M of any of the six scenarios would require extending TO 5's period of performance to enable it to carry on this function for at least one year.

On the investment track, the worsened economic situation affecting the Lebanese industrial sector continues to raise many challenges. Most industries have lost the financial ability to purchase fuel and import raw material and equipment. In parallel, many industries are not willing to commit to mitigating their wastewater, particularly in the absence of environmental regulation enforcement throughout the country. Additionally, the war in Ukraine is creating global inflationary pressures amid a value chain disruption affecting the procurement of wastewater treatment equipment. Despite these challenges, TO 5 continues to engage with the industries committed to IWT to install the related wastewater treatment systems. By amending the IWT grant agreement and raising the incentive rebate to 80% (up to \$45,000), TO 5 will continue to support and incentivize the four participating industries to treat their wastewater in compliance with the country's environmental requirements.

## V. TECHNICAL ASSISTANCE AND CAPACITY BUILDING

CSP’s technical assistance and capacity building component, also 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 investments. Technical assistance interventions are mostly implemented through CSP’s specialized service providers and short-term technical experts. Throughout the third quarter of FY2022, CSP’s TO 3 continued to focus its efforts on designing and implementing technical assistance interventions to municipalities, civil society organizations (CSOs), and community-based organizations (CBOs) across Lebanon. This assistance gives CSP partners the opportunity to improve organizational development, financial management, social media management, and the operation and maintenance of donated equipment.

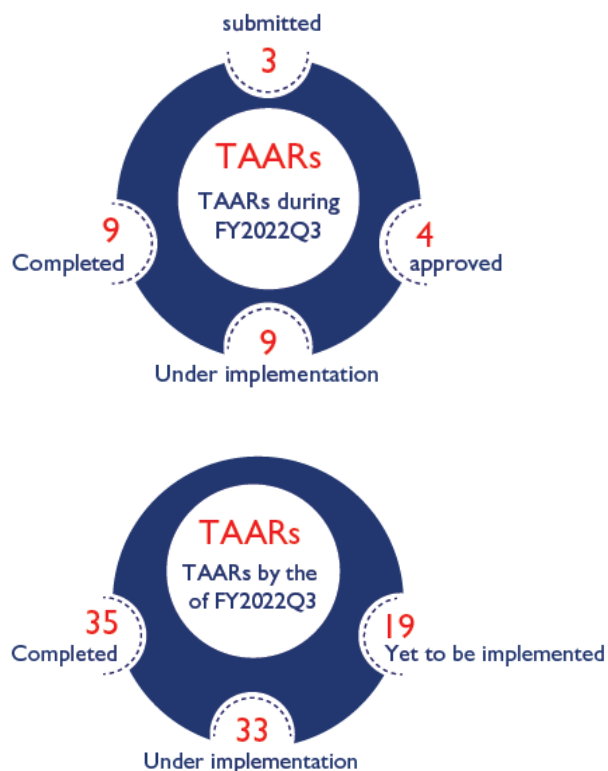
### TECHNICAL ASSISTANCE ASSESSMENT REPORTS:

During this quarter, TO 3 designed two additional TAARs (also known as interventions technical assistance action plans), thereby raising the cumulative number of TAARs designed to 93, compared to an annual target of 91. The team completed the implementation of nine TAARs, against a target of six, thereby raising the total number of completed TAARs to 35, against an annual target of 49. Finally, TO 3 initiated the implementation of another nine new TAARs. The technical assistance activities implemented during this quarter targeted 18 local actors: three cooperatives, 14 municipalities, and one union of municipalities. This has raised the total number of TO 3 local partners/ beneficiaries to 57: eight cooperatives, 33 municipalities, five NGOs, six schools, two union of municipalities, and three regional water establishments.

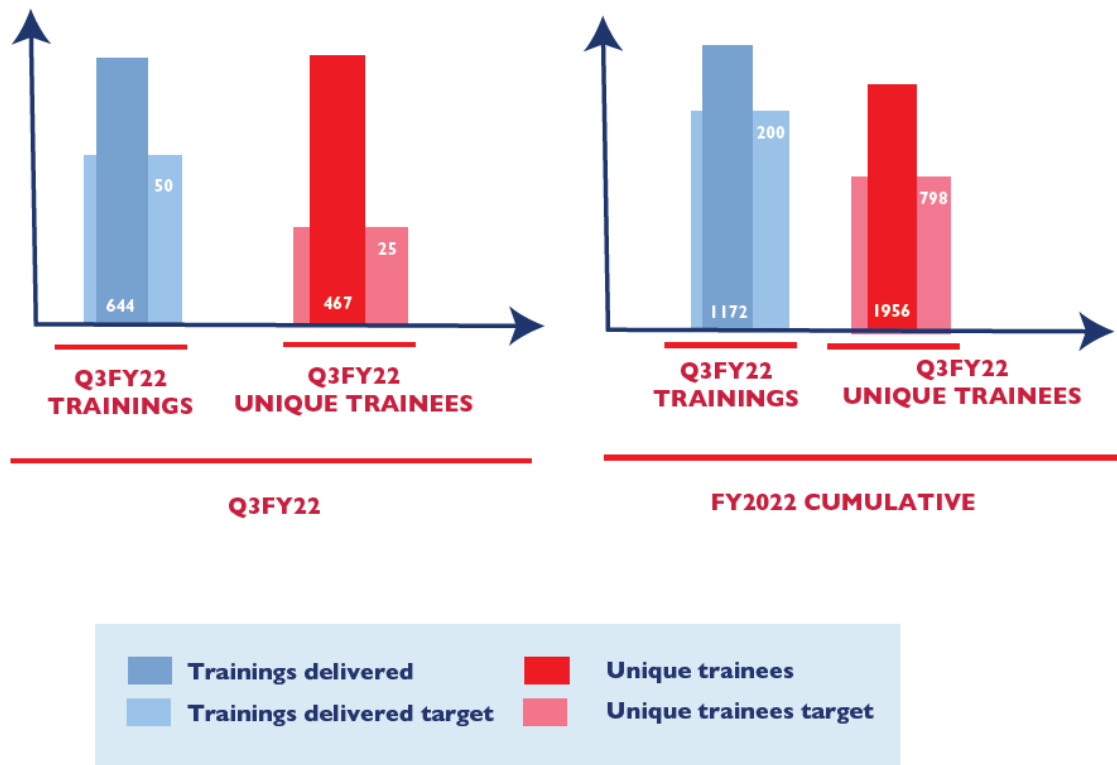
Of the 93 submitted TAARs, four were previously canceled or rejected, 87 were approved, and two were still pending USAID approval. Of these 87 approved TAARs, 76 are directly targeting TO2 activities, eight are general TAARs covering subject matter topics or trainings, and three are providing technical assistance to CSP’s partner TVETs under TO4. Whereas the two TAARs pending USAID’s approval are targeting TO5 activities and communities.

### TRAINING DAYS

This quarter, TO 3 delivered 644 training days, against a quarterly target of 50, benefitting a total of 467 additional unique trainees, as well as 56 volunteers, and nine USP/CSP interns. Consequently, the cumulative number of training days for FY2022 rose to 1172 days, compared to an annual target of 200 days (586% of annual target). The number of unique trainees for Q3/FY2022 was 467 trainees, compared to a target of 25 trainees for the quarter. This has raised the cumulative number of unique trainees until



the end of Q3/FY2022 to 1956 trainees, as compared to a cumulative target for FY2022 of 798, and a Life of Project LOP target of 940 (208% of LOP target).



In addition, TO 3 has reached 4815 people through social media and physical outreach, raising the total number of people outreached in awareness campaigns to 5402.

The high positive variance on the number of unique trainees and training days as compared to annual and quarterly targets are largely due to the completion of LIW activities which have benefited thousands of trainees, as well as to TO 3’s methodology of including the highest number of trainees per community. In addition, the general TAARs (i.e., communities of practice, standard trainings, service provider trainings) bring together high numbers of beneficiaries to facilitate experience sharing and the spreading of specific skills and know-hows.

While TO 3 is on track to achieve its annual and LOP targets for TAAR design and approval, the team may fall short on attaining its target of completed TAARs due to delays in implementation of some TO2/TO1 interventions, detailed in the below section on “Implementation of Technical Assistance”. While the delays could still be absorbed at this moment in the TO3 period of performance, the persistence of these delays during FY2023 will affect TO3’s ability to complete its technical assistance in FY2024, in accordance with contractual deadlines. TO3 was also challenged by the lowered implementation capacity of some of TO3’s service providers due to the brain drain suffered by many Lebanese consulting firms and NGOs. To mitigate, TO3 has and will continue to 1) provide specific trainings on training operation and



reporting to its SPs and 2) provide additional trainings to its SPs on a number of topics to improve their operational capacities.

A summary of TO3's cumulative indicator status' is reflected in the below table.

Indicators	FY20 Actuals	FY21 Actuals	FY22 Actuals		Status Including LOP targets and LOP actuals)	Comments
			FY22 Actuals	FY22 Targets		
Numbers of TAARs submitted to USAID	42	34	17	15	LOP Target: 94	LOP Target will be achieved by end of FY22
					LOP Actual: 93	
Number of TAARs approved by USAID	37	30	20	24	LOP Target: 94	LOP Target will be achieved by end of FY22
					LOP Actual: 87	
Number of days of USG Funded Trainings	582	1036	528.25	200	LOP Target: 1,410	Justification for Discrepancy: Beirut Blast Trainings, Safety and First Aid Trainings to LIW activities, TO3 inclusive approach to selection of trainees
					LOP Actual: 2,146.25	
Number of completed TAARs	3	14	18	23	LOP Target: 94	Justification for Discrepancy: Annual Cumulative for Y3 is 49. Team is working hard to achieve by September 2022. Reason for the delay has to do with overall country context and ability of SPs to rapidly deliver + ability of recipients to sit for prolonged trainings.
					LOP Actual: 35	
Number of unique trainees	419	615	750	100	LOP Target: 940	Justification for Discrepancy: Beirut Blast Trainings, Safety and First Aid Trainings to LIW activities, TO3 inclusive approach to selection of trainees
					LOP Actuals: 1,489	
Number of people who have participated in USAID-funded awareness sessions	0	587	4815	205	LOP Target: 750	Justification for Discrepancy: Aggressive door-to-door grassroots designed and
					LOP Actuals: 5,402	

						implemented awareness campaigns in Bechmezzine and Amioun. Aggressive social media campaigns designed and implemented by locals.
Number of USP Interns	11	25	32	35	LOP Target: 300	
					LOP Actual: 68	Justification for Discrepancy: The 300 target was only designed in Y3, as the internship program was extended. It will take some time before numbers level up.
Number of Economic Opportunities Created	11	41	88	35	LOP Target: 300	
					LOP Actual: 140	Justification for Discrepancy: Same as above. We expect numbers to level up in Y4.

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

### DESIGN OF TECHNICAL ASSISTANCE INTERVENTIONS

This quarter, TO 3 conducted two community profiling exercises, one in El Fekehe, Beqaa and the other for the Ayoun and Ain Yaacoub, North Lebanon. As a result of these exercises, the team produced a TAAR (092) to implement technical assistance to El Fekehe community to enable it to adequately maintain the photovoltaic system and other pump accessories provided by CSP to improve the access of residents to water pumped from artisan wells. Specifically, this intervention will create a governance system within the community to control the water pumping operating system, especially given that the town has no municipality of its own and that the Beqaa Water Establishment is unable to operate and maintain the system due to the absence of human, financial, and managerial resources.

The following table illustrates the TO 3 TAAR profiling, design, and submission activity for the third quarter of FY2022:

TAARs profiled, submitted, and/or approved during the Reporting Quarter Q3/FY2022					
Profiled TAARs/ Communities during Earlier Quarters	Profiled TAARs/ Communities during Q3/FY2022	TAARs submitted to USAID for approval during earlier Quarters	TAARs submitted to USAID for approval during this reporting quarter Q3/FY2022	Approved TAARs during this reporting Quarter Q3/FY2022	Comments
	<b>TAAR 94 &amp; TAAR 95</b> (not yet submitted): Technical Assistance to the North Water Establishment to build employees' capacities to operate and maintain the photovoltaic system and Generators provided for the water pumping stations at AL-Aayoun and Ain Yaacoub <b>(TO2)</b>				Profiling took place during this reporting quarter. TAARs expected to be submitted to USAID for approval during Q4, FY2022.
	<b>TAAR 92:</b> Technical Assistance to El-Fekhe Community to adequately maintain the photovoltaic system and other pump accessories provided by CSP <b>(TO2)</b>		Submitted to USAID approval on <b>June 17, 2022.</b>	Approved on <b>June 17, 2022.</b>	
<b>TAAR 93:</b> Technical Assistance to South Lebanon Water Establishment's Selected Employees to Properly Operate and Maintain the Equipment Provided by CSP to Nmaiye Wastewater Pumping Station <b>(TO5)</b>			Submitted to USAID for approval on <b>June 29, 2022.</b>		The TAAR allows for better operation and maintenance of CSP TO5 provided equipment in Nmaiye, South Lebanon.
<b>TAAR 82:</b> Building Institutional Capacity of Saint Elie Institute <b>(TO4)</b>		Submitted to USAID for approval on <b>December 29, 2021.</b>		Approved on <b>May 6, 2022.</b>	The TAAR contributes to the sustainability of institutional capacity of TO4 TVET beneficiary. The delay in TAAR approval was caused by 1) the need for the dual TAAR approval by the TO4 COR and TO3 COR, and 2) the need to wait for vetting, which took more than 1 month.

					Same is true for TAAR 84.
<b>TAAR 84:</b> Building Institutional Capacity of Abu-Bakr Esiddiq Institute (TO4)		Submitted to USAID for approval on <b>December 29, 2021.</b>		Approved on <b>May 9, 2022.</b>	Same as above
<b>TAAR 88:</b> Diaspora Support to Enhancing Public Services at Local Level (TO2)		Initially submitted to USAID for approval on <b>February 23, 2022.</b>		Approved on <b>May 27, 2022.</b>	The TAAR allows for building municipal and CSO capacity on fundraising from diaspora to fund critical services such as electricity and water provision. The reason for the slight delay in TAAR approval was caused by 1) The addition mid-way of the communities benefitting from USAID-provided generators, and 2) the consulting (after first submission) with some diaspora networks to check if we could include them in the TAAR, and it took some time to arrange for and conduct those meetings.
<b>TAAR 67:</b> Technical Assistance to the Bekaa Water Establishment and the Municipal Union of Bohaira on building employees' capacities on operating and managing Aitanit's wastewater treatment plan (TO5)			Resubmitted to USAID for approval on <b>June 30, 2022.</b>		
<b>Total</b>	<b>2 profiling exercises during the reporting quarter Q3/FY2022</b>		<b>3 TAARs submitted/resubmitted for approval during the reporting quarter Q3/FY2022</b>	<b>4 TAARs approved during the reporting quarter Q3/FY2022</b>	



*Service Provider AFDC Training on Public & Personal Safety to Labor Intensive Workers at Bwarej/ Bekaa – (under TAAR 44- First Aid and Public Safety Training) - June 2022.*

## IMPLEMENTATION OF TECHNICAL ASSISTANCE

### SUMMARY OF IMPLEMENTATION PROGRESS

This quarter, TO 3 completed nine TAARs, detailed in the table below:

TAAR Number	TAAR Description
TAAR 24	Technical Assistance to Hawch EL-Arab Intermediary School to Safely Maintain the oil heaters and preserve school property
TAAR 38	Technical Assistance related to safety measures to be taken while changing street LED light bulbs, following Beirut Blast
TAAR 48	Technical Assistance to the municipality of Dahr El Ahmar to maintain the generator and enhance the financial management operations related to it
TAAR 49	Technical Assistance to the municipality of Hawch Barada on maintaining LED streetlights



TAAR 54	Technical Assistance to the municipality of Al-Ansar to adequately maintain the CSP provided generator
TAAR 56	Technical Assistance to the municipality of El-Qaraoun to safely maintain the LED street lights
TAAR 57	Technical Assistance to the municipality of El-Marj to safely maintain the LED streetlights
TAAR 61	Technical Assistance to the municipality of Aaiha to maintain the generator and enhance the financial management operations related to it
TAAR 67	Technical Assistance to the Municipality of Bqarsouna to ensure safe operation and maintenance of the snow blower and salt spreader attachments and the safe maintenance of streetlight bulbs.

TAAR completion is a phase where all technical assistance activities are completed (as outputs) within a given community. At a later stage, the official TAAR closing report, TO3 team details the adaptations that have taken place. This means citing instances where the community has actually implemented the provided technical assistance, such as maintaining public lights, maintaining generators, operating a hiking trail, etc. TO3 has already submitted to USAID nine TAAR closing reports and plans to submit additional ten (10) before the end of Q1FY2023.

The cumulative number of TAARs completed by the end of June 2022 rose to 35, compared to an annual target of 49. The number of TAARs which were still under implementation stood at 33, while the number of TAARs pending implementation was 19, 16 of which were pending TO 2 progress<sup>4</sup> and three were still in CSP’s procurement/contracting pipeline<sup>5</sup>.

For a full breakdown of the status of TO 3 activities as of the end of June 2022, please refer to Annex D: TO3 Activity Tracker.

**IMPLEMENTATION THROUGH SERVICE PROVIDERS**

During this quarter, TO 3 contracted Earth Link and Advanced Resources Development (ELARD) to provide technical assistance to local actors on best waste management practices for the liquid and solid waste generated by the operation and maintenance of the equipment delivered by CSP. In addition to the provision of On-the-Job Trainings (OJTs), ELARD developed guidelines and tip sheets to serve as a reference for the trainees. TO 3 has also provided local beneficiaries with a list of service providers willing to purchase the generated waste at a later stage.

In addition to the technical experts and service providers, TO 3 has recruited several suppliers to train on the operation and maintenance (O&M) of CSP-provided equipment. These trainings cover equipment operations, cleaning procedures, safety measures, storage, and maintenance. The recruited O&M service providers are mostly the same suppliers selected under TO 2, who are also responsible for the delivery of the equipment.

<sup>4</sup> TAAR 13 (Khirbit El-Jendi); TAAR 45 (Kfar Jarra); TAAR 53 (Sultan Yaacoub); TAAR 70 (Majdal Anjar); TAAR 71 (Mazraat El-Teffeh); TAAR 73 (Hasbaya); TAAR 77 (Tikrit); TAAR 78 (Deir El-Ahmar); TAAR 79 (El-Borj); TAAR 80 (Batroun); TAAR 85 (Qabb Elias); TAAR 86 (Khirbit Rouha); TAAR 87 (Hasroun); TAAR 89 (Jinsnaya); TAAR 90 (El-Marj); TAAR 92 (EL-Fekhe).

<sup>5</sup> TAAR 75 (Kfar Hilda); TAAR 88 (Diaspora); TAAR 91 (Ras Baalbeck).

Throughout this reporting period, and with the objective of initiating the implementation of the TO 4 and Diaspora TAARs, TO 3 has publicly launched two requests for proposals (RFPs) which sought new service providers for the implementation of institutional technical assistance to selected local technical and vocational education and training (TVETs) in strategic planning, financial and administrative management, and for strengthening the capacity of selected municipalities and communities in systematically developing diaspora networks.

Within its mandate to work with organizations to ensure that they have the capacity to provide support to local municipalities and CSOs long after the end of the program, in June 2022, TO 3 conducted a workshop for service providers and short-term experts which aimed at improving their capacity to deliver public trainings and on-the-job trainings, and to better prepare, implement, and report. TO3 has also shared with its service providers some samples of CSP-developed pre and post training templates and related documents, proof of material’s delivery, guidelines, and tip sheets. The team equally discussed with the participants the lessons learned from previous trainings, as well as areas to be improved in the future.



*CSP TO3 Service Providers Workshop on Improved Training Preparation, Delivery, and Reporting - June 2022*

The following table details the service providers working under TO 3, along with their areas of expertise:

**Current Service Providers**

<b>TO 3 Service Providers</b>			
Subject Matter Service Provider	Area of Technical Expertise	PO Deadline	Obligated Amount

Association for Forests, Development, and Conservation (AFDC)	Disaster Preparedness and Response, Public Safety, Forest Fires Preparedness and Response Plans	30-Nov-22	\$ 56,560.29
Agridev	Asset Management	30-Aug-22	\$ 22,126.00
Terre Liban	Awareness Around Sorting at Source	25-Jul-22	\$ 94,933.00
Center for Active Citizenship (CAC)	Business Planning, Scheduling and Operations Planning, Bookkeeping, and Strategic Planning for Civil Society Organizations and Cooperatives, Grievance Mechanism	10-May-22	\$ 118,497.60
RJR Trading & Contracting	Operation and Maintenance of Solar Panels, Worker Safety While Changing Streetlights	25-Feb-23	\$ 9,081.00
Al-Rawan	Training on the Operation and Maintenance of Electrical & Water Equipment	31-Dec-23	\$ 12,572.27
Chair in Education for Eco-Citizenship and Sustainable Development (CEEDD) – University Saint Joseph (USJ)	Water Conservation and Environmental Mitigation Measures	31-May-23	\$ 98,928.28
A-square	Market Linkages, Management of a Marketplace and a Festival Area	30-Dec-22	\$ 34,803.00
Quick Solutions	Automated Municipal Financial Software System	31-Mar-22	\$ 70,601.00
MEFOSA	Food Safety	9-Sep-22	\$ 27,771.97
Lebanese Red Cross	First Aid	Mar-23	\$ 30,000.00
Earth Link and Advanced Resources Development- ELARD	Environmental Compliance	15-Mar-23	\$ 10,000.00
Operation and Maintenance Service Provider	Equipment in Subject	PO Deadline	Obligated Amount
Prisma Invest	Vertical Baler and Weighing Scale	31-Mar-22	\$ 1,300.00
Bou Chalhoub SAL	Plastic Crusher	N/A	\$ 500.00

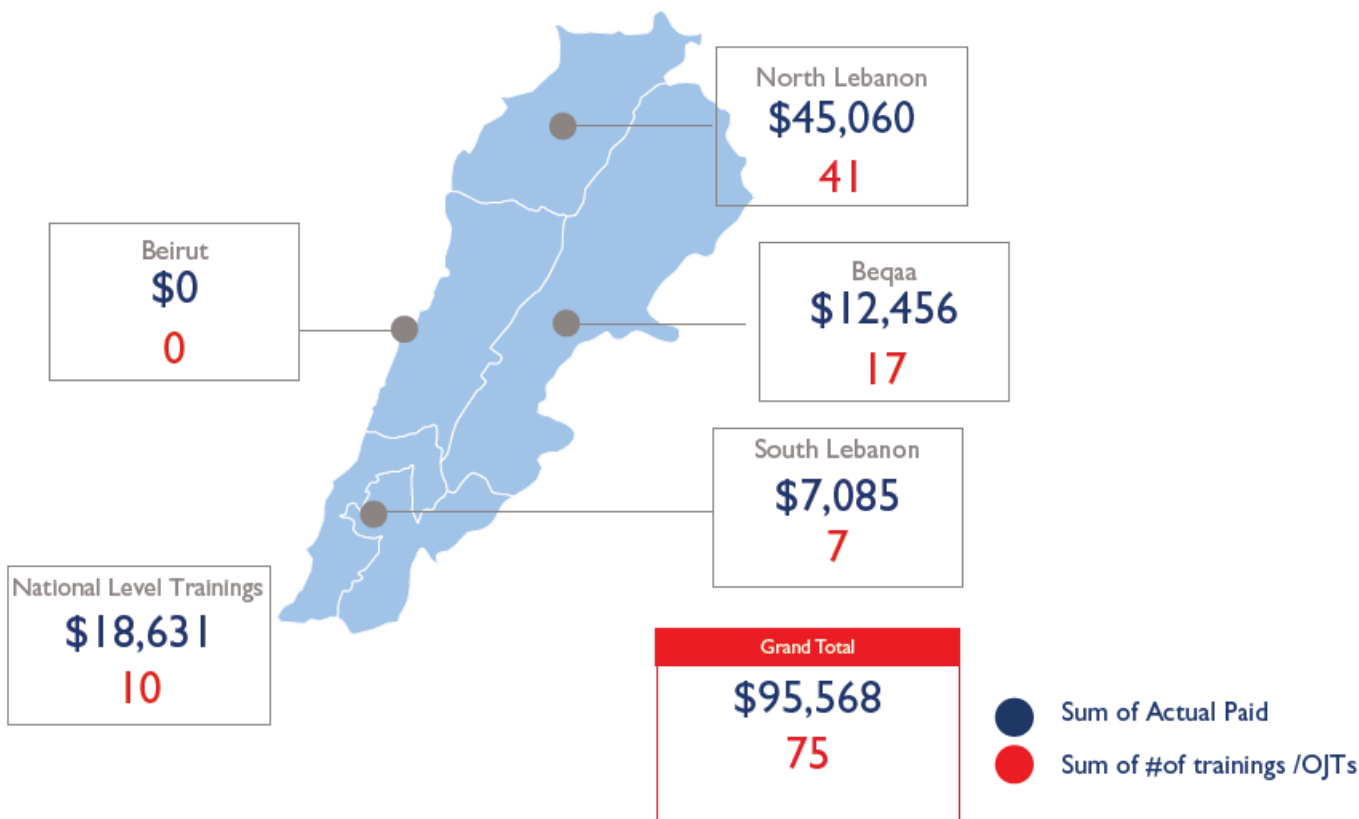
Sippor Group	Salt Spreader	N/A	\$ 300.00
Ultra-Technology	Fire Alarm	22-Feb-22	\$ 500.00
Someco International	Snowblower	10-Apr-22	\$ 500.00
Medilab	Welding Machine	30-Jun-22	\$ 900.00
Societe Saade Agricole	Trailer, Electric pruning shears, Olive Harvesting Bundles, Wood Shredders and Tractor	N/A	\$ 400.00
Moussa Fire	Fire Truck and Fire Equipment	31-Aug-22	\$ 1,050.00
Laminin/ 360Degrees Ltd	Stage Dismantling, Installation and Storage	30-Jun-22	\$ 550.00

### ON THE JOB TRAININGS

This quarter, TO 3 provided 75 on-the-job trainings (OJTs) that built trainees' capacities in multiple areas, including but not limited to: equipment maintenance and operation, safety measures, environmental compliance, water conservation, marketing, and waste management. By the end of June 2022, CSP had provided a total of 533 OJTs, as illustrated in the graphic below:



Summaries of the number of trainings carried out during the third quarter of FY2022, including related expenditures broken down by CSP's focus regions of intervention are depicted in the map below:



### COLLABORATION BETWEEN TASK ORDERS

**TASK ORDER 2:** To cater to CSP's ongoing direct community support activities, during this quarter TO 3 conducted two profiling exercises for Al Ayoun/ Ein Yaacoub (NTH046, NTH049) and El Fekehe (BQA035). The profiling exercise in El Fekehe resulted in a newly approved TAAR which will provide a governance structure for water management in El Fekehe and train community members on safer operation and maintenance of provided equipment. TO 3 equally revamped and resubmitted the Diaspora TAAR 88 to address the lack of funds to operate and maintain the CSP-provided equipment in Amioun and Bechmezzine (recyclable waste), Union of Hasbani (photovoltaic cells), and Ain Ebil (eco-tourism). The Diaspora TAAR 88 also aims to build the capacities of municipalities to attract diaspora funding to operate and maintain CSP-provided generators. TAAR 88 caters to some 14 TO 2 activities and aims to improve the sustainability prospects of CSP's interventions through tapping to new funding sources among the Lebanese diasporas. The implementation of the TAAR has started during the reporting quarter in some four communities (Bechmezzine, Amioun, Union of Hasbani, and Ain Ebil). TO3 has already launched several implementation activities including: working with local communities to establish the diaspora database in each community, working on the MOU to be signed between the municipality and the CSO,



per community, to provide a solid collaboration framework, and finalizing the policies and procedures to handle the bank accounts and cash handling of upcoming diaspora contributions.

**TASK ORDER 4:** During the quarter, TO 3 supported TO 4 to kickstart institutional development activities in three of its partner TVETs: Saint Elie Institute (TAAR 82); Foyer de la Providence (TAAR 83); and Abu Bakr Esiddiq (TAAR 84). TO 3 equally supported TO 4 to hire a human resources consultant to initiate HR trainings within all three TVETs. In addition, TO 3 issued a request for proposal to service providers to provide TVET staff with trainings on strategic planning, organizational development, and financial management. A service provider is expected to be selected for the implementation of these three TAARs during the upcoming quarter.

**TASK ORDER 5:** During this period, TO 3 resubmitted TAAR 67: Technical Assistance to Bekaa Water Establishment and Al-Bohaira Union of Municipalities. Since TO 5 has now initiated the works in the Aitanit wastewater processing facility, TO 3 anticipates that trainings on the operation and maintenance of installed equipment will commence in September 2022 to amplify the impact of USAID investments. TO 3 equally submitted TAAR 93: Technical Assistance to the South Lebanon Water Establishment, to provide the Regional Water Establishment staff with the needed trainings to operate and maintain the equipment currently being installed in Nmairiye Pumping Station. Both TAARs were approved by TO 5 COR during the quarter and their implementation is expected to start as soon as TO 5 concludes the works in both stations.

## **TECHNICAL ASSISTANCE HIGHLIGHTS**

### **COMMUNITY OF PRACTICE ON RECYCLABLES WASTE MANAGEMENT**

To decrease local tensions stemming from solid waste management and disposal, CSP has supported 54 Lebanese municipalities to better manage their solid waste by providing bins, cages, and equipment to upgrade the capacities of local material recovery facilities. To increase the impact, avoid duplication, save resources, and to ensure complementarity and sustainability of this \$967,000 assistance to municipalities, CSP established the Recyclables Waste Management Community of Practice in collaboration with the USAID-funded program “Diverting Waste by Encouraging Reuse and Recycling” (DAWERR). Through this community of practice, local actors are sharing lessons learned and best practices on Recyclables Waste Management, as well as on the development of products and services.

In April 2022, CSP held a workshop and an exhibition to link municipalities working on solid waste recovery in various regions in Lebanon with companies that purchase recyclables. 130 representatives from CSP’s community of practice municipalities, CSOs and collectors attended the workshop which was held in the presence of USAID Mission Director, Mary Eileen Devitt. During the workshop, CSP also launched the first electronic database of recyclables collectors and buyers in Lebanon, a safety guide, as well as an electronic municipal legal guide on recyclables waste management. During the workshop, TO3 has 1) launched its electronic database on recyclables buyers, the first of its kind in Lebanon; 2) launched the municipal legal guide on recyclables waste management; and 3) inaugurated an exhibition on the national initiatives to recyclable management. One of the immediate results of the workshop was the public-private partnership signed in July 2022 between Majdlaya municipality and a private contractor to

resolve the solid waste management crisis in the community. Another immediate result was the provision of two contractors for Makse municipality (selected from the electronic database on buyers) to contract out to buy its sorted recyclables.



*Building Sustainable Markets for Recyclables Waste Management Workshop and exhibition - April 27, 2022*

## MUNICIPALITIES

### Organization of Three Town Hall Meetings on Recyclables Collection and Management

This quarter, TO 3 coordinated and organized three town hall meetings (THMs) in Amioun, Bechmezzine and Makse which were attended by over 30 municipalities and aimed at improving recyclables waste management by providing a platform to explain the recyclables waste management systems put in place by CSP to local stakeholders. THMs seek to improve community members' contribution, participation, buy-in and, consequently, the sustainability of CSP interventions. They equally allow CSP to listen to the feedback and lessons learned for ongoing adaptations.



*CSP TO2/TO3 Town Hall Meeting for Amioun and Koura Villages - June 10, 2022*

### **Design and Signature of a Public-Private Partnership**

In response to the diminishing financial capabilities of municipalities to provide essential services to their communities, in June 2022, TO 3 designed and signed a Public-Private Partnership (PPP) to resolve solid waste management challenges in Majdlaya. Under this PPP, Majdlaya Municipality collaborated with a private contractor to improve the sorting and recycling within the village, whereby the private contractor will collect waste directly from the households based on a fixed fee. This reduced payment will incentivize Majdlaya residents to start sorting at source.

This is the second PPP facilitated by TO 3 during FY2022, after the PPP signed between Lebanese Mountain Trail Association-LMTA and Ain Ebel Municipality. Both PPPs aim to improve local public services through investments made by the private sector, within a legal framework which governs the relationship between the municipality and the contractor.



*Meeting with Zghorta Qaimaqam, Majdlaya Mayor, CSP and Legal Advisor to finalize the Public-Private Partnership Agreement to Resolve Solid Waste Challenge in Majdlaya - June 29, 2022.*

## **AGRICULTURAL COOPERATIVES**

### **Majdal Anjar Agricultural Cooperative**



TO 3 has launched the implementation of its capacity building track to Majdel Aanjar Agricultural Cooperative to contribute to the sustainability of the \$35,735 worth of TO 2's material assistance, which consisted of the provision of new equipment and the rehabilitation of the COOP's premises to ensure safe food processing.

Accordingly, and with the objective of equipping the COOP's women with the necessary skills and knowledge to manage the COOP, during this quarter, TO3 trained twelve (12) COOP members on good governance and best management practices. This training was coupled with tip sheets and guidelines to serve as a reference to the COOP and to promote the COOP's transparency, good governance, and women leadership. Further trainings are planned for the upcoming quarter on safe operation and maintenance of the provided equipment, safe food processing techniques, bookkeeping, the participatory development of a business plan, as well as marketing strategy and social media management to increase the COOP's sales and visibility.



*Training Session Provided by CSP TO3 to Majdal Aanjar COOP on Governance - April 11, 2022*

## COMMUNITY-BASED ORGANIZATIONS

### Cooperation Without Borders

During the quarter, TO3 continued to build the capacities of local NGO, CWB. This is the first time, TO 3 is building the institutional capacity of an NGO by developing its internal financial and administrative policies and procedures. By June 2022, the team has completed the development of the cash management policy and is working on the customization of the procurement policy. Further policies and procedures will be developed during the upcoming quarters such as monitoring and evaluation, and human resources policies.

In parallel, TO 3 coordinated with the USAID-funded LINQ program, the latter of which delivered technical trainings on April



*TO 3 Senior Capacity Building Specialist Delivering a Training on Financial Management to a CWB employee - May 2022*

29, 2022, to the NGO on pesticide compliance, integrated pesticide management, and organic farming systems. Meanwhile, TO 3 will provide a training on the operation, cleanliness, safety measures and maintenance of the provided equipment, particularly for the greenhouses and the cooling and heating systems.

### COLLABORATIVE PARTNERSHIP WITH THE UNIVERSITY SCHOLARSHIP PROGRAM

Two years after USAID's Community Support Program (CSP) launched its collaboration with USAID's University Scholarship Program (USP) to provide USP students at AUB and at LAU with internship and volunteering opportunities, CSP has launched the expansion of its internship activities to include nine new Lebanese universities that are currently benefiting from USAID assistance under the Higher Education Capacity Building (HECD) Program<sup>6</sup>, thereby raising the number of beneficiary universities to eleven. Undergraduate interns and graduate fellows from the nine additional universities will be placed in internships under the USAID funded



*CSP Internship Consultation Meeting with Representatives of Nine Universities and USAID Implementing Partners, April 8, 2022*

programs in Lebanon, implemented through different Implementing Partners, including CSP who will act as a liaison between USAID IPs and the USAID-supported Career Development Centers within the nine universities. On April 8, 2022, CSP held a stakeholder consultation meeting which was attended by USAID's Higher Education Capacity Development (HECD), representatives from the nine universities, and USAID IPs to discuss and share ideas and recommendations that would further shape the expansion of the internship program. This expansion will increase the number of part time jobs created under CSP's TO 3 from a planned 130 to 300, providing Lebanese students with much needed financial income during the ongoing socio-economic crisis. The new internships will equip hundreds of Lebanese students with the soft and hard skills essential for improved employability.

The expansion of CSP's internship program was publicly announced in April 2022 and all one-on-one preparatory meetings with the focal points from university career centers were concluded during this reporting quarter. Moreover, the first intern from the American University of Science and Technology AUST is starting his internship at CSP as a graphic designer on July 1, 2022.

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<sup>6</sup> Universities benefiting from HECD program and that are now benefiting from CSP Expanded Internship Program are: Universite Saint Joseph, Beirut Arab University, Islamic University, Antonine University, Universite Saint Esprit in Kaslik (USEK), Haigazian University, Sagesse University, American University for Science and Technology, and Notre Dame University.

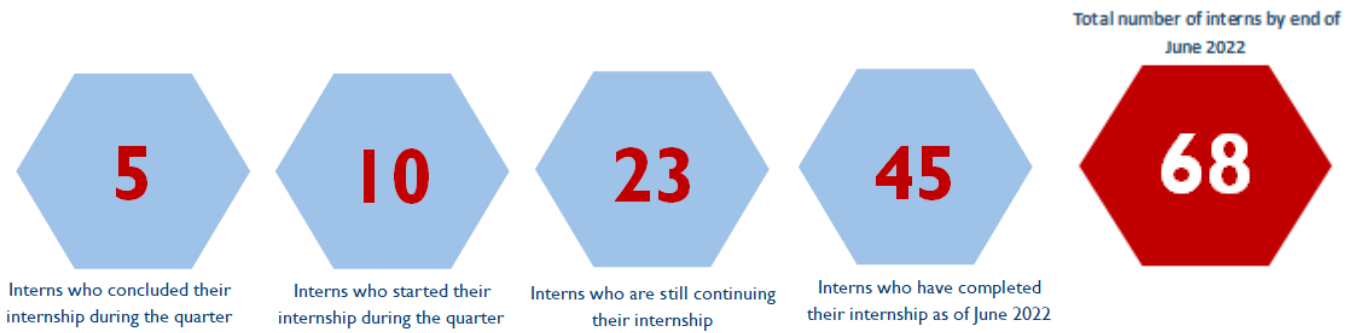


The following tables illustrate interns enrolled during the reporting quarter:

### Interns Enrolled During Q3/FY2022

Intern Name	University Name	Internship Start date	Internship End date	Specialization	Tasks
	LAU	1-Apr-22	31-Jul-22	Information Technology Management	Assist CSP TO4 MEL activities
	LAU	8-Apr-22	8-Oct-22	Banking & Finance	Support on the Cash for Work Activities in Beqaa
	LAU	2-May-22	2-Oct-22	Banking & Finance	Support on the Cash for Work Activities in Beqaa
	LAU	10-May-22	10-Oct-22	Banking & Finance	Assist in implementing the project's local Procurement and Subcontracts Program at CSP
	LAU	1-Jun-22	30-Nov-22	Business Administration	Assist CSP's Senior Advisor in a pilot initiative: Diaspora Supporting Home Communities in Funding Local activities within Targeted Communities (Diaspora Support to Local Communities Pilot Initiative). This activity aims at strengthening and mainstreaming diaspora's engagement in contributing to the response to the crises in Lebanon

LAU	1-Jun-22	30-Nov-22	Economics	Assist CSP's Senior Advisor in a pilot initiative: Diaspora Supporting Home Communities in Funding Local activities within Targeted Communities (Diaspora Support to Local Communities Pilot Initiative). This activity aims at strengthening and mainstreaming diaspora's engagement in contributing to the response to the crises in Lebanon
LAU	6-Jun-22	30-Nov-22	Economics	Support CSP's Technical Assistance Component, Task order 3, in the follow up and monitoring of the monthly bookkeeping system and financial budgeting collection of six municipalities in Lebanon (Beqaa and South), related to Operation and maintenance of generators and hybrid on grid PV systems.
LAU	6-Jun-22	6-Dec-22	Information Technology Management	Support CSP's Technical Assistance Component, Task order 3, in the follow up and monitoring of the monthly bookkeeping system and financial budgeting collection of six municipalities in Lebanon (Beqaa and South), related to Operation and maintenance of generators and hybrid on grid PV systems.
LAU	8-Jun-22	8-Dec-22	Economics	Support on the Cash for Work Activities in Beqaa
AUB	20-Jun-22	20-Dec-22	Environmental Sciences – Ecosystem Management	Support CSP Monitoring, Evaluation, and Learning (MEL) Team in collecting and analyzing qualitative and quantitative data, as well as writing reports of CSP activities in the North, South and Bekaa.



### CSP/USP INTERNSHIP HIGHLIGHT

With a degree in Business Studies and Information Technology Management from LAU, Tala El Kayal joined CSP as a graduate fellow on the Recyclables Waste Management Community of Practice. During her sixth month of internship, she was hired as a full-time employee Program Assistant with the USAID’s ARE program. During her time with CSP, Tala supervised two undergraduate interns, developed her organizational and leadership skills, and learned to work independently to complete the required tasks abiding by the deadlines.



*Tala (middle) supervising two student interns while organizing the "Creating Sustainable Markets for Recyclables Waste Management" Event - April 27, 2022.*

Even though she did not have experience in the waste management sector, she learned and shared the knowledge with the other interns, and supported in the creation of a national Recyclables Collectors Database as well as the Recyclable Management Legal Guidelines. Her contribution aimed to allow decision makers at municipalities to make more informed decisions on whether to partner with a specific collector or not, using the database as a tool. Tala is an example of the new horizons that CSP’s internship program opens to its interns.

### IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

During the third quarter of FY2022, the TO 3 team was able to mitigate its previous challenge of limited human resources by recruiting a Capacity Building Manager and a Capacity Building Officer for the Beqaa region to replace staff who previously vacated those positions. The team equally completed the recruitment process for the positions of Training Coordinator and University Partnership Officer, who are both expected to join in August 2022, thereby restoring the staffing level to 100% by end of August 2022.

TO 3 has significantly increased the rate of TAAR completion, completing nine interventions during the third quarter FY2022. As the cumulative target of completed TAARs for FY2022 stands at 49, TO 3 is expecting to fall short by some 10-15% in achieving the target due delays in activity implementation under other task orders and the reduced ability of service providers to deliver what is needed on-time, mainly due to the ongoing deterioration of the country context. Nevertheless, the upcoming implementation of TO 4 and TO5-related TAARs may support TO 3 to get closer to its cumulative target of 49 TAARs completed by September 30, 2022. Moreover, TO 2’s progress in the completion

of its activities in the field will also eventually assist TO 3 to complete its interventions according to its targets.

## **VI. MANAGEMENT AND OPERATIONS**

### **MANAGEMENT AND OPERATIONS**

CSP's management team, also known as Task Order 1 (TO 1), provides centralized operational and cross-cutting technical support to all task orders under the CSP IDIQ. Throughout the challenging context of this quarter, TO 1 maintained business continuity and provided continuous support to CSP's other task orders to deliver on programmatic objectives. Considering the continuous decline of COVID-19 during the first month of the quarter, CSP management, in coordination with Chemonics' other projects in Lebanon (LED and ARE), made the decision to fully reopen CSP offices starting May 4. Consequently, CSP no longer have a recognized threshold for in-office presence and staff are expected to work from the office, unless they have approval from their supervisor for a full or partially remote work arrangement. Field operations and visits were conducted without significant interruptions, except for some short, unexpected roadblocks. The rest of this section details the management team's achievements and progress during the past quarter.

#### **ADAPTIVE MANAGEMENT**

As part of its adaptive and flexible management approach, Chemonics re-submitted on May 6, 2022 its revised technical and cost proposals to extend TO. In response to feedback received from USAID, Chemonics reduced the net modification fund request from \$4.2 million to \$3 million. This involved a great deal of effort given the already tight resources under which TO1 operates to service the IDIQ's four technical task orders functioning at full capacity. Nonetheless, Chemonics was able to find the necessary cost savings while also aligning itself with the demands of supporting the technical task orders through their current and potentially extended periods of performance, thereby ensuring that CSP's technical work will have the management, operations, and cross-cutting technical support to meet and exceed their performance targets, as well as to provide overall leadership and coordination across tasks. On June 2, 2022, TO1 was officially extended for 11 months, from August 2023 to July 2024, and the ceiling was raised from \$19.7 to \$22.7 million.

On May 19, 2022 CSP's Senior Management Team (SMT) participated in USAID's IP meeting that was held in-person for the first time in almost two years. This was a great opportunity for CSP to showcase its diversified portfolio of interventions and share how it is adapting in the face of implementation challenges. The team prepared three presentations specifically for the occasion. Chief of Party Rhett Gurian presented on Best Practices for Navigating the Financial Crisis; TO3 Director Fares El Zein presented on Diaspora Engagement in Support of Lebanese Local Communities, and TO4 Director Khadija Al Zahzah presented on the findings and recommendations from the Renewable Energy Labor Market Assessment.

#### **HUMAN RESOURCES**

During the quarter, CSP's TO1 team assisted in the recruitment of a number of qualified local staff as per the staffing plan approved and in response to emerging vacancies, as per the tables below. For an updated organizational chart depicting all CSP staff as of the end of June 2022, please refer to Annex H: CSP Full Organizational Chart.

CSP New Hires (April 2022-June 2022)			
LONG-TERM POSITION	NAME	TASK ORDER	START DATE
Capacity Building Manager		TO3	1-Apr-22
Grants and Subcontracts Specialist		TO1	11-Apr-22
Field Officer-South		TO2	12-Apr-22
Field Officer-North		TO2	4-May-22
Capacity Building Officer-South		TO3	23-May-22

CSP Promotions and Title Changes (April 2022-June 2022)			
LONG-TERM POSITION	NAME	TASK ORDER	START DATE
Workforce Development Specialist		TO4	1-Apr-22
Electrical Engineering Specialist/Document Controller-Engineer		TO1	12-Apr-22
Senior Grants and Subcontracts Specialist		TO1	27-Apr-22
Senior Procurement Specialist		TO1	27-Apr-22
University Partnership Manager		TO3	1-May-22
Senior Engineering Manager		TO1	26-Jun-22

## ACCOUNTING AND FINANCE

### FINANCE AND COMPLIANCE REVIEW

In April 2022, CSP underwent a finance and compliance review (FCR) which is regularly conducted as part of Chemonics' internal controls to ensure the project is operating according to USAID regulations and Chemonics procedures. On May 23, 2022, Chemonics's internal Finance and Compliance Senior Specialist, Tara MacKinnon, submitted her report TO 1 management. The report, covering transactions implemented by the project between May 2020 and March 2022, identified only one high priority recommendation and two medium priority recommendations. Given the scope and scale of CSP, the minimal number of priority recommendations and their content demonstrates high attention to compliance within the project's management and operations team. The implementation of these recommendations will benefit the Lebanon CSP project by further improving internal controls and reducing the potential for noncompliance.

### SUMMARY OF FINANCIAL EXPENDITURES

In the third quarter of FY2022, CSP maintained and expanded implementation of TO 2 activities, delivered trainings on USAID-provided equipment under TO 3, and continued construction on some TO 5 interventions, while maintaining steady operational spending under TO 1. Below please find a summary of spending across each task order, including explanations of variances in expected expenditures and shifting trends from the previous quarter and fiscal year, if any. For a detailed breakdown of CSP expenditures during the reporting period, see Annex I: Quarterly Financial Report.

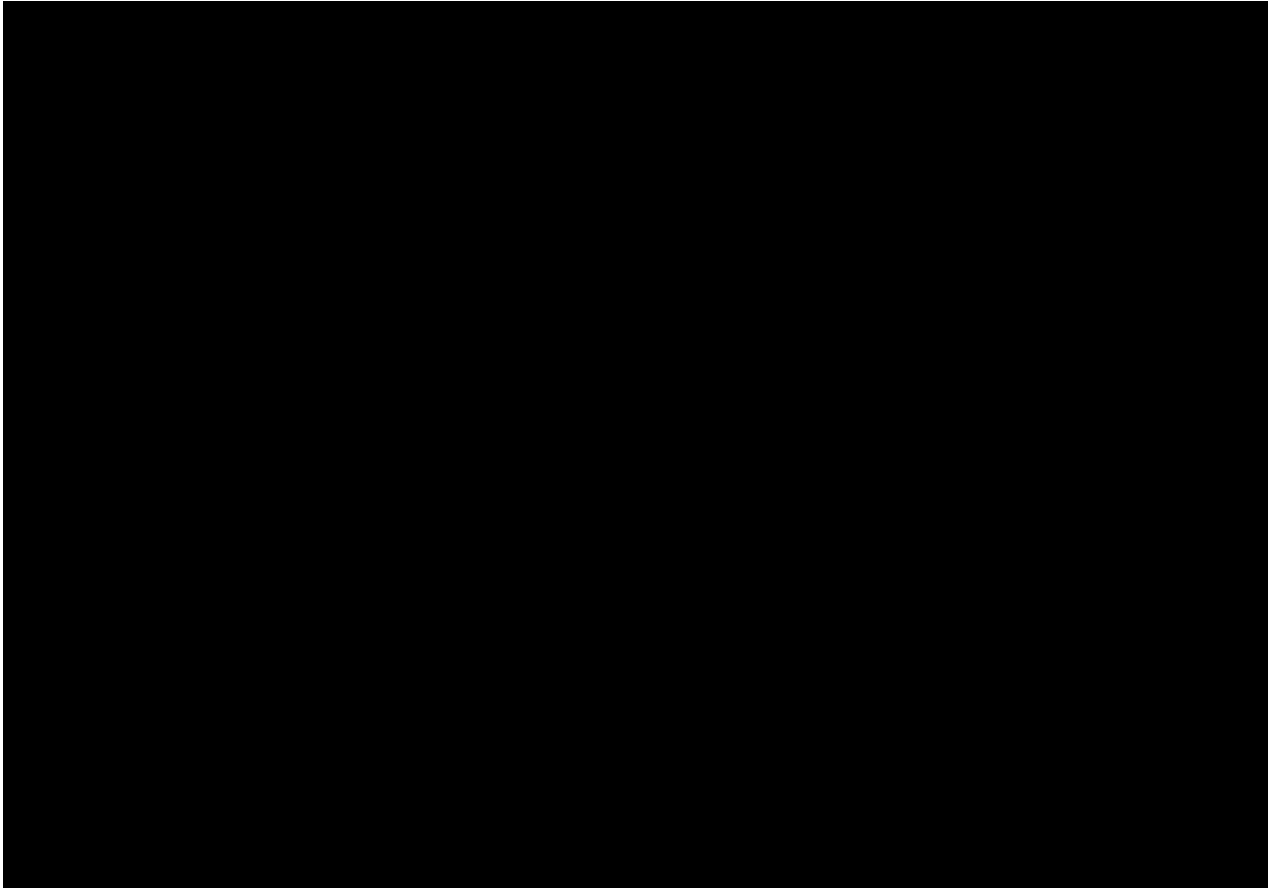


**TASK ORDER 1:** TO 1 spent a total of [REDACTED]. The TO has spent [REDACTED]. TO 1 continued to sustain high engagement by local subcontractors Quantum, BTM, and ELARD, invoicing [REDACTED] for tender documents, preliminary design reports, progress reports, and advisory services associated with TO2 activities as well as communications and outreach expertise for the IDIQ. TO 1 also received a costed modification in June 2022, increasing the total estimated ceiling of the TO by \$3,000,000 and extending the period of performance to July 2024.

**TASK ORDER 2:** During this quarter, TO 2 spent a total of [REDACTED]. The TO has spent [REDACTED]. Despite the difficult operating environment, CSP TO2 continues to push forward with activity implementation. For example, the project received approval for all 97 planned activities. However, some implementation progress was delayed due to circumstances outside of the team’s control, such as changes in requirements for solar system procurements and BTM inadequate resourcing needed to finalize some designs as per the original timelines, creating implementation delays. The TO1 Management and engineering teams are working closely with TO2 to overcome those delays with BTM in the upcoming quarter, including augmenting BTM’s capabilities by soliciting the services of additional subcontractor with specialized expertise in construction design and supervision. Additionally, there were other ongoing impacts of externalities, including the ongoing economic crisis and the COVID-19 pandemic. To account for these delays, a proposal for a no-cost extension to shift TO 2’s end date from January to May 2023 is pending with USAID.

**TASK ORDER 3:** TO 3 expended [REDACTED] during this quarter. The TO has spent [REDACTED] during the next quarter. Chemonics anticipates that the costs it will incur under TO3 will exceed 75 percent of its current obligation by December 2022, [REDACTED]. TO 3 continued to deliver trainings through local partners, including trainings on marketing for cooperatives in Beqaa. In this quarter, CSP also conducted focus group discussions with local stakeholders as part of the “community listening exercises” to identify technical assistance needs within target communities.

**TASK ORDER 5:** Finally, TO 5 expended a total of [REDACTED]. The TO has spent [REDACTED] next quarter. The team continued the construction phase of the interventions in Nmaiyye and Aaitanit with subcontractors Yamen Establishment and Parallel Contracting, under the supervision of BTM and ELARD. The construction bids for Bchale, Borj Rahhal, and laa were evaluated and discussions are ongoing about how to proceed, given that bids were higher than the engineering estimates due to volatility in the construction sector, largely due to global inflation and impact of the war in Ukraine on the availability and price of steel. The delay of these construction projects will impact planned expenditures under TO5 for the remainder of the fiscal year.



**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. During the reporting period, CSP remained in compliance with the Xinjiang Supply Chain Business Advisory through the approach created during the second quarter of FY2022. Additionally, in coordination with the TO 1 Engineering Unit, the teams held an Activity Cycle Refresher training for CSP’s TO 1 and TO 2 staff to reinforce roles and responsibilities and discuss gaps as well as solutions to the implementation process, especially given the number of new staff on both teams.

**SUBCONTRACTORS MANAGEMENT** During the reporting period, CSP coordinated closely with construction quality control subcontractor, Bureau Technique pour le Développement (BTD) and environmental services subcontractor, Earth Link and Advanced Resources Development (ELARD), to ensure quality interventions. These partners provide engineering design, construction site supervision, and environmental compliance services for several ongoing and potential interventions under CSP’s community support, wastewater management, and workforce development components. The team also continued to work closely with institutional communications and outreach partner, Quantum Communications through their ongoing time and materials subcontract. With the departure of graphic

designer, Nour Hraiby, in June 2022, CSP worked with Quantum to use the leftover funds to extend the end date of Reporting Officer Xavier Geissmann from August 2022 through November 2022.

**COMMUNITY SUPPORT** TO 1's Activity Fund (AF) team supported TO 2 in awarding and kicking-off two fixed amount award grants to partner René Moawad Foundation (RMF) related to the labor-intensive activities in Sahel Akkar and Wadi Khaled under one grant, and another grant in Qbaiyat, Aandqet, and Jabal Akroum, North Lebanon. Additionally, during the third quarter of FY2022, the AF team supported TO 2's Beqaa team in selecting partner Lebanon Reforestation Initiative (LRI) to kick-off the labor-intensive activity in Bwarej, Barr Elias, Qabb Elias and El Fekehe. The team also supported TO 2 in releasing requests for quotations and evaluating proposals to implement their construction and non-construction, activities. In addition, the Engineering Unit and AF team worked closely together to review and analyze material increase requests from various contractors due to the increase in prices globally, specifically in fuel, steel, and concrete. Lastly, the team assisted TO 2 in officially closing seven grants and five activities.

**CAPACITY BUILDING & TECHNICAL ASSISTANCE** The AF team supported TO 3 by continuing to manage the contracts with 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. During this quarter, the AF team also supported TO 3 in releasing two RFPs. The first was for experts to provide TVETs with strategic planning, financial management, and administrative Management. The second was for experts to provide technical assistance to selected municipalities and communities to strengthen their capacities in developing a systematic diaspora network, establishing diaspora connections, and proposing interventions for diaspora support. The AF team also coordinated with TO 3 to issue contracts with vendors for venues and coffee/lunch breaks for various events and trainings related to first aid, fire management, recyclable waste management, and stakeholder workshop trainings. The team continued to support TO 3 with their fixed amount award grant with Terre Liban to provide technical assistance to 19 villages in the Koura district, supporting local stakeholders to design and implement a community awareness campaigns on sorting at source.

**WASTEWATER MANAGEMENT** The AF team supported TO 5 in monitoring the implementation of the ongoing wastewater infrastructure interventions in Aitanit by subcontractor Parallel and in Nmariye by subcontractor, Yamen. In parallel, the team worked closely with the construction implementation supervisors ELARD and BTD for these two activities, as well as continued its support in the management of their fixed amount award grant with ALL to provide capital investments to several industries in Lebanon aiming to improve their wastewater management.

**VETTING**

[REDACTED]

**OFAC LICENSE**

[REDACTED]

## CROSS-CUTTING TECHNICAL SUPPORT

### ENGINEERING AND ENVIRONMENTAL COMPLIANCE

During the third quarter of FY2022, TOI's Engineering Unit (EU) continued its support with the design, tendering, and implementation of ongoing construction activities across CSP interventions. The unit held bi-weekly meetings with the design and supervision consultant, BTD, to discuss in detail the work progress in activities under implementation and the design status of activities still in the design phase. During these meetings challenges related to the ongoing designs and the time required to respond to A&E MSP comments was discussed and CSP stressed on the fact that the response time must be in accordance with the approved QCP and contract requirements. Out of the total of 14 activities with engineering design, there is one activity on hold due to engineering related challenges (Hasroun), one activity approved (Deir El Ahmar), 8 activities with design launched during the current quarter (El Meri, Kherbit Rouha, Kherbit Daoud, El Borj, Al Ouyoun, Ain Yaacoub, Bechmezzine and Jedidet El Qaitaa), three activities in the final round of comments and expected to be approved shortly (CWB, Tikrit and Bechwat) in addition to one already approved activity but with additional clarification required (Fekhe). The table below summarizes key engineering outputs in relation to these efforts:

Engineering Output Measures	Definition	Target				Actual				Reason for Deviation
		Quarterly April to June 2022		Total Engineering Interventions		Quarterly April to June 2022		Total Engineering Interventions		
		CQCP (BTD)	AQCP (Chemonics)	CQCP (BTD)	AQCP (Chemonics)	CQCP (BTD)	AQCP (Chemonics)	CQCP (BTD)	AQCP (Chemonics)	
Number of Interventions with designs prepared by design consultant/Chemonics	All ongoing design packages either under initial preparation or ongoing the A&E MSP review cycle	13	2	14	2	13	2	14	2	Hasroun design is still pending due to land ownership issues
Number of designs successfully completed the USAID A&E MSP review		7	1	14	2	1	1	1	1	3 activities are in the final round of comments, while the remaining 3 activities are still in the review process due to repetitive cycles of review
Number of construction interventions completed	Interventions for which substantial completion certificates has been issued by the Consultant	5		35		2		2		Delays in implementation due to many reasons including unavailability of material, difficulties in the works or

						delays in construction contractor's activities.
Number of environmental compliance site visits conducted by environmental consultant/Chemonics	Mid-Implementation and final compliance site visits conducted	10	70	5	5	Directly related to the delays in the implementation of ongoing activities
Number of interventions that are environmentally compliant	Mid-Implementation and final compliance conducted	10	70	2	2	Missing first aid kits that were supposed to be procured by the municipalities and missing legal papers

Given the importance and volume of solar activities under CSP's TO2 Community Support component, the Engineering Unit collaborated closely with BTD to expedite the relevant design packages (currently 13 activities are under design preparation and/or review with BTD) and worked simultaneously on the design of over nine solar activities, three of which were approved for tender and, by the end of June 2022, 3 activities are in the final round of comments by USAID's A&E MSP. In addition, with the continuing economic crisis affecting the costs and availability of construction materials, the unit worked closely with BTD and the various awarded construction contractors to adapt the proposed workplans, namely the long lead items, to secure the supply of the construction materials at the early stages of implementation to avoid any shortages, delays, and to minimize the impact of any price variations.

To complement these efforts and facilitate implementation, the Engineering Unit also coordinated closely with USAID's A&E MSP (CDM Smith) by holding regular bi-weekly meetings. During these meetings, the progress of all the activities included in A&E MSP Work Orders # 1, 5, 7, 9 & 13 were discussed along with the challenges – such as the ready-mix concrete mix design and brick wall cladding of water towers – action items lists generated during site visits and close out documents verification, as well as follow up and coordination procedures. In addition, the team carried out ten site visits with A&E MSP to 20 of CSP's ongoing activities. A&E MSP issued the relevant site visit reports and action items lists, which were addressed by CSP. Moreover, the team held two additional meetings with BTD's design team and the A&E MSP reviewers, during which they discussed the ongoing design review of five activities to fast track their approval. As a result, two of these activities were approved and the approval of the remaining three is expected to be received during the upcoming quarter.

## MONITORING, EVALUATION, AND LEARNING

**LABOR INTENSIVE WORKS COMPLIANCE TRAINING** During this reporting period, CSP's MEL team delivered two training sessions on compliance, related to the implementation labor intensive activities. The first session was delivered to CSP's internal team on April 5 and the second session was delivered to two implementing partners RMF and LRI on April 29, 2022. The training included a thorough explanation of the process, expectations, requirements, as well as the roles and responsibilities of each party.



**MID YEAR REVIEW** On June 2, 2022, during CSP’s mid-year review CSP’s MEL director presented main adaptations across TOs that were applied as a result of previous learnings throughout implementation. Main progress towards indicators were also presented to keep related teams updated about the current status of achieved results. The session also covered targets versus results and some lessons learnt, as well as concluding points on ways to move forward. Below are some related points:

- The changes in context and the challenging economic situations necessitated a shift towards implementing cash for work interventions. This made “Increased economic opportunities” related indicator more achievable under TO2.
- Community Engagement task force helped the team better understand the related indicator and provided much needed guidance that positively affected the results under both TO2 and TO3.
- Diaspora Support to Local Communities Pilot Initiative under TO3 is expected to boost the results of at least 2 indicators: - Value of resources - Community-based projects.
- The expansion of the Internship program to include 11 universities has led to increasing both the target and expected results under the TO3 “Increased economic opportunities” indicator.
- The refinement of grant preparation and approval process under TO4 played a significant role in enabling reporting numbers in the correct timeline.

## INDICATOR HIGHLIGHTS

During this reporting period, under TO2, major indicator highlights include a total of 6,798 people benefiting directly from the installation of LED lighting system in Old Saida and Hawch Barada. Among these, 5,198 were Lebanese and 1,600 were refugees. Additionally, in Nabi Ayla, 4,020 people, of whom 2,420 were female and 1,170 were youth, benefited from improved public safety through the construction of a retaining wall. Furthermore, 135 farmers in Aachach, Meriata and Arde benefited directly from improved irrigation sources that feed their agricultural lands. Similarly, while CSP focuses on engaging local community members during the various phases of its interventions to ensure their involvement and commitment to the projects’ activities and operations, 76 community members actively participated in CSP activities of Talia, Majdel Aanjar, Makse, Loussiya, Ainata, Khirbet Rouha, El Fekehe, Ras Baalbek, Nabi Ayla and Haret El Fouwar during this quarter.

Notable indicator achievements under TO3 include 7 institutional adaptations, 5 of which were recorded in El Qariyeh, where the municipality and a local organization adapted management and food safety practices. For a full account of MEL indicators under TO 3 for the quarter and how they compare with the targets set, see Annex F. Kindly refer to Annex B for CSP’s full indicators tracking table.

## COMMUNICATIONS AND OUTREACH

During the quarter, the communications and outreach unit continued to produce and disseminate material to maximize the visibility of USAID assistance. In addition to updating CSP’s channels with activity progress and impact content, and supporting technical TOs on branding, visibility, and production of content and external products, this quarter the communications unit continued to lead on the implementation and closing of two campaigns, supported the implementation of two public

events, and raised the profile of CSP through producing impact audio-visual material and content for international conferences.

**SUPPORT TO TECHNICAL TASK ORDERS**

The communications team continued to support all CSP’s technical task orders by generating and editing impact content and producing and disseminating visibility material, while also ensuring quality reporting, weekly progress highlights, and transforming lives stories. In addition to detailed conference, event, and audio-visual related support elaborated below, the team continued to support TO2 in ensuring informative branding for multiple on-site interventions, TO3 on the design of external training material and presentations, TO4 on producing impact material and media coordination for their TVET campaign and event; and TO5 on filming implementation progress and implementing and monitoring their wastewater stewardship campaign with Tawfeer Discount Store (TDS).

**CAMPAIGNS, EVENTS, and MEDIA APPEARANCES**

Throughout the month of April, the communications team continued to support TO 5 in implementing a wastewater stewardship campaign with national supermarket chain TDS across its 22 branches. The campaign included targeted messaging over social media and in-person activities within the supermarket’s branches. By the end of June 2022, the campaign had reached over 500,000 individuals on social media, and more than 500,000 people through in-person activities.

Meanwhile, the team also supported TO3 in implementing their event on Recyclables Waste Management in April through agenda preparations, producing and disseminating a press release in English and Arabic published by more than 40 local media outlets, as well as producing an impact video that was screened during the event.

Additionally, the communications team led on the continued implementation of the TO4 three-month media campaign focusing on public perceptions of the TVET sector in Lebanon. During the reporting quarter, the team ensured TO4 participation in an additional two televised interviews: one with MTV on April 3 and another on Mariam TV on April 8; in addition to two radio interviews in May: one on Radio Liban Libre, and another on Voix Du Liban. Interviews from the previous quarter included one on Al Jadeed, and another on Tele Liban. By the end of the campaign, CSP was able to reach more than 1.5 million viewers across 7 different television and radio channels and through social media messaging.

Furthermore, the communications team led on the preparations and implementation of the TO4 closing event of the media campaign on June 29 including the production and dissemination of a press release which was published by over 40 local media outlets.

In parallel, the team also facilitated another interview on Mariam TV that aired live on April 11, hosting CSP’s TO2 and TO3 members who highlighted CSP’s overall objectives and



*CSP’s TO2 Director and TO3 Senior Capacity Building Manager interviewed live on Mariam TV’s show A’al Mawa’d – April 11 2022*

major achievements across Lebanese communities.

**INTERNATIONAL CONFERENCES**

This quarter was also characterized by significant CSP presence in external conferences and fora. As such, the communications team supported TO2’s participation in the Society for International Development – United States (SID-US) annual conference by developing a pitch deck and producing an impact presentation video on CSP’s solar interventions to counter the collapse of essential services. On May 26, TO2’s submission was selected ‘Best in Show’ in the innovation competition at the conference.

In addition, the communications team supported CSP’s participation at the Global Digital Development Forum (GDDF) through the production of two presentation videos which were screened on May 4 and 5: one focusing on CSP’s digital recyclables marketplace under TO3, and the other on CSP’s Monitoring, Evaluation, and Learning QR code system.



*Impact video presentations screened at international conferences (Top) Recyclables collectors’ marketplace (Middle) Solar solutions (Bottom) MEL QR system*

**CSP CARES**

After piloting Labor-Intensive Works (LIW) interventions, CSP established additional mechanisms to enable beneficiaries to report issues in an effective and timely manner. As a result, CSP designed a Community Accountability Reporting System (CSP CARES) to ensure that the system could be rolled out ahead of its new batch of LIW interventions. This quarter, the communications team ensured targeted messaging and dissemination of CSP CARES visuals across all CSP channels, visibility items, and outreach material.

**OUTREACH MATERIAL**

**Other audio-visuals:** In addition to the audio-visual material detailed above, during the quarter, the team also produced three videos aiming to raise awareness on the benefits of sorting-at-source in Koura, North Lebanon. Two of the videos were disseminated during CSP community events and across social media channels; while the third will be disseminated in the upcoming quarter. Meanwhile the communications team also produced and disseminated two videos related to the TO4 media campaign mentioned above which were screened through 28 television spots across local media channels Al Jadeed and MTV. Additionally, the team produced and disseminated one illustration video to solicit scholarship applications for a Homebased Healthcare course developed under TO 4. In parallel, the team continued to support TO5 in filming implementation progress of wastewater management projects in Aitanit and Nmairiye to produce an impact video towards the end of the interventions.

**Newsletter and Story Map:** During this quarter, CSP disseminated its bimonthly newsletter in both English and Arabic in May 2022 to its 400 direct subscribers, as well as produced a story map summarizing the contents of the second quarter of FY2022 progress report. The story map is designed using the online mapping software ArcGIS and conveys the report’s contents to a general audience by combining narrative, audiovisuals, and interactive maps.

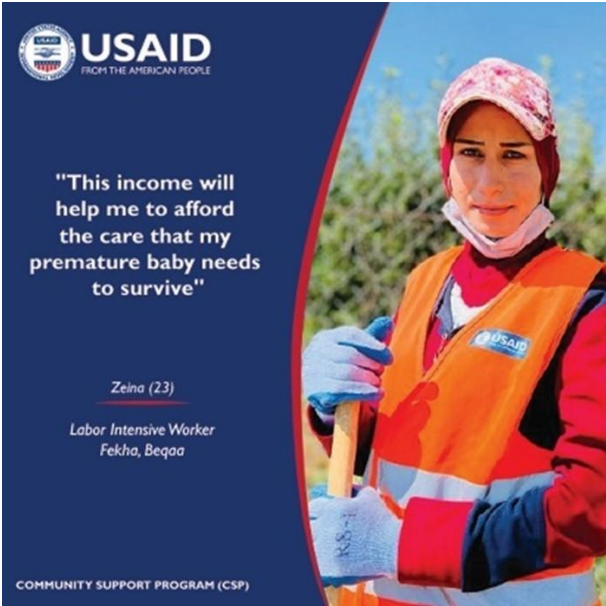
**Transforming Lives Stories:** This quarter, CSP received USAID’s approval on four transforming lives stories submitted during the previous quarter. Additionally, the team submitted four additional stories for USAID approval that cover a range of CSP activities and impact content. These include promoting CSP’s scholarship program which is enabling vulnerable students to enhance their employability skills, and highlighting how USAID’s CSP-provided agricultural equipment is improving livelihoods and enhancing access to farming in Ainata el Arz. The other stories portray the CSP-supported all-women agricultural cooperative in Fnaideq and its improved marketing strategy and sales, and CSP’s support to residents in Koura on tackling the severe solid waste crisis in their area.

**Online Outreach:** With the ramping up of the promotion of CSP impact activities across various channels, CSP’s Facebook account gained an additional 1,300 followers during the quarter, reaching a total follow count of over 13,500 people. Furthermore, CSP’s LinkedIn account more than doubled in followers, reaching more than 5,000 followers. Additionally, by the end of the quarter, 28,000 unique visitors from the United States and Lebanon had visited the CSP website more than 750,000 times.

### GENDER EQUALITY AND WOMEN’S EMPOWERMENT

During the third quarter of FY2022, CSP continued to identify implementation areas for gender equality and women’s empowerment across the program. CSP’s Gender Equality and Social Inclusion (GESI) task force continued to meet and discuss female beneficiary targets and methods on increasing women’s participation in CSP interventions.

In parallel, CSP continued to promote women beneficiaries through impactful transforming lives stories and by highlighting female students on social media who either challenged gender stereotypes by enrolling in male-dominated courses such as the repair and maintenance of industrial machinery and IT under TO4, or joined CSP’s internship program under TO3. It is worth noting that the number of female interns slightly outnumber the number of male interns. Additionally, through its supported labor-intensive works (LIW), CSP is offering 250 Lebanese residents, 40% of whom are women, the opportunity to engage in daily work, gain additional income, and improve their and their family’s living conditions. It is also worth noting that 14 selected LIW workers have disabilities.

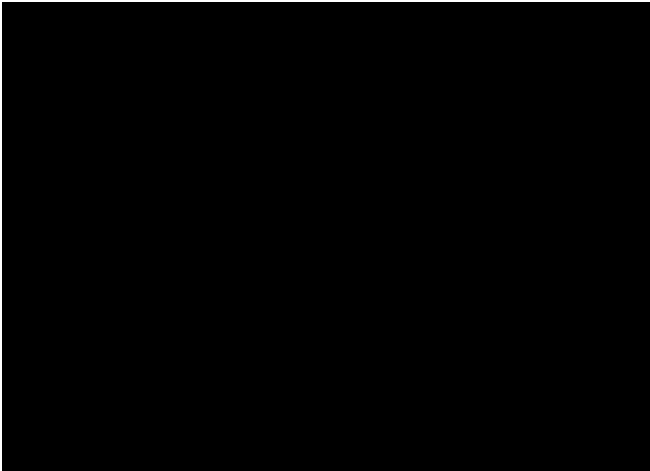


Additionally, CSP continued to ensure the proper involvement and participation of women in the implementation of activities by enhancing their access to essential services. In fact, over this reporting period, CSP surpassed its target of 30% female participants in USG assisted programs under TOs 2 and 3, where 49% participants who were benefiting from direct community support interventions were women, and 32.8% of participants benefiting from TO3 technical assistance were women. Meanwhile, as wastewater management activities under TO5 are yet to be completed, the team is on track to impact at least 24,000 women of its 80,000 targeted beneficiaries (30%). During the quarter, CSP was able to reach a total of 5,379 new women who directly benefited from CSP’s community support interventions; they include 2,420 women in Nabi Ayla with improved public safety through the construction of a retaining wall.



## LESSONS LEARNED AND NEXT STEPS

As part of its intentional emphasis on self-reflection and continual improvement, CSP organized a mid-year review on June 2, 2022. A work plan activity envisioned to take place during this reporting period, the mid-year review convened all CSP staff for a one-day retreat in the third-floor auditorium of the Dolphin-Fattal Building. The overall purpose of the mid-year review was to pause and reflect on progress achieved so far, discuss obstacles and challenges to implementation, and brainstorm how to address changing circumstances. The day was divided into two sessions: the morning session featured an overview of progress against the key priorities that were set for the year while the afternoon session was focused on problem solving and positioning for the future. The main findings, takeaways, and next steps are described in the two sections that follow.



*CSP Mid-Year review – June 2022*

### KEY PRIORITIES

At the end of 2021, CSP established a number of key priorities to focus the efforts of the team in FY2022. The key priorities were organized into four main areas, including: 1) meeting contractual performance targets; 2) sustaining outreach and visibility; 3) thought leadership; and 4) staff satisfaction/engagement. Through the preparation and discussion during the mid-year review, it was found that CSP was on track to meet most of the targets that had been set for the key priorities. For example, in terms of sustaining outreach and visibility, CSP had raised its social media followers from 14,402 to 19,007 – a 38% increase between January 1, 2022 and May 23, 2022. The increase was largely attributable to an uptick in media campaigns (three so far this year) and public outreach events (five so far this year) which is driving traffic on social media and to CSP’s website.

Moreover, CSP raised its profile as a thought leader within Lebanon and the broader international development community through presentations at industry events. During the last quarter alone, CSP was invited to make three presentations at two international conferences. On May 4 and 5, 2022, CSP staff presented two TechDemos at the Global Digital Development Forum – co-organized by USAID, Deloitte, Chemonics, and TechChange – that featured innovations around the use of a digital marketplace for recyclable waste collectors in Lebanon and the use of QR codes for online data collection. In addition, CSP’s use of solar

**CSP Wins “Best in Show” Award**

On May 26, 2022, USAID’s CSP was selected ‘Best in Show’ in the innovation competition at the Society for International Development – United States (SID-US) annual conference for its solar interventions. The hybrid conference brought together more than 1,000 international development actors who recognized USAID/CSP’s innovative approach to solving the gap in delivery of critical services through affordable, renewable energy. These interventions, worth \$3,625,107 in USAID-funding, will strengthen access to services, enhance livelihoods, and mitigate tensions for more than 310,000 residents.

solutions to counter the collapse of essential services was selected by the Society for International Development for entry into its innovation contest, culminating in a “Best in Show” award (see textbox).



## PROBLEM SOLVING AND POSITIONING FOR THE FUTURE

In addition to the positive progress achieved on most key priorities, CSP identified four areas where it could benefit from renewed focus to make up ground before the end of the year. These include:

1. Navigating the financial crisis and its impact on CSP implementation;
2. Raising the profile of CSP through greater engagement in industry events in Lebanon;
3. Addressing staff concerns regarding compensation, benefits, and policies;
4. Increasing staff engagement through social activities.

During the mid-year review, these topics were organized into discussion groups, and staff were invited to attend two different discussion groups of their choice, not to exceed 20 staff per group. Discussions focused on practical, actionable solutions to focus performance and effort for the remainder of 2022 and beyond. Topics three and four are somewhat internal to Chemonics and are being addressed through deliberate actions to clarify HR policies and procedures. Meanwhile, the first issue regarding the financial crisis and its impact on CSP implementation was discussed in the context of implementation challenges, particularly the ability of local partners to operate, maintain, and sustain assistance. It was agreed that continual adaptation is needed to effectively respond to the changing circumstances, and the team brainstormed the following solutions and/or actions to take:

- Continue productive engagement with USAID about project mandates that may need adaptations as a result of changing circumstances;
- Embed costs for operations and maintenance in the design of community support interventions;
- Mitigate inflation by frontloading equipment purchases as soon as subawards are made;
- Control costs by conducting a case-by-case assessment of each construction project according to materials needed and date of award;
- Establish Communities of Practice among local partners for sharing lessons and best practices;
- Consider designing a special municipal fund under TO2 for previously provided assistance.

While it is clear that the operating context continues to present new challenges, CSP's continued emphasis on self-reflection, learning, and adaptation is yielding new and innovative approaches to addressing some of Lebanon's most pressing development challenges.



## U.S. Agency for International Development

1300 Pennsylvania Avenue NW

Washington, D.C. 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

## VII. ANNEXES

### ANNEX A. FY2022 Q3 PROGRESS MADE TOWARDS TARGETS – TO2

Note: Cumulative targets under TO2 have been adjusted to reflect the new amended targets that affected the reporting periods extending from Y3Q4.

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative targets as of FY4Q3	Cumulative results as of FY4Q3	Y4 Q3 TO2 Targets	Y4 Q3 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	642,075	<b>396,087</b>	83,513	<b>Reported:</b>  <b>10,975</b>  <b>Achieved:</b>  <b>10,983</b>	-87%	<p>During the second quarter of Year 4, CSP reached 13% of its quarterly target and 49% of its LOP target.</p> <p>The deviation from the LOP target is due to the considerable number (48) of activities that are still under implementation. These are mainly coming from Solar and solid waste management activities. The solar portfolio faced many delays related to USAID approval on solar component, design issues, as well as availability of related equipment in the local market. Solid waste management sector mainly comprises from TO2 and TO3 integrated activities that requires more time to be completed. Most of these include</p>

									<p>awareness campaigns which adds to the delays.</p> <p>The deviation from target during this quarter is related to the cumulative delays sated above which resulted in less completed activities during this quarter. Other different reasons include the following:</p> <p>Under the Beqaa region, beneficiary data was collected under BQA020 (Ainata El Arez) however the verification exercise is still pending. The data still requires verification that will take place post TO3 technical assistance. In addition, BQA037 (Makse) will benefit a huge number of beneficiaries; however, the distribution of bins will take place once the awareness campaigns are concluded, which is expected in the upcoming quarter. BQA026 (Talya) and BQA 036 (Majdel Anjar) are two activities that also benefit a huge number of beneficiaries and are still under implementation.</p> <p>Under the North region: the implementation of solid / water waste management is still ongoing such as NTH 028 (Ras Nhash), NTH 025 (Bechmezzine), NTH031 (Haret El Fouwar) and NTH034 (Majdlaya). These activities target a huge number of beneficiaries and several villages under the same activity. The distribution of bins has started, and the completion of the service is dependent on the completion of the</p>

										<p>awareness campaigns that are being conducted.</p> <p>Under the South region, two activities (STH026 and STH028) related to essential services (electricity) that target a huge number of beneficiaries were expected to be finalized. The delays are related to procurement. The engineering unit is checking with new contractors that meet the purchasing requirements. In addition, the two ongoing activities (STH029 and STH030) that aim to implement a hybrid photovoltaic solution to reduce the cost of electricity will also benefit a huge number of beneficiaries. Bqosta (STH006) and Jinsnaya (STH018), two construction activities are still in the implementation phase and will be finalized within the upcoming quarter. In addition, East Saida's activity (STH020) as mentioned in previous quarters has faced some challenges and the distribution of bins was put on hold. The MEL team is still following up with both the TO2 and TO3 team in order to move forward and collect the data once applicable.</p> <p>However, despite all the challenges, the CSP team will continue working on fast-tracking different activities and hence contribute to the achievement of results in the upcoming quarter.</p>
No.	Indicator Title	Reporting	Baseline	LOP Target	Cumulative targets	Cumulative results	Y4 Q3 TO2	Y4 Q3 TO2	10% ± Deviation	Justification of deviation from target



		Frequency			as of FY4Q3	as of FY4Q3	Targets	Results		
2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	110	84	48	13	6	-54%	<p>CSP reached 46% of its quarterly target and 44% of its LOP target.</p> <p>Although, the CSP technical team considers activity completed 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.</p>
3	Proportion of female participants in USG assisted programs	Quarterly	0	30%	30%	53%	30%	Reported: 49%	+63%	<p>During the reporting period, CSP exceeded both its quarterly target and its LOP target.</p> <p>Most of the reported beneficiaries are from anonymous data presented by the municipalities of Hawch Barada (Beqaa), Nabi Ayla (Baalbek-Hermel) and Saida (South) who benefited from essential services such as infrastructure and electricity.</p>
RESULT I LEVEL: Ability of local actors to mobilize development resources demonstrated										
8	Value of resources and or assets mobilized by local actors	Quarterly	0	\$149,000	\$102,328.21	\$81,072.5	\$23,335.59	\$ 9,485.9	-59%	<p>CSP reached 41% of its quarterly target and 54% of its LOP target; however, it is worth mentioning that as the prevailing economic crises continue during this period, less</p>

	to respond to communities' priority needs									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	32	25	6	4	-33%	<p>CSP reached 67% of its quarterly target and 57% of its LOP target.</p> <p>As mentioned under indicator 8, the key factor affecting this indicator each quarter is the economic/financial crisis represented by LBP devaluation and release of municipal funding.</p>
<b>No.</b>	<b>Indicator Title</b>	<b>Reporting Frequency</b>	<b>Baseline</b>	<b>LOP Target</b>	<b>Cumulative targets as of FY4Q3</b>	<b>Cumulative results as of FY4Q3</b>	<b>Y4 Q3 TO2 Targets</b>	<b>Y4 Q3 TO2 Results</b>	<b>10% ± Deviation</b>	<b>Justification of deviation from target</b>
11	Number of community members who have participated in the CSP activity cycle	Quarterly	0	1,375	1,275	1,211	50	<p>Reported: 76</p> <p>Achieved: 85</p>	+52%	<p>CSP exceeded its quarterly target and reached 88% of its LOP target.</p> <p>Results reported are collected from the completed activities. More results will be reported during the upcoming quarter as more activities reach their completion phase given that 48 activities are currently under implementation.</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	105	82	51	11	4	-64%	<p>CSP reached 36% of its quarterly target and 49% of its LOP target.</p> <p>The deviation from target is due to delays in the implementation given that a considerable number (48) of activities are still under implementation.</p> <p>The deviation from the target during this quarter is due to the reasons mentioned under indicator 1.</p>
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	110	84	51	12	6	-50%	<p>CSP reached 50% of its quarterly target and 46% of its 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. Delays in the completion of activities have been explained as described above.</p>
<b>No.</b>	<b>Indicator Title</b>	<b>Reporting Frequency</b>	<b>Baseline</b>	<b>LOP Target</b>	<b>Cumulative targets as of FY4Q3</b>	<b>Cumulative results as of FY4Q3</b>	<b>Y4 Q3 TO2 Targets</b>	<b>Y4 Q3 TO2 Results</b>	<b>10% ± Deviation</b>	<b>Justification of deviation from target</b>

IR 2.1 Level: Essential services delivered or improved										
No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative targets as of FY4Q3	Cumulative results as of FY4Q3	Y4 Q3 TO2 Targets	Y4 Q3 TO2 Results	10% ± Deviation	Justification of deviation from target
18	Number of essential services provided, installed or upgraded as a result of USG assistance	Quarterly	0	92	70	42	10	4	-60%	<p>CSP reached 40% of its quarterly target and 46% of its LOP target.</p> <p>MEL team reports result on essential services only when beneficiaries have access to the supported services and when activities are functioning and successfully operated by supported local actors.</p> <p>The delays in the completion of activities under essential services are described under indicator 1.</p>
19	Number of people with access to adequate levels of essential services	Quarterly	0	805,600	630,081	371,293	87,459	10,955	-87%	<p>CSP reached 13% of its quarterly target and 46% of its LOP target.</p> <p>The deviation from target is due to delays in the implementation given that a considerable number (48) of activities are still under implementation. See Indicator 1 for additional details about delays in implementation.</p>
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	3,500	5,566	<b>2,518</b>	337	<b>28</b>	-92%	<p>CSP reached 8% of its quarterly target and 72% of its LOP target.</p> <p>The drop in the number of achieved is due to the decision after deliberation that resulted in only counting direct beneficiaries. These updated numbers are reflected in all related documents, namely the IPTT, to reflect said change. The 28 new beneficiaries reported under this quarter are direct beneficiaries and do not include household members.</p> <p>The deviation from the quarterly target during this quarter is because of livelihood activities such as Ainata El Arez under Beqaa region that aim to help people have better access to economic opportunities through increasing their income or decreasing costs of production. The beneficiary data has been collected; however further analysis and verification will be finalized once the TO3 technical assistance takes place. In addition, another livelihood activity is being implemented in Saidoun under the South region; the MEL team has been collecting data on beneficiaries and the verification exercise will be completed during the upcoming quarter.</p> <p>During this quarter, TO2 has launched three labor-intensive activities that once implemented and completed, will easily contribute to meeting the target in the upcoming quarter.</p>
22	Number of Micro, Small or Medium enterprises supported by	Quarterly	0	7	4	9	1	<b>2</b>	+100%	<p>CSP exceeded its quarterly target as well as its LOP target.</p> <p>2 SME's, 1 in El Qariye and 1 in Ain Ebeil, were exposed and supported by the</p>



	USG assistance										assistance during the implementation of the 2 festivals that took place in April 2022.
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## **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**

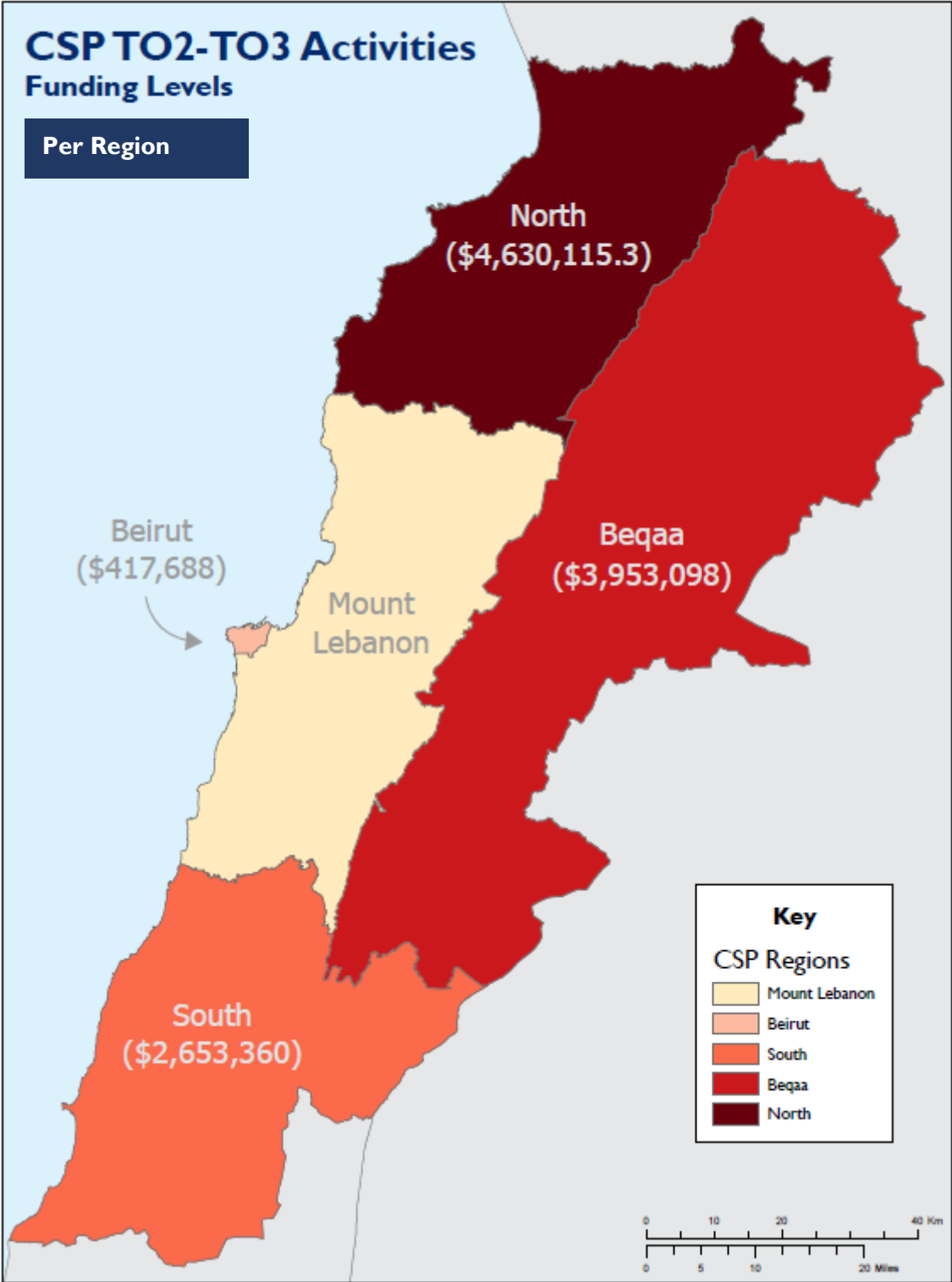
Please refer to the email attachment labeled “Annex C. TO 2 Activity Design and Implementation Tracker.”

## **ANNEX D: TO 3 PROGRESS STATUS**

Please refer to the email attachment labeled “Annex D. TO 3 Activity Tracker.”

ANNEX E: MAPS OF FUNDING LEVELS PER REGION AND MUNICIPALITY

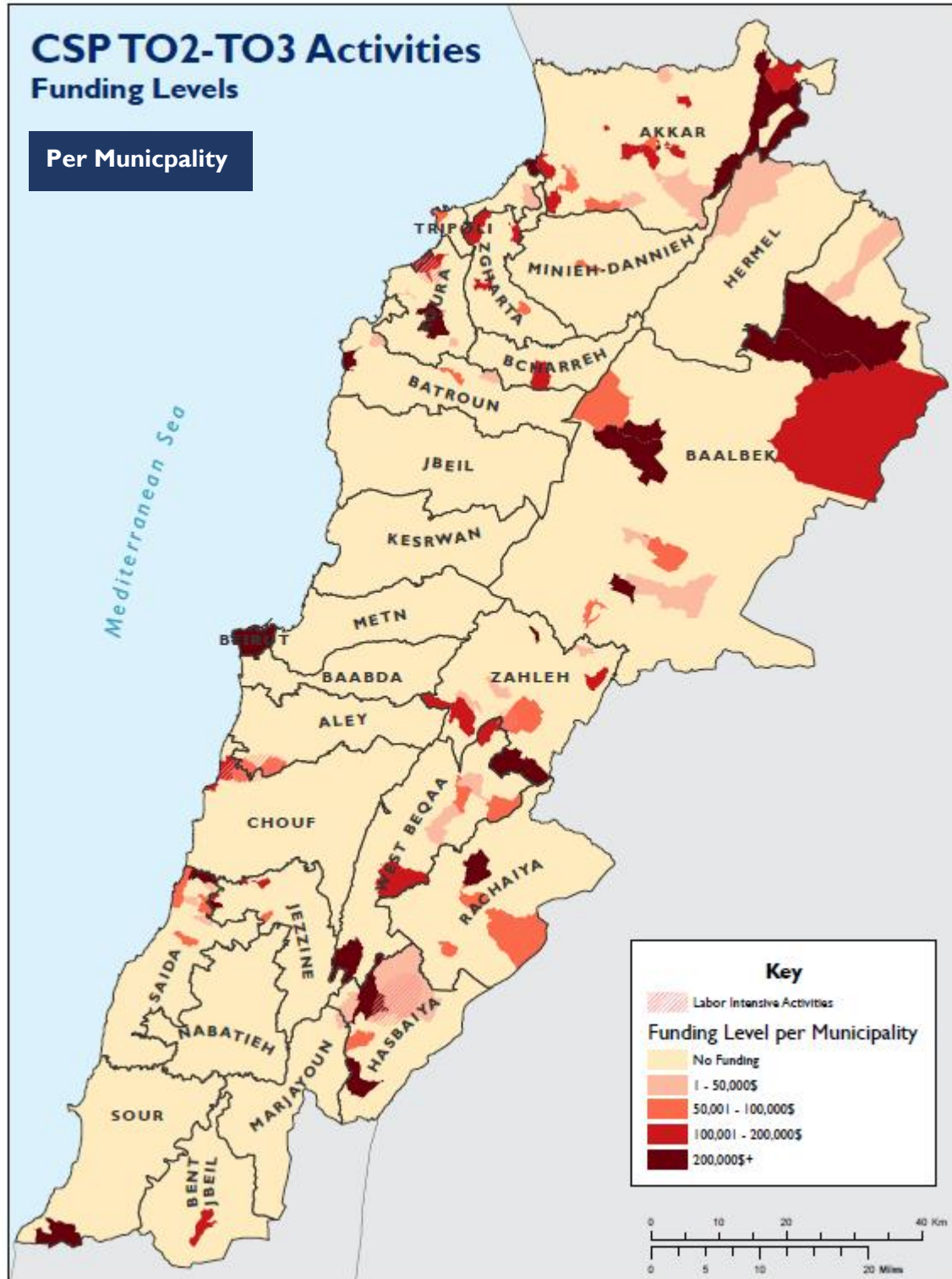
Monitoring and Evaluation Program for Lebanon (MEPL)



Date: July 2022, Encompass LLC

Source: CSP (June 2022)





## ANNEX F. FY2022 QUARTER 2 PROGRESS MADE TOWARDS TARGETS – TO3

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of FY4Q3	Cumulative Results as of FY4Q3	Y4Q3 TO3 Targets	Y4Q3 TO3 Results	10% ± Deviation	Justification of deviation from target
CDCS Goal: Improved capacity of the public sector in providing transparent, quality services across Lebanon										
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	940	438	1,263 Reported  1,861 Achieved	0	<b>445 Reported</b>  <b>489 Achieved</b>	+100%  Deviation	TO3 has already exceeded their LOP target. Moving forward, the annex will always show a 100% upward deviation. The newly approved LoP and yearly targets have already been reached.
2	Number of local actors with enhanced abilities as result of USG support [PMP]	Quarterly	0	94	45	10 Reported  39 Achieved	7	<b>3 Reported</b>  <b>11</b>	-57% Deviation	Under this indicator, local actors are reported for TAARs that have been completed. During this quarter, 10 TAARs were closed, one of which had two LAs with enhanced abilities.

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of FY4Q3	Cumulative Results as of FY4Q3	Y4Q3 TO3 Targets	Y4Q3 TO3 Results	10% ± Deviation	Justification of deviation from target
								<b>Achieved</b>		8 of the activities have already been reported under this indicator under TO2.
3	Proportion of female participants in USG assisted programs	Quarterly	0	30%	30%	50%	30%	<b>32.8 % Reported</b>	No Deviation	
CDCS IR 1.3: Improved governance in addressing citizens' need in public service delivery										
RESULT1 LEVEL: Ability of local actors to mobilize development resources demonstrated										
8	Value of resources and or assets mobilized by local actors to respond to communities' priority needs	Quarterly	0	\$190,000	\$75,828	\$43,356.67	\$16,664	<b>\$0</b>	-100% Deviation	As a result of the prevailing economic crises continue during this period, less partners were able to contribute to CSP activities.
CDCS Sub-IR 1.3.1: More capable municipalities working inclusively with citizens to effectively accomplish local development objectives										
IR 1.1 Level: Development resources accessed by communities										
11	Number of community	Quarterly	0	776	78	506 Reported	39	<b>99 reported</b>		During this quarter, TO3 team conducted

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of FY4Q3	Cumulative Results as of FY4Q3	Y4Q3 TO3 Targets	Y4Q3 TO3 Results	10% ± Deviation	Justification of deviation from target
	members who have participated in the CSP activity cycle					551 Achieved		<b>115 Achieved</b>	+153% Deviation	Community Engagement sessions under 15 different TAARs. These came in the form of profiling, follow-up visits, THMs, and FGDs.
12	Number of people who have participated in USAID-funded training	Quarterly	0	940	438	1,801	0	<b>472 Reported</b>	+100% Deviation	TO3 has already exceeded their LOP target. Moving forward, the annex will always show a 100% upward deviation. The newly approved LoP and yearly targets have already been reached. During this quarter, TO3 fully executed more than 30 training components under 27 TAARs.
13	Number of days of USG-funded training	Quarterly	0	1,410	1,313	2795.75	0	<b>706.25 Reported</b>	+100 % Deviation	TO3 has already exceeded their LOP target. Moving forward, the annex will always show a 100% upward deviation. The newly

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of FY4Q3	Cumulative Results as of FY4Q3	Y4Q3 TO3 Targets	Y4Q3 TO3 Results	10% ± Deviation	Justification of deviation from target
										approved LoP and yearly targets have already been reached.
14	Number of people who have participated in USAID-funded awareness sessions	Quarterly	0	750	397	5,402	16	<b>4,815</b>	+30,000% Deviation	During this quarter, under TAAR026, TO3 conducted awareness raising campaigns in 7 villages on SWM. These awareness sessions were direct (door to door and/or live meetings) and through social media platforms.
IR 1.2 Level: Capacity of local actors to mobilize resources developed										
15	Number of activities implemented with participation from local stakeholders	Quarterly	0	91	45	18 Reported 30 Achieved	7	<b>10 Reported</b>	+43% Deviation	MEL reports on number of TAARs upon completion of all their training components deliverables. 10 TAARs were completed while 34 are under implementation.
16	Number of institutional adaptations made as a result of	Quarterly	0	75	34	37	5	<b>7</b>	+40% Deviation	This quarter, 10 TAARs were closed, 3 of which had institutional adaptation. Under

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of FY4Q3	Cumulative Results as of FY4Q3	Y4Q3 TO3 Targets	Y4Q3 TO3 Results	10% ± Deviation	Justification of deviation from target
	learning and training									TAAR012 in El Qariyeh, there were two local actors that made 5 institutional adaptations.
CDCS IR 1.4: Strengthened civil society contributing effectively to participatory and democratic governance										
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	94	38	9 Reported 39 Achieved	7	<b>3 reported</b> <b>11 Achieved</b>	+57% Deviation	Under this indicator, local actors are reported for TAARs that have been completed. During this quarter, 10 TAARs were closed, one of which had two LAs with enhanced abilities. 8 of the activities have already been reported under this indicator under TO2.
IR 2.1 Level: Essential services delivered or improved										
20	Number of USAID-assisted local actors that have developed	Quarterly	0	85	39	38	7	<b>11</b>	+57% Deviation	In Y4Q3, TO3 closed 10 TAARs, one of which had two Local Actors. All local actors



No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Cumulative Targets as of FY4Q3	Cumulative Results as of FY4Q3	Y4Q3 TO3 Targets	Y4Q3 TO3 Results	10% ± Deviation	Justification of deviation from target
	or improved internal systems to sustain essential services									developed or improved internal systems to sustain essential services.
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	130	82	117	9	61	+577% Deviation	TO3 achieved 61 beneficiaries under this indicator. In this quarter, 5 people conducted internships through the TO3 guidance and placement. In addition, 56 volunteers were recruited under TAAR026 to conduct the awareness campaigns across 7 villages.
22	Number of Micro, Small or Medium enterprises supported by USG assistance	Quarterly	0	4	3	2	0	0	No Deviation	

**Note:** Quarterly and cumulative targets under TO3 have been adjusted to reflect the new amended targets as per the new MEL Plan.

**Note:** TAAR010 'El Qaa' will be removed subsequently in the annual report from having mobilized resources towards community needs. After extensive discussions over the type of project (Asset Management), it was deemed that it does not directly feed into community needs. Its removal will be reflected when the indicator is up for revision as part of the annual work planning process.

### ANNEX G: FY2022 Q3 PROGRESS MADE TOWARDS TARGETS SET – TO 5

No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Y4 Q3 TO5 Targets	Y4 Q3 TO5 Results	10% ± Deviation	Justification of deviation from target
DO1b: Output	Number of people benefiting from USG assistance [PMP]	Annually	0	83,045	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
DO1d: Outcome	Proportion of female participants in USG assisted programs	Annually	0	30%	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
Purpose) Outcome	Percentage of people confirming on having improved access to essential services and/or increased economic opportunities provided through USG assistance	End of Project	0	60%	0	0		The reporting on this indicator during this quarter is not applicable as it is reported at the end of the project.

Outcome a)	Number of persons impacted by improved quality of water services as a result of USG assistance	Annually	0	83,045	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
Outcome b)	Number of activities implemented with local stakeholders to conserve water resources as a result of USG assistance	Annually	0	11	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
Outcome c)	Percent change in discharge of untreated wastewater as a result of USG assistance	EoP	0	10%	0	0		The reporting on this indicator during this quarter is not applicable as it is reported at the end of the project.
No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Y4 Q2 TO5 Targets	Y4 Q2 TO5 Results	10% ± Deviation	Justification of deviation from target

Outcome d)	Percentage of cost recovery in the targeted areas [contextual]	EoP		TBD	0	0		The reporting on this indicator during this quarter is not applicable as it is reported at the end of the project.
result 2 a)	Number of USAID-assisted local actors (including CSOs, private sector organizations) engaged in community, regional and national programs	Annually		9	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
IR2.1 a)	Number of essential services provided, installed, or upgraded	Annually	0	11	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
Outcome 1.2 a)	Number of water sector institutions strengthened to manage water resources or improve water supply and	Annually	0	2	0	0	-	The reporting on this indicator during this quarter is not applicable, being an annual indicator.

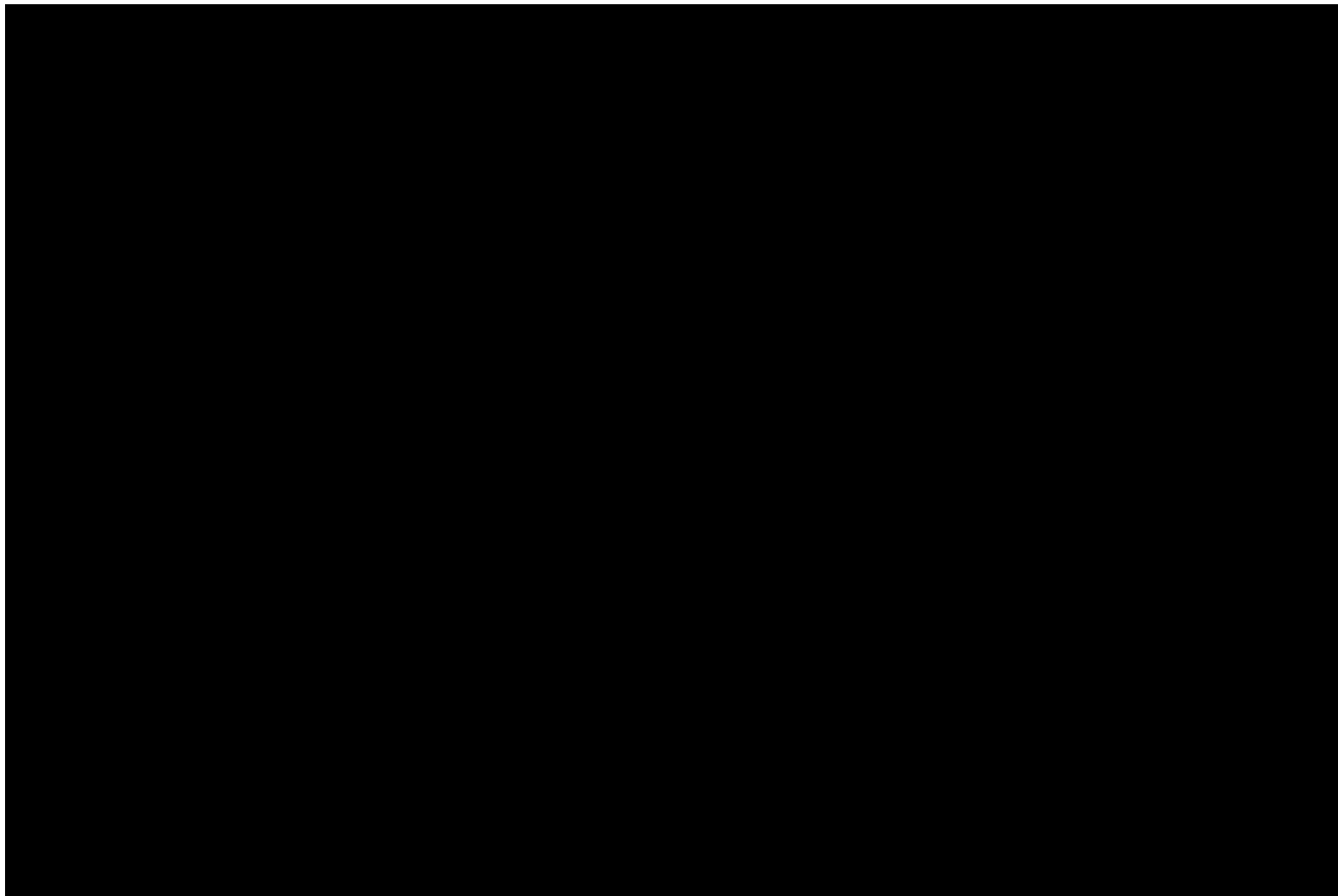
	sanitation services as a result of USG assistance							
Outcome 1.2 b)	Number of for-profit enterprises, producer organizations, water users, associations, women groups, trade, and business-based organizations (CBOs) that applied improved organization-level technologies or management practices as a result of U.S. government assistance	Annually	0	7	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
No.	Indicator Title	Reporting Frequency	Baseline	LOP Target	Y4 Q3 TO5 Targets	Y4 Q3 TO5 Results	10% ± Deviation	Justification of deviation from target
Outcome 1.2 c)	Number of participants in on-	Quarterly	0	11	2	0	-100%	The only two infrastructure activities which implementation has already begun are still in progress during the current reporting period. As part of the



	<b>the-job training and workshops</b>							ongoing Industrial Wastewater Treatment activity (Investment component), the installation in Saifan industry is still in progress.  However, despite many challenges, CSP team will continue to focus on boosting the implementation in order to support the achievement of results in the coming quarter.
Outcome 1.1 a)	Volume of wastewater per day managed environmentally as a result of CSP interventions	Annually		12,000 m3	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
Outcome 1.1 b)	Number of functioning water facilities constructed or rehabilitated with USG assistance	Annually		4	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.
IR 1.1.b) Output	Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance (feed in: Value of resources	Annually		\$105,000	0	0		The reporting on this indicator during this quarter is not applicable, being an annual indicator.

	mobilized by local actors to respond to communities' priority needs)							
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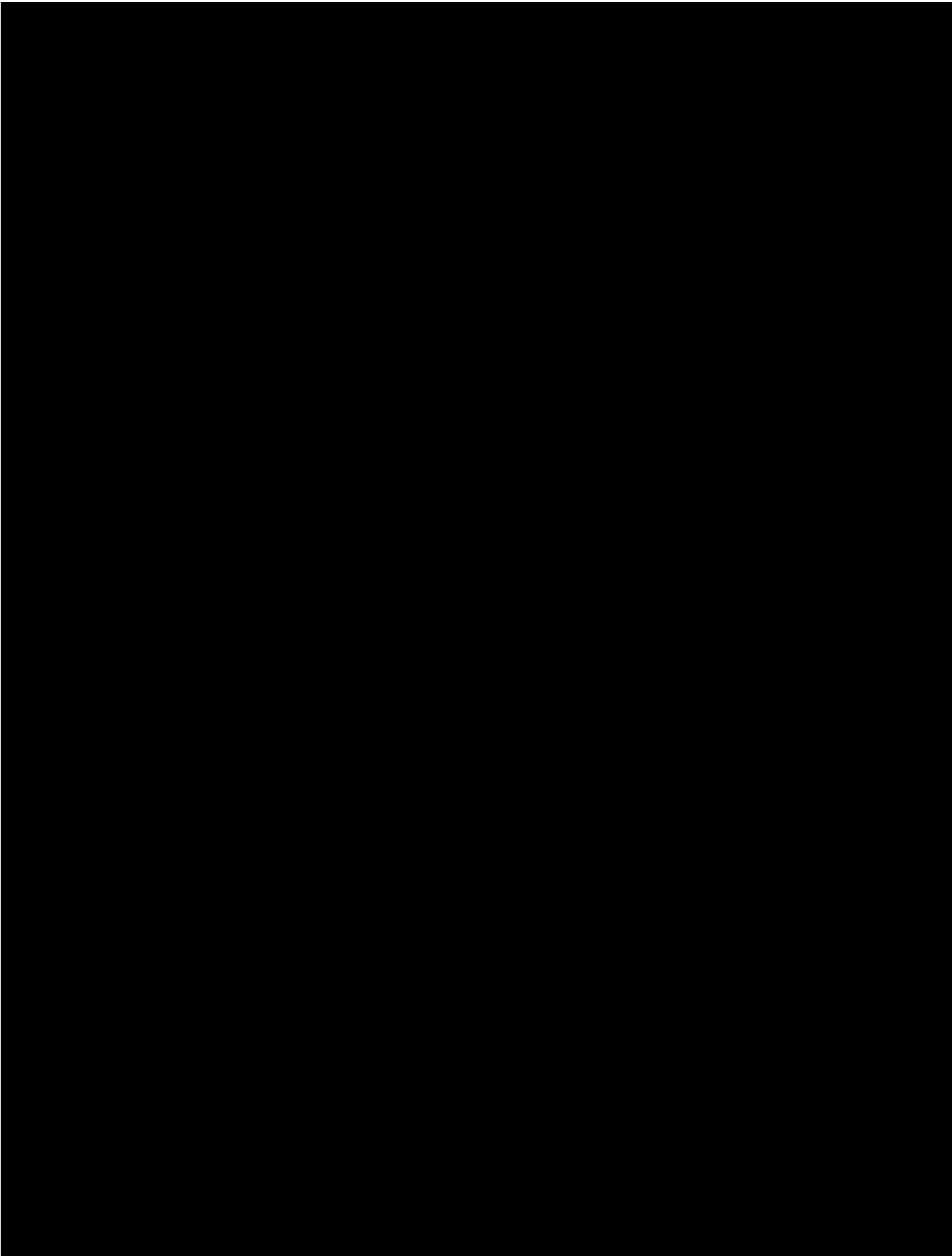
**ANNEX H: CSP FULL ORGANIZATIONAL CHART**

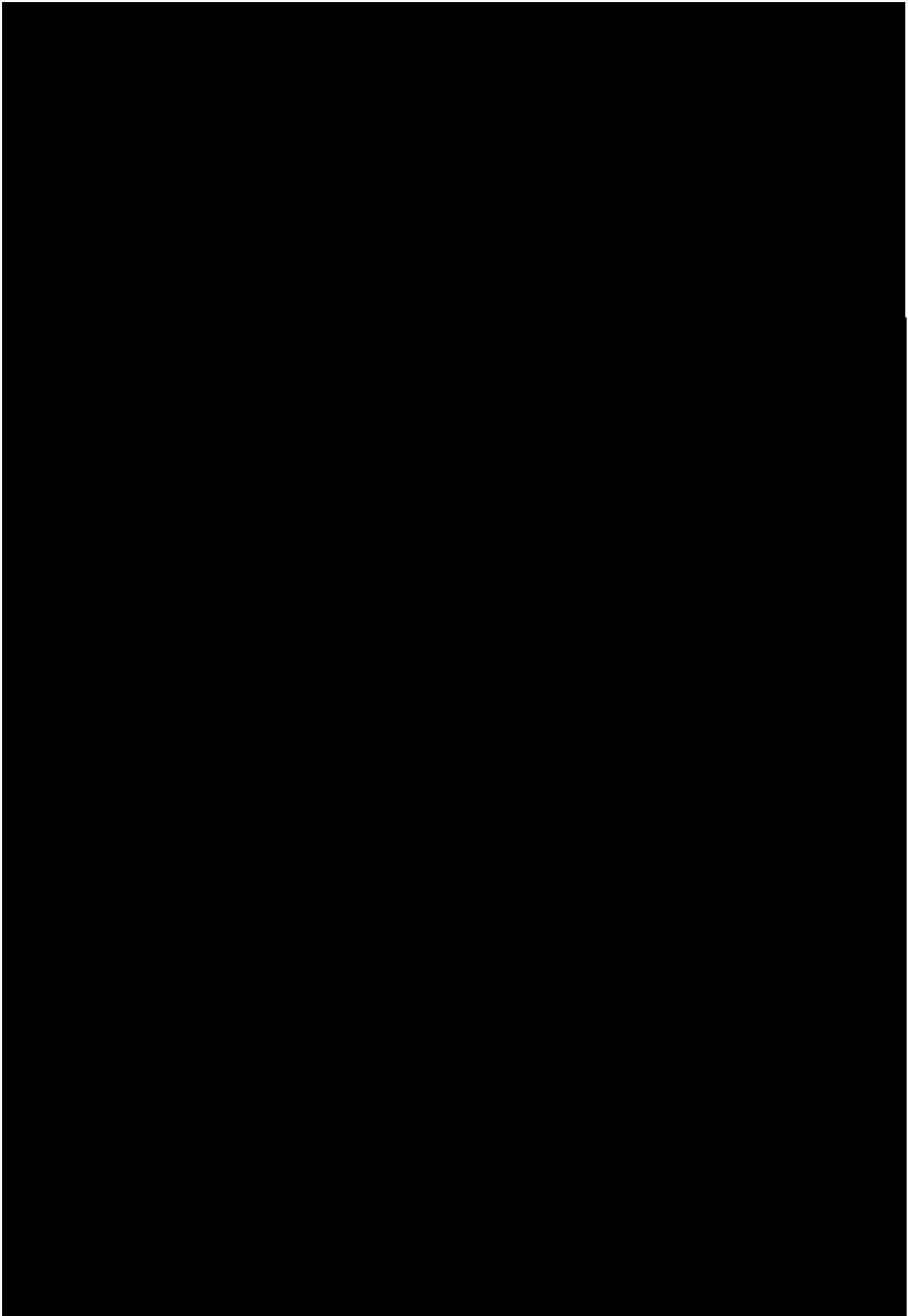


## **ANNEX I: QUARTERLY FINANCIAL REPORT**

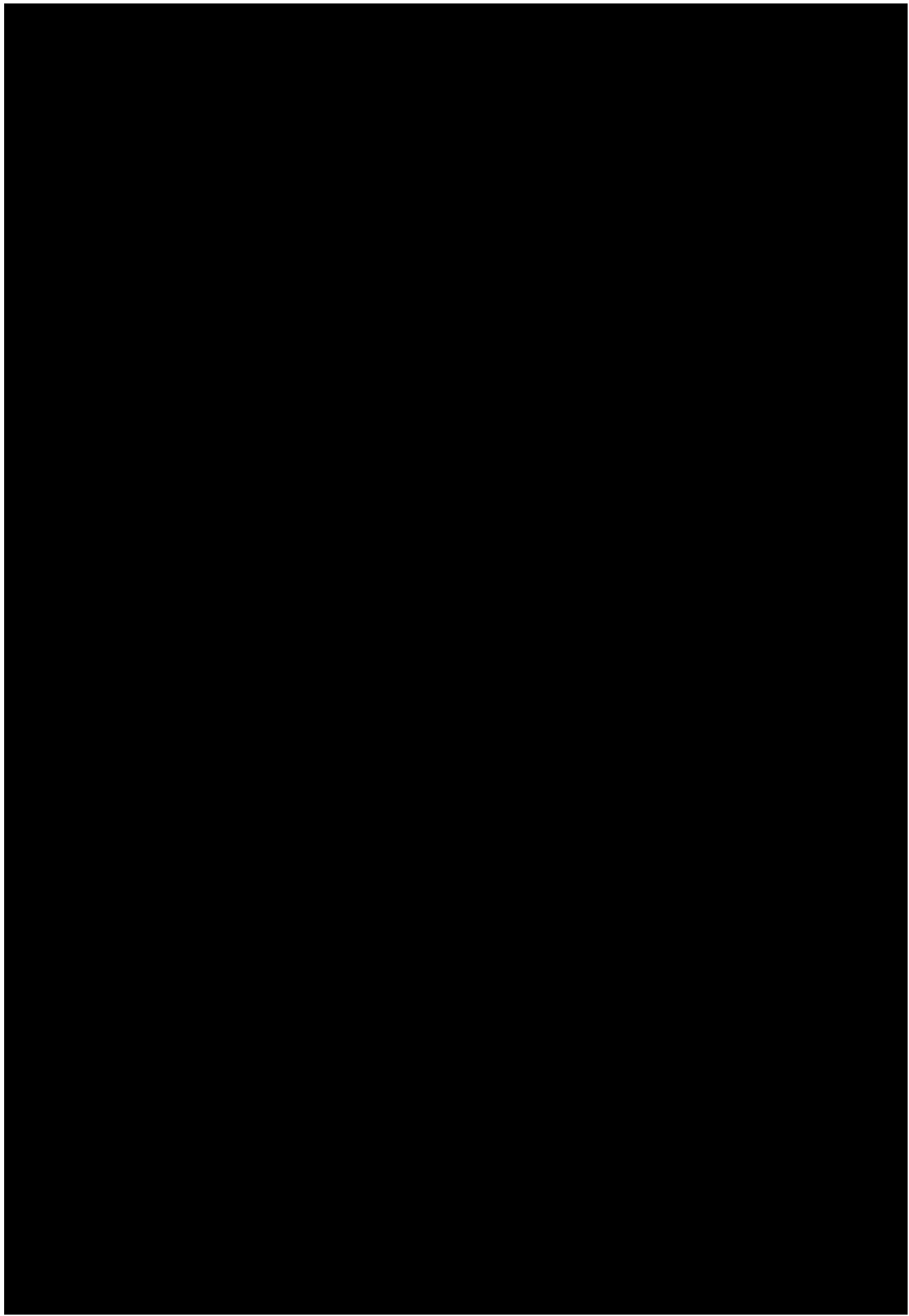
Please refer to the email attachment labeled: 'Annex I: Quarterly Financial Report'

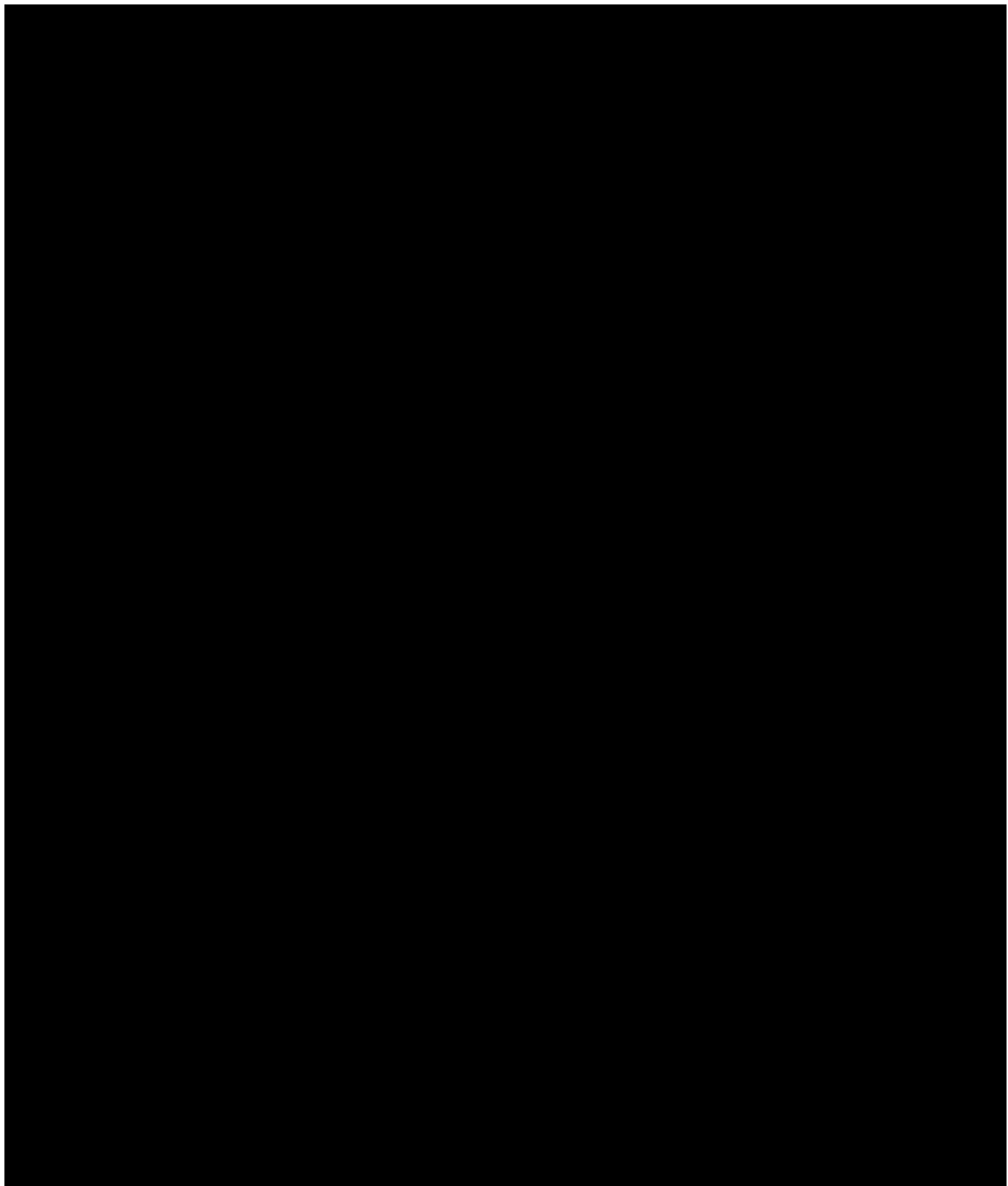
**ANNEX J: VETTING TRACKER**











## ANNEX K: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT

ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY22Q3)							
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 Methods for Ainata el Arz Farmers.	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 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.	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance visit done in March 2022.	
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 May 2022.
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.	Full compliance with ERAC/EMMP during the construction phase.	Final Environmental mitigation inspection visit is expected to be in May 2022.
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.	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance visit done in March 2022.	

Beqaa	Ras Baalbeck - CWB	BQA030	Expanding Cooperation Without Borders' current nursery operations by installing 1,400 m <sup>2</sup> of greenhouses with a heating and cooling system to provide low-cost, high-	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.
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			quality seedlings and services to more local farmers in northeast Beqaa.				
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 July 2022.
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.	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance visit done in December 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.	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance	



						visit done in December 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 July 2022.
Beqaa	Majdel Anjar	BQA036	Reducing tensions over water in Majdel Anjar through the provision of a solar system for its water pump	Approved by USAID	Onsite implementation not started yet by end of reporting period.	Full compliance with ERAC/EMMP during the first environmental mitigation inspection related to the tree's transplantation prior implementation on site.	Second Environmental mitigation inspection visit during construction phase is expected to be in June 2022.
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 June 2022.
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.	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance	

						visit done in September 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.	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance visit done in September 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.	Third environmental mitigation inspection was done in November 2021 to inspect the sedimentation/decantation system. Full compliance during construction phase.	Final Environmental mitigation inspection visit is expected to be October 2022 to ensure compliance during the system operation during the olive season.
North	El Mhammara	NTH007	Supporting the wastewater management system in El Mahmra	Approved by USAID	Implementation on-going	Full compliance with ERAC/EMMP during the construction phase.	Final Environmental compliance visit will be conducted in May 2022.
North	Jdaidet el Qaitaa	NTH009	Supporting Jdeidet el Qaitaa Women's Cooperative	Approved by USAID	Implementation on-going	Full compliance with ERAC/EMMP during the construction phase.	First environmental mitigation inspection visit is expected to be in August 2022 due to the change in the project design.
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	Fully Compliant during the second compliance visit during the construction phase.	Final Environmental mitigation inspection visit is expected to be in April 2022.

					environmental compliance visit in December 2020.		
North	Aachach, Arde & Meryata	NTH020	Supporting Farmers' Livelihoods by Constructing an Automated Water Distribution Station in Ayoun Aachach.	Approved by USAID	Implementation on-going	Full compliance with ERAC/EMMP during the construction phase.	Final Environmental compliance visit will be conducted in May 2022.
North	Berqayel	NTH024	Supporting Solid Waste Management in Berqayel Village	Approved by USAID	During implementation phase, CSP team conducted environmental compliance visit	Full compliance with ERAC/EMMP during the implementation phase.  Partially Compliance with ERAC/EMMP during the final Environmental compliance conducted in March 2021.  Bins are placed in the Municipal Garden due to the security situation. Bins to be redistributed to the approved points.	A second final compliance visit during implementation phase is expected to be conducted in April 2022.
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 May 2022.

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 April 2022.
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 May 2022.
North	Kherbet Daoud	NTH029	Enhancing the Quality Voltage of the Electrical Service in Khirbet Daoud	Approved by USAID	Implementation on-going	Full compliance with ERAC/EMMP during the construction phase.  Full Compliance with ERAC/EMMP during final Environmental compliance visit done in October 2021	
North	Qalamoun	NTH030	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 June 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	Full compliance with ERAC/EMMP during the construction phase.	Final Environmental compliance visit will be conducted in May 2022.

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 April 2022.
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 May 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	Activity Retracted	Activity Retracted	Activity Retracted
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 July 2022.
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 July 2022.

North	El Borj	NTH038	Enhancing water provision in Bourj Akkar through the installation of an on-grid solar system for two water wells	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 August 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 May 2022.
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 May 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 April 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	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.

			an awareness-raising campaign on recycling.				
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	Engineering Component Descope. No need for conducting environmental visits.	Engineering Component descope after removing the street lighting component. No need for conducting mid-environmental visit <b>because the streetlighting component was removed from the intervention.</b>	Final Environmental mitigation inspection visit is expected to be conducted in June 2022.
South	Saida	STH001	Installing solar Led lights in Old Saida alleys to enhance sense of security	Approved by USAID	Implementation on-going	Partially Compliant during the First Environmental inspection visit during November 2021.  Spill Kits are to be provided. Immediate corrective measures have been taken for compliance during construction phase.	Final Environmental mitigation inspection visit is expected to be conducted in May 2022.
South	Bqosta	STH006	Providing better water services in Bqosta	Approved by USAID	Implementation on-going  During construction phase, weekly environmental monitoring inspection visits are conducted by CSP and BTB.	Safety issue reported during the first environmental visit and construction works have been halted starting mid-September 2022. Corrective measures have been taken immediately in collaboration with USAID A&E -MSP and works have been resumed starting mid-December 2021 .	Second Environmental mitigation inspection visit during construction phase is expected to be conducted in April 2022.



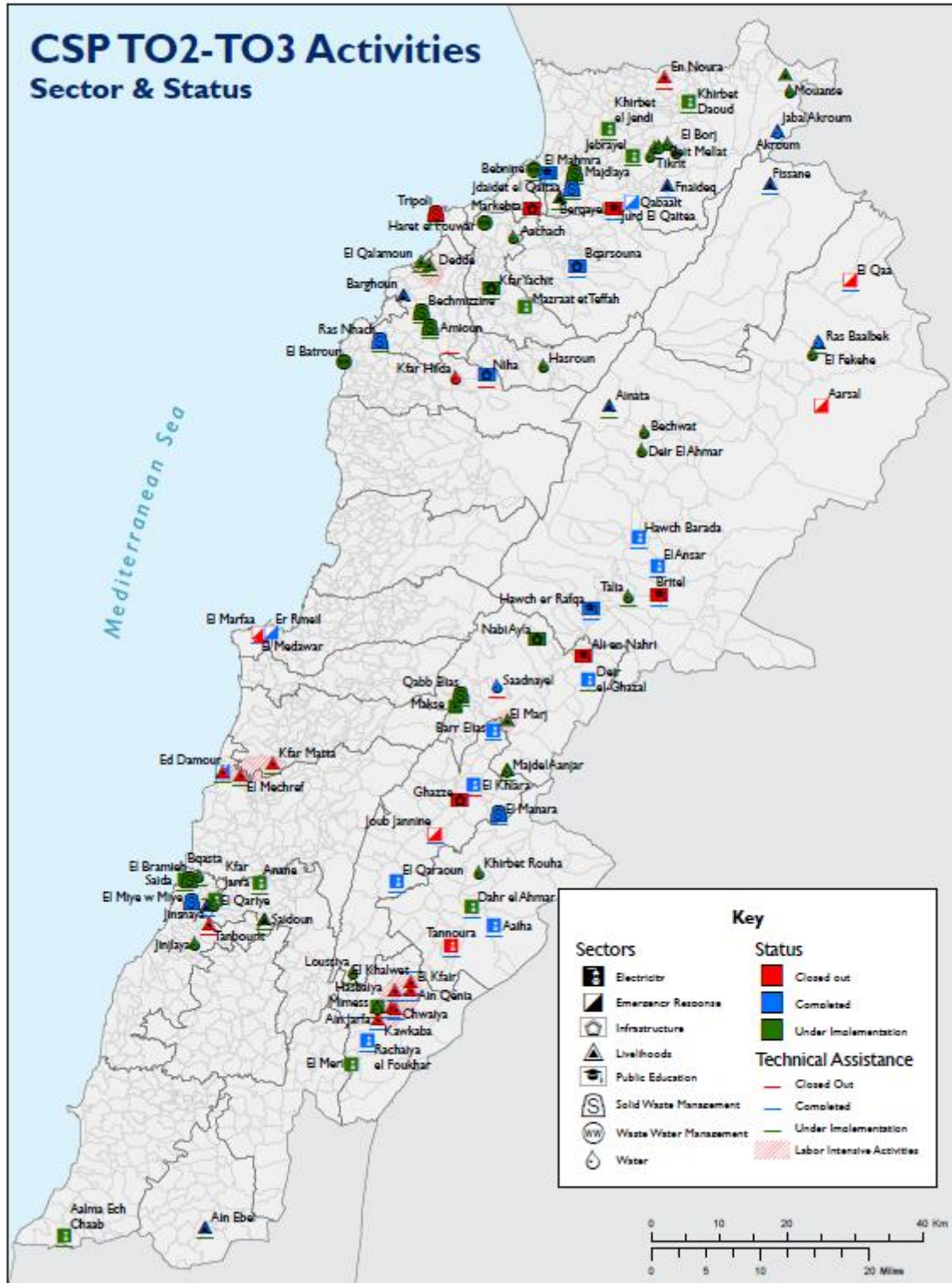
South	Ain Ebel	STH008	Improving Economic Opportunities in Ain Ebel by Supporting Community Investments	Approved by USAID	Implementation on-going During construction phase, weekly environmental monitoring inspection visits are conducted by CSP and BTB.	Final environmental compliance visits not yet conducted. Implementation environmental visits were conducted by field officers during April 2022.	First Environmental mitigation inspection visit during construction phase is expected to be in April 2022.
South	Rachaya El fokhar	STH016	Enhancing Security and Service Delivery through Efficient Street Lighting in Rachaiya El fokhar	Approved by USAID	Onsite implementation completed	Full compliance with ERAC/EMMP during the implementation phase. Final Environmental compliance visit not yet conducted.	Final environmental mitigation inspection visit report is postponed until April 2022.
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 April 2022.
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 April 2022.
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 because we are waiting for the distribution of the bins.	First Environmental compliance visit inspection during implementation phase is expected to be done in April 2022.

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 who reported full compliance.	Environmental compliance visit report is expected to be done in May 2022.
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 biweekly environmental monitoring conducted by CSP FO engineers who reported full compliance.	Environmental compliance visit report is expected to be done in June 2022, following installation of pre-fabricated storage unit.
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.	Weekly routine and a final environmental compliance visits not yet conducted.	First Environmental compliance visit inspection during implementation phase is expected to be done in June 2022.
South	Anane	STH028	Reduce municipal costs and enhance the safety and security in Anane by replacing 200 streetlights with LED bulbs and	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

			installing ten solar powered lights				is expected to be done in June 2022.
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 May 2022.
South	Alma ech chaab	STH030	Reducing the financial burden on Aalma 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 May 2022.
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	Full Compliance during the First Environmental compliance visit.	Final environmental mitigation inspection visit is expected to be conducted in April 2022.
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 L: MAP OF CSP ACTIVITIES

Monitoring and Evaluation Program for Lebanon (MEPL)



Date: July 2022, EnCompass LLC

Source: CSP (June 2022)

## ANNEX M: TRANSFORMING LIVES STORY



# USAID | LEBANON

FROM THE AMERICAN PEOPLE

### TRANSFORMING LIVES STORIES

#### LEBANESE YOUTH LANDS DREAM JOB WITH RENOWNED FASHION COMPANY FOLLOWING INTERNSHIP

USAID's Internship Program Provides Students and Graduates with Practical Experience to Enhance Their Employment Potential



Dalal Moullem at her new job following completion of her internship at CSP, March 10, 2022.

*“In the current context in Lebanon, it is extremely challenging for recent graduates to gain decent employment. My internship with CSP really helped my profile stick out and get recruited at my dream job.”*

Dalal Moullem's laptop screen is crowded with images of cutting-edge fashion items from Lebanese designers. She busily clicks away creating order among the different designs. She is working as marketing assistant for a leading Lebanese online retailer, a job she doubts she would have landed without the experience she gained during an internship with USAID's Community Support Program (CSP). A recent university graduate, she is delighted to have achieved her goal of working in the fashion industry.

Amidst the ongoing socio-economic crisis in Lebanon, unemployment rates have reached a new high, from 28% in 2020 to around 35% in 2021. The crisis is forcing young people to drop out of education and engage in poorly paid, irregular work just to help feed their families. Opportunities for young people are scarce and their future is becoming increasingly uncertain. To address this issue and to enhance professional opportunities for students and recent graduates in Lebanon, CSP collaborates with USAID's University Scholarship Program (USP) by engaging USP students as interns. These interns assist with CSP's activities supporting underserved communities.

Despite obtaining a marketing degree in 2019 from the Lebanese American University, Dalal still struggled to make ends meet: “I worked as a freelancer near my home in South Lebanon because I couldn't afford to move to Beirut. But even then, there were few opportunities because I didn't have enough professional experience.” Just when she felt she was hitting a wall in her fledgling career, Dalal joined CSP's workforce development as an intern working on qualitative research on the technical and vocational education and training sector in Lebanon, which gave her important hands-on experience. “It was fascinating to be a part of the effort of understanding what's going on with this sector. I was able to develop my skills in communication, public relations, and translation,” she recalled.

After completing her internship in September 2021, Dalal applied for a job at a leading Lebanese fashion company. “I have been passionate about the fashion industry for as long as I can remember. When I applied for this job, I knew that it was a long shot, but my experience with CSP made me more confident that I had the right profile.” At her new job, Dalal assumes a number of key responsibilities which include managing the company's website and media campaigns, photo shoots, and handling its social media platforms.

Dalal is one of 51 interns who have taken part in CSP's internship program, improving their professional skills, access to the job market, and assisting target communities.

**ANNEX N: OFAC LICENSE**

