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USAID/Lebanon Community Support Program

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USAID/LEBANON COMMUNITY SUPPORT PROGRAM

OCTOBER 31, 2022

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USAID/Lebanon Community Support Program (CSP)
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Beirut, Lebanon

FRONT COVER PHOTO Aerial view of CSP's intervention in Majdel Aanjar, Beqaa, where the program installed solar photovoltaic panels to power the town's water pumping system, enhancing access to water for around 19,000 beneficiaries while decreasing the associated costs on residents, the municipality, and the Beqaa Water Establishment.

BACK COVER PHOTO Training and fire drill delivered to members of Jurd el Qaitea Union of Municipalities' First Responders' Team on the use of air pressure machines provided by CSP which is enabling them to respond to house fires and save victims whilst ensuring their own safety. CSP has equally provided the team with a water pump and thrusters, a fire-resistant water hose and tank for the union's fire truck, as well as fire hammers, extinguishers, and protective gear to ensure members' safety while responding to wildfires in Akkar, North Lebanon.

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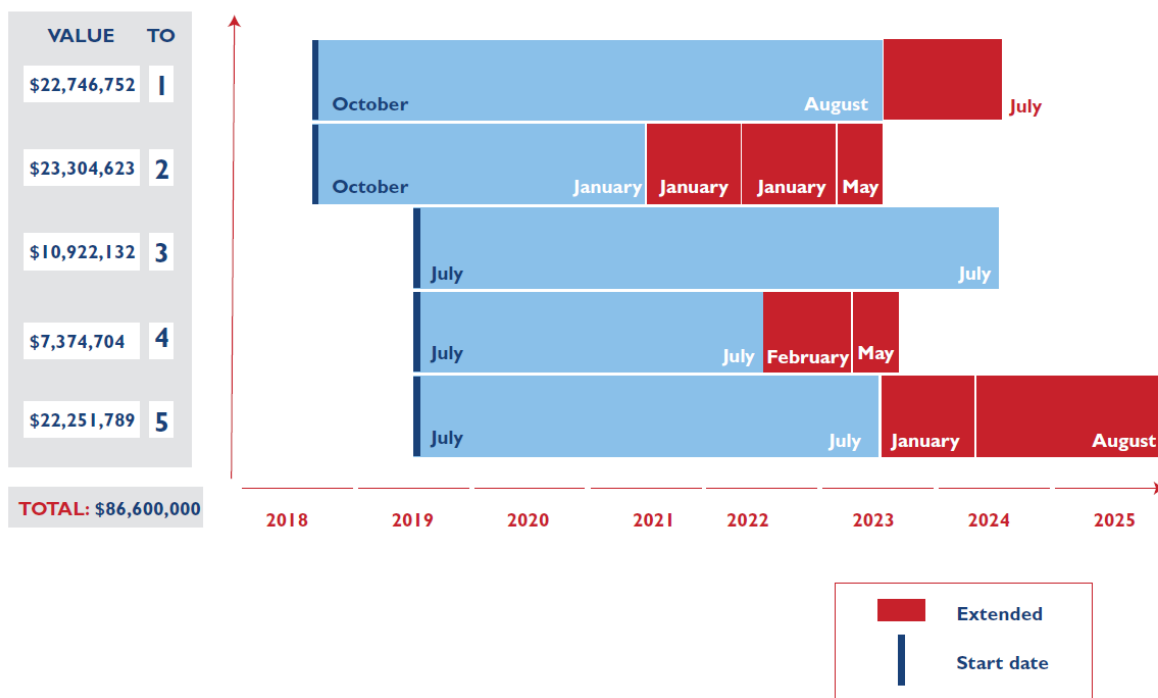
ACRONYMS

| | |
|-------|--|
| 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 | Bureau Technique pour le Développement |
| CBO | Community-Based Organization |
| CO | Contracting Officer |
| COOP | Cooperative |
| CoP | Community of Practice |
| CSO | Civil Society Organization |
| CSP | Community Support Program |
| EIA | Environmental Impact Assessment |
| ELARD | Earth Link & Advanced Resources Development |
| ERAC | Environmental Review and Assessment Checklist |
| ERP | Enterprise Resource Planning |
| GESI | Gender Equality and Social Inclusion |
| IDIQ | Indefinite Delivery, Indefinite Quantity |
| IEE | Initial Environmental Examinations |
| IWT | Industrial Wastewater Treatment project |
| LAU | Lebanese American University |
| LBP | Lebanese Pound |
| 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 |
| TVET | Technical and Vocational Education and Training |
| QC | Quality Control |
| USAID | United States Agency for International Development |
| USG | U.S. Government |
| USP | University Scholarship Program |
| WFD | Workforce Development |

EXECUTIVE SUMMARY

The Community Support Program (CSP) in Lebanon is a \$100 million, seven-year (2018-2025), 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 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. CSP also has a management task order that provides core operational and crosscutting technical support. The graphic below depicts the value and duration of each awarded task order:



Fiscal Year 2022 (FY2022), spanning from October 2021 to September 2022, was characterized by the continued exacerbation of the country’s multi-faceted socio-economic crisis as residents faced an ongoing degradation of living conditions and dwindling public services. Electricity has been one of the worst impacted sectors, plunging the country into darkness, with power outages often exceeding 22 hours a day and negatively affecting access to livelihoods and other basic services, such as water. Meanwhile, global disruptions in supply chains coupled with the ongoing devaluation of the national currency have caused major shortages in construction materials on local markets, which has negatively impacted some of CSP’s ongoing interventions. 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 all of FY2022 with a specific emphasis on the fourth quarter from July-August 2022, the infographic on page 6 includes cumulative results of CSP's programming since its inception in August 2018.

During the reporting period, 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. Interventions included, among others, providing solar solutions and generators to pump water, irrigate fields, light up homes and streets, manage recyclables, and operate wastewater networks, whilst others focused on improving local livelihoods by supporting agricultural cooperatives and providing short-term income generating opportunities. By the end of the fiscal year, TO 2 had closed out 25 of its 97 approved community support projects, achieved technical completion on another 24, while 48 were still under implementation. During the course of FY2022, a total of 109,143 additional people benefitted from TO 2 interventions.

CSP's workforce development component, known as Task Order 4 (TO 4), falls under USAID's economic growth office and operates according to a different development objective and set of results. Although TO 4 prepares its own quarterly progress report that is separate from the rest of the IDIQ's, this report provides a brief summary of the task order's key accomplishments during FY2022, including improving employment outcomes for 56 new individuals from vulnerable backgrounds, awarding 593 new scholarships, and carrying out a perception media campaign to raise public awareness on the benefits of technical and vocational education for improved livelihoods, especially amidst the current economic crisis.

Despite the worsening economic situation that continued to affect the country, CSP's wastewater management component, Task Order 5 (TO 5), continued to make implementation progress by starting construction on three interventions in Aitanit, Nmairye and Bchaale and developing six implementation scenarios to support the operation and maintenance (O&M) of its infrastructure projects to respond to the growing needs of the wastewater sector in Lebanon. On the investment track, TO 5 also successfully revised its grant with the Association of Lebanese Industrialists (ALI) to help committed industries mitigate their industrial wastewater, and effectively raised participating industries' financial incentives from a 50% rebate with a maximum limit of \$15,000 to an 80% rebate with a maximum limit of \$45,000. Finally, the team collaborated with Tawfeer Discount Stores (TDS) to raise public awareness on water conservation and wastewater, reaching 565,000 people through social media platforms and 509,000 through in-person outreach across TDS' 22 branches in Lebanon.

In parallel, CSP's technical assistance component – also known as Task Order 3 (TO 3) – continued to focus its efforts on delivering technical assistance to municipalities, civil society organizations (CSOs), and community-based organizations (CBOs) to sustain CSP assistance across Lebanon. By the end of September 2022, TO 3 had completed 42 interventions which supported 89 local partners – including 54 municipalities, 15 NGOs, six schools, eight cooperatives, and three regional water establishments – and built the capacities of 2,571 unique trainees. TO 3 also successfully expanded its internship program from two to 9 universities, through which it placed 99 students and recent graduates from USAID's partner universities across several USAID implementing partners in Lebanon. The internship expansion served to enrich the professional and soft skills of Lebanese youth to enhance their employability, while also providing them with much needed financial support amidst Lebanon's ongoing socio-economic crisis. In addition, by the end of the fiscal year, TO 3 had reached a total of 12,412 people via awareness campaigns which aimed to enhance good practices and ensure the long-

term sustainability and impact of CSP's interventions, specifically in the areas of water conservation, sorting recyclables and solid waste at source, and energy usage and conservation.

The report that follows details the progress made by each TO under the CSP IDIQ during FY2022. After providing a more detailed overview of the country context impacting the trajectory of CSP throughout the year, this report features the progress achieved under CSP's community support and wastewater management components and includes a briefing page on workforce development achievements. The report then provides updates on how CSP's technical assistance component enhanced the other three components' activities and follows with how CSP's TO I continued to provide operational and management support, as well as engineering, communications, and monitoring & evaluation support to ensure cross-task order learning coordination for 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

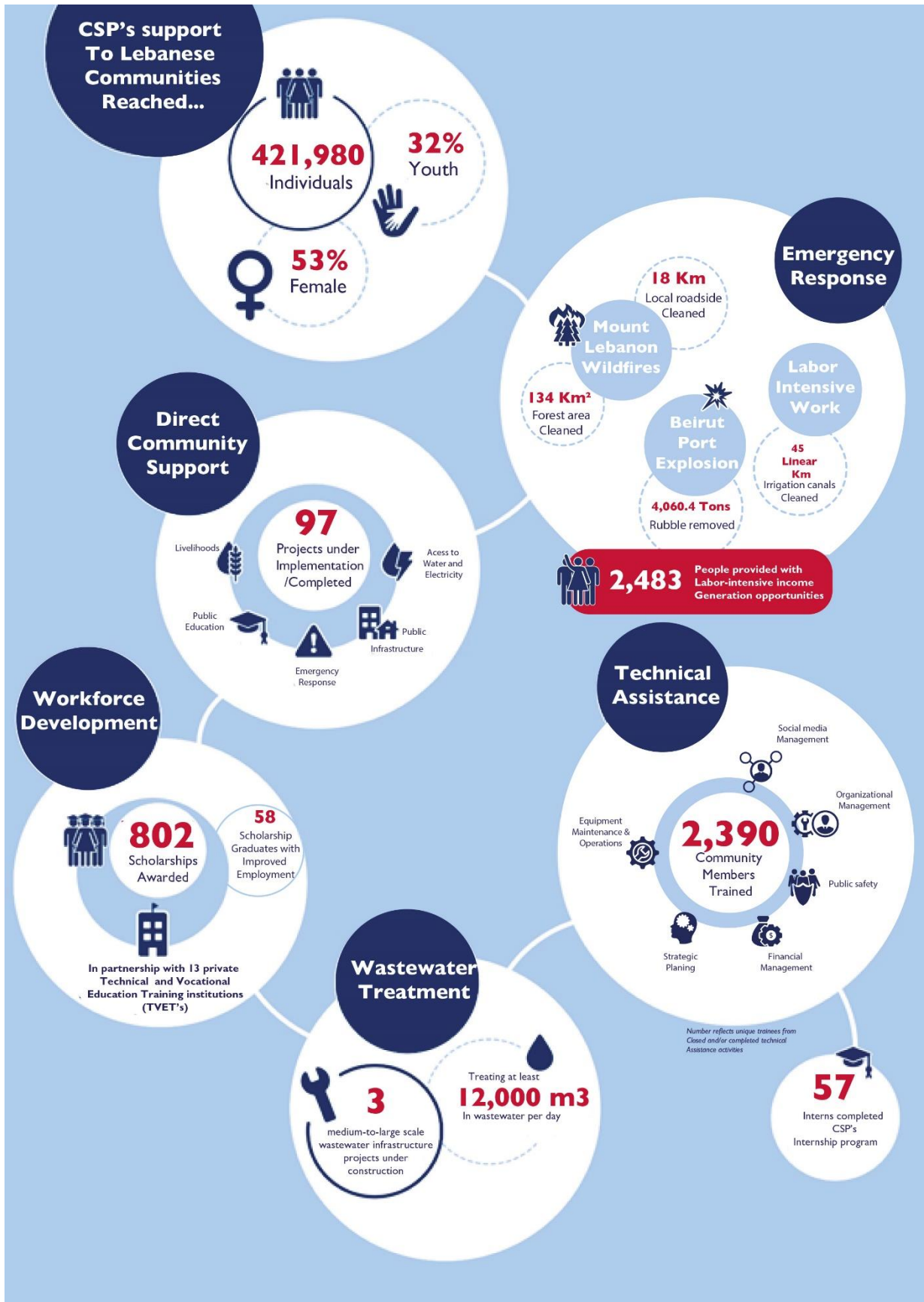
During FY2022, the spiraling economic and political crisis affecting Lebanon showed no sign of resolution, leaving devastating impacts on Lebanese communities which continue to endure the effects of the protracted crisis, in a context of persistent shortages of basic essential goods and services. The local currency plummeted to a fraction of its pre-crisis value (fluctuating between 28,000 and LBP 39,000 to the dollar compared to the official rate of LBP 1,507), leading to a dramatic increase in poverty rates, and putting the cost of basic living out of reach for around 80% of the Lebanese population. Meanwhile, the war in Ukraine has resulted in further increases in the cost of fuel, parallel to concerns about severely diminished Ukrainian wheat imports, placing further strains on Lebanese households.

The interconnected economic and financial crises, political volatility, and increased competition over employment have left people in dire circumstances, and resulted in new types of social tensions, including armed scuffles over fuel, bread, water, and other basic resources, in parallel to the state's failure to provide access to these basic services. Moreover, by the end of the fiscal year, an unprecedented wave of bank depositors individually stormed banks in attempts to withdraw their deposits. In parallel, electricity has been one of the worst impacted sectors by the multifaceted crisis, plunging the country into darkness, with power outages often exceeding 22 hours a day, negatively affecting access to livelihoods and basic services.

While the May 15, 2022, elections resulted in introducing 13 new change-oriented MPs into the Lebanese Parliament, greater change is still needed to implement essential reforms and restore governance functions. The current political impasse is likely to impede Lebanon's much needed reform, and a lack of sufficient action by the government may lead to increases in social tensions and sporadic violence.

On the health front, in December 2021, the country witnessed a major spike in COVID-19 cases during the winter holidays despite a national vaccination campaign. However, infections gradually dropped throughout the year, to increase once again during July and August 2022 - when many of the diaspora returned to the country for the summer holidays – before dropping again throughout the month of September.

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



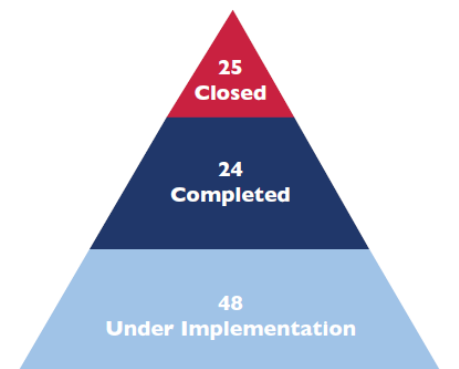
II. COMMUNITY SUPPORT

Under its community support component, also known as Task Order 2 (TO 2), CSP culminated its collaboration with various local partners including municipalities, water establishments, CSOs, and other community-based groups to achieve its target of 97 approved interventions during FY2022. It also leveraged these positive relationships with local stakeholders, subcontractors, and businesses to ramp up activity implementation, aiming to alleviate sources of tension across communities. Throughout the year, CSP's TO 2 continued to invest in a variety of sectors seeking to improve residents' access to public services and enhance local livelihoods. CSP maintained its participatory design methodology with local stakeholders while consulting with a range of technical and environmental experts, when needed, to maximize immediate and long-term benefits for communities. In response to the worsening economic, financial, and political situation in the country, TO 2 continued to support the needs of local actors, especially municipalities, to cater to basic community needs. This included providing energy through solar solutions and generators to pump water, irrigate fields, light up homes and streets, manage recyclables, operate wastewater networks, among others. In parallel, and as the economic crisis has had the biggest impact on already vulnerable communities, CSP's TO 2 continued to enhance local livelihoods via its support to agricultural cooperatives, provision of short-term income generating opportunities through its Labor-Intensive Works (LIW), and other interventions that were tailored to include underserved groups such as women, youth, and people with disabilities.

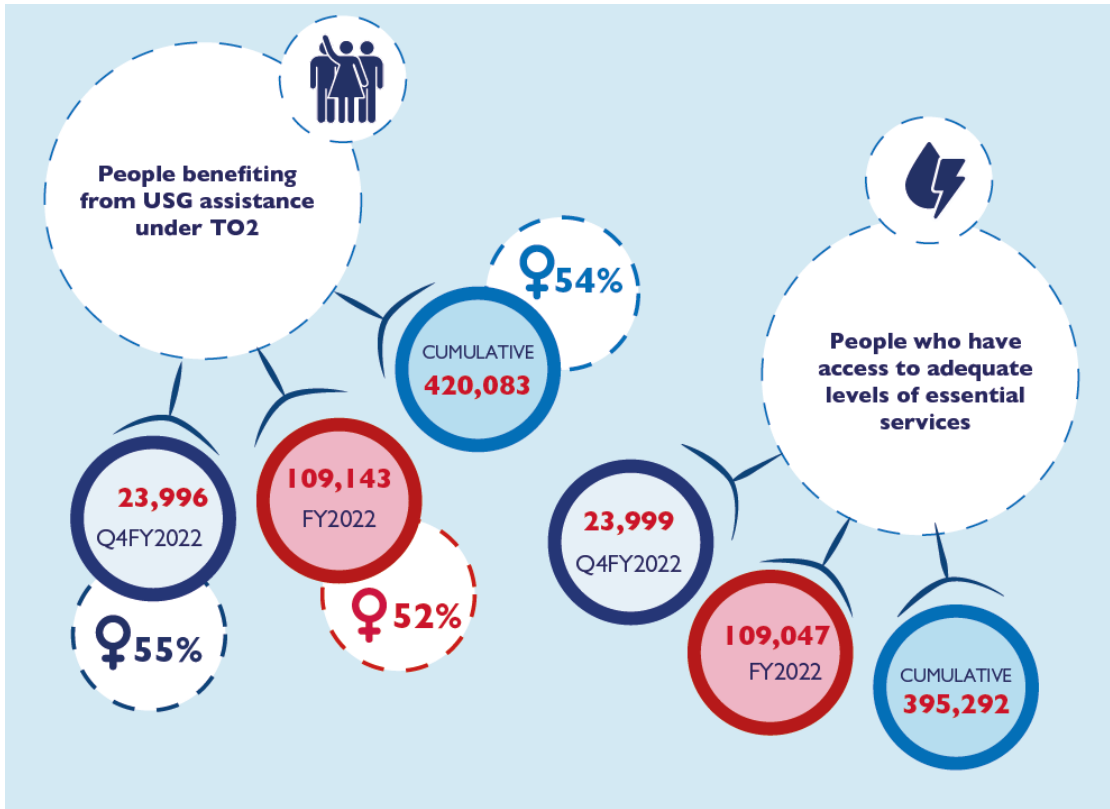
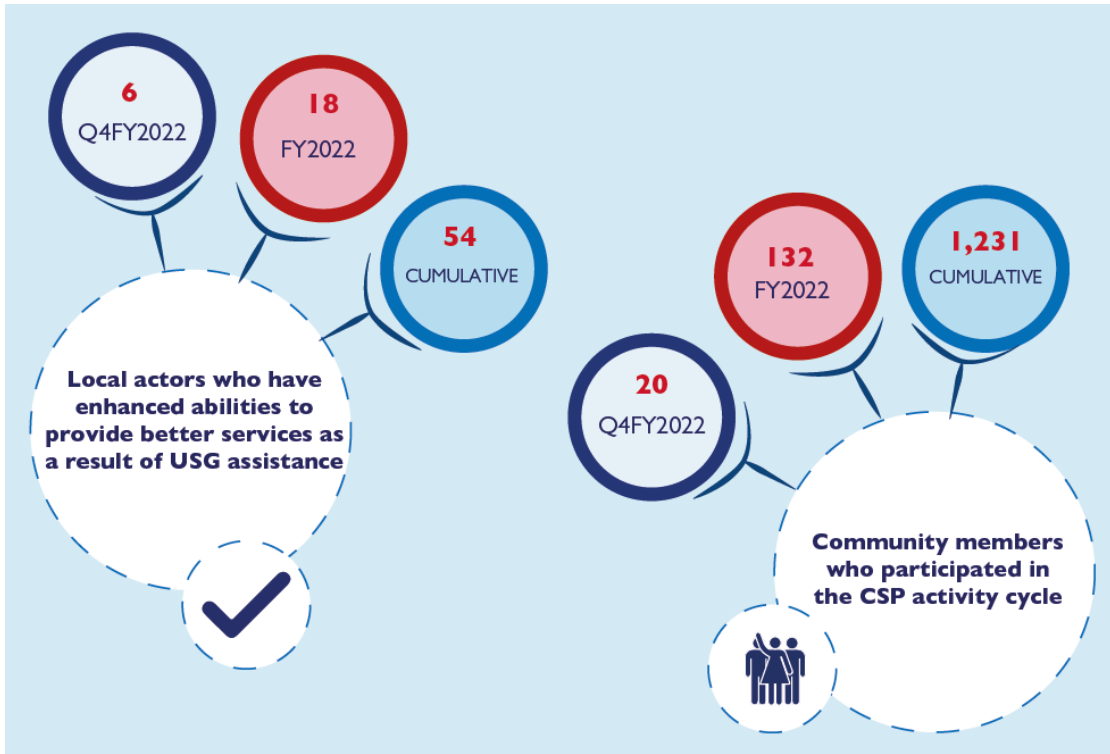
To allow for the completion of critical construction and solar interventions that encountered significant delays due to internal and external factors that are further elaborated throughout this report, USAID granted TO 2 a five-month no-cost extension during the fourth quarter of FY2022, effectively extending it from January 2023 until May 2023. Going forward, TO 2 will continue to work in close coordination with CSP's other TOs to fast-track implementation and follow up closely with contractors, requesting expedited vetting when needed while also reducing tendering and procurement timelines.

ACTIVITY IMPLEMENTATION

By the end of the September 2022, TO 2 had closed out 25 of its 97 approved community support projects, achieved technical completion on 24 of them, while 48 were still under implementation. In all, the total number of people benefiting from TO2 interventions since its launch is 420,083 beneficiaries, 23,996 of whom were reached during the fourth quarter alone. In addition, by the end of this reporting period, 54 local actors reported having enhanced their abilities to provide better public services as a result of TO2 support, and 1,231 community members had participated in the CSP activity cycle. The graphic on the following page provides a quarterly, annual, and cumulative breakdown of beneficiaries reached by CSP's TO 2, as of the end of FY2022.

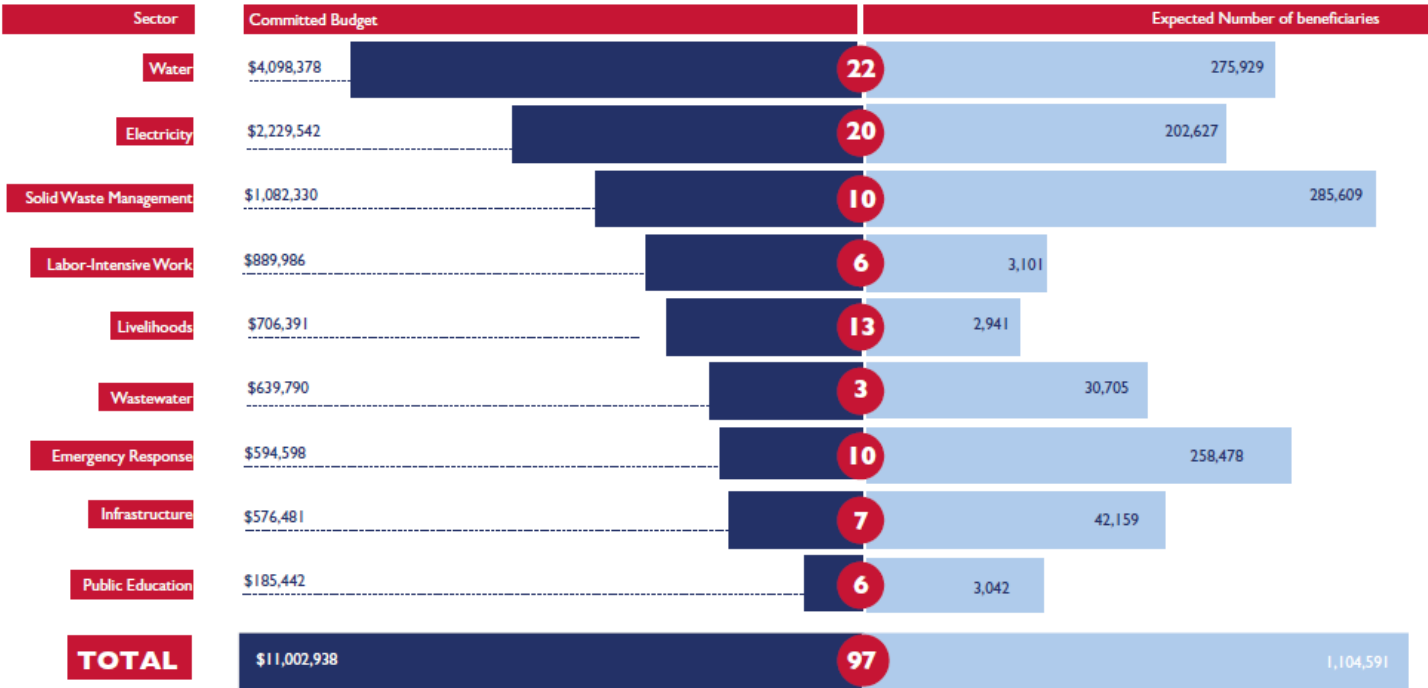


97 Approved Community Support Projects



By the end of September 2022, CSP had committed \$11.03 million of its \$12 million in activity funds on 97 approved activities. It is worth noting that one solar intervention which aims to facilitate water pumping in Beit Mellat (North Lebanon) was retracted during the fourth quarter as it was clustered with the approved interventions in Al Ayoun and Ain Yacoub. The overall expected number of beneficiaries from TO 2's entire portfolio of activities is expected to exceed 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 type of intervention is illustrated in the visual below:

CSP Committed Budget and Beneficiaries by Sector



Of interventions

Meanwhile, CSP continued to navigate through several implementation challenges throughout the year, ranging from a variety of obstacles and setbacks affecting construction and infrastructure projects. These included procurement delays of solar components, the lack of availability of required items in local markets, and lengthy and inefficient public sector and government proceedings. Other sporadic events such as inclement weather conditions during the winter months and the Lebanese parliamentary elections, among others, also delayed progress on some activities, affecting implementation timeframes. For instance, the Batroun wastewater network and the Jdaidet el Qaitaa COOP's prefabricated center for women were both delayed due to lengthy government response in issuing approvals and permits. Furthermore, over 20 ongoing activities were significantly delayed by CSP's subcontractor for construction design, Bureau Technique et Développement (BTD), due to setbacks in providing complete and technically sound designs. These included incomplete preliminary designs such as missing the chlorination element for solar water pumping interventions or constructing an incomplete retaining wall in Nabi Ayla. Other BTD delays were attributed to the local context, including site access and slow response from local authorities. CSP therefore concluded that BTD did not adequately resource

the program as per the magnitude of the FY2022 workplan, despite numerous attempts by CSP's TO 1 and TO 2 teams for corrective action throughout the year. To mitigate the recurrence of this issue, during the fourth quarter, CSP's TO 1 started soliciting proposals from other qualified and competent subcontractors for construction design and supervision capacities, and the goal is to have a new contract in place by October 2022 to augment BTD's capabilities.

Despite the above-mentioned issues, CSP's TO 2 continued to push through the impact of the multilayered challenges to address vulnerable communities' needs and reduce residents' suffering amidst the state's continued collapse. The graphic below provides a geographic and sectoral breakdown of the 48 activities that were under implementation during the fourth quarter of FY2022:



48 Activities Under Implementation Q4FY2022

The following subsections provide further details on activities under implementation, closed, and completed as of the end of the end of FY2022, as well as activities which experienced significant delays affecting the possibility of finalizing their implementation within the current timeline of this task order as per the table below on delayed activities.

For a full account of all activity approval packages (AAPs) designed by CSP and submitted to USAID, 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 G and H respectively.

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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management - Grievance Mechanism |
| BQA023 | Loussiya – Sultan Yaacoub | Beqaa | Providing sustainable electricity to the Loussiya water pump through solar panels and a backup generator. | Water/ renewable energy | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management |
| BQA025 | Nabi Ayla | Beqaa | Improving public safety through the construction of a retaining wall and side rails in Nabi Ayla. | Infrastructure | Not applicable. No TAAR will be developed |
| BQA026 | Talia | Baalbek-Hermel | Resolving tensions over water scarcity in Talia by constructing an elevated water tank. | Water | <ul style="list-style-type: none"> - Awareness Raising on Water Conservation - Proposal Writing - Social Media Management |
| 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation - Financial Feasibility and Budgeting |
| BQA030 | CWB - North Beqaa | Baalbek-Hermel | Expanding Cooperation Without Borders' current nursery operations by installing 1,400 square meters of greenhouses with a heating and cooling system 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation - Cash Management - Procurement - HR Management |
| BQA031 | 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. A profiling visit will be scheduled in October 2022 |

| Code | Location | Governorate | Activity Description | Sectors | Technical assistance component |
|--------|--|------------------------|---|-----------------------------------|--|
| BQA035 | El Fekehe | Baalbek-Hermel | Providing sustainable electricity to the El Fekehe water pump through the installation of solar panels in addition to the implementation of rehabilitation works in the operation and chlorination room. | Water/ renewable energy | <ul style="list-style-type: none"> - Creation of a formal committee responsible for water management - Equipment Operation and Maintenance |
| BQA036 | 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation - Grievance Mechanism |
| BQA037 | 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 | <ul style="list-style-type: none"> - Financial Management and Planning - Awareness Raising on Sorting at Source - Public & Personal Safety - Equipment Maintenance and Operation |
| BQA041 | 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation/ Waste Management |
| BQA042 | 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation/ Waste Management |
| BQA043 | 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 | <ul style="list-style-type: none"> - First Aid Training - Training on workers' safety (just in time training) |
| NTH004 | Akroum | Akkar | Supporting olive farmers in Akroum through the provision of a decanter and generator. | Livelihoods | <ul style="list-style-type: none"> - Environmental Compliance - Equipment Maintenance and Operation - Financial Management and Bookkeeping - Organization Development - Business Planning |

| Code | Location | Governorate | Activity Description | Sectors | Technical assistance component |
|--------|-------------------|-------------|--|------------------------|--|
| 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. | Wastewater | <ul style="list-style-type: none"> - Documentation & Archiving System - Municipal Administrative Correspondence - Municipal Financial System |
| NTH009 | Jdaidet el Qaitaa | Akkar | Supporting Jdeidet el Qaitaa Women's Cooperative for Agricultural Products by constructing a prefabricated center to host their operations. | Livelihoods | <ul style="list-style-type: none"> - Financial Management and Planning - Food Safety - Marketing and Branding - Business Planning - Social Media Management |
| NTH013 | Mouanse | Akkar | Rehabilitation of the pumping system for the Mouanse well feeding Mouanse village. | Water | <ul style="list-style-type: none"> - Not applicable. No TAAR will be developed |
| NTH020 | Aachach, Arde | North | Improving and rehabilitating the irrigation distribution network in Aachach, and Arde villages to support livelihoods and ease water resource related tensions amongst the three villages. | Water | <ul style="list-style-type: none"> - Cleaning and Check-Up Schedule |
| NTH025 | 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"> - Equipment Maintenance and Operations - Financial Management and Planning - Social Media Management - Organization Development - Awareness Raising on Sorting at Source |
| NTH027 | 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"> - Equipment Maintenance and Operations - Financial Management and Planning - Social Media Management |
| NTH029 | 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"> - Awareness Raising on Electricity Conservation - Municipal Financial System |
| NTH030 | Qalmoun / Dedde | North | Labor-intensive income generation intervention to design and build a pedestrian | Labor-intensive | <ul style="list-style-type: none"> - Social Media Management - First Aid |

| Code | Location | Governorate | Activity Description | Sectors | Technical assistance component |
|---------------|-------------------------|-------------|--|-------------------------|--|
| | | | walkway between the two communities. | income generation | <ul style="list-style-type: none"> - Legal Support - Financial Management & Planning/Bookkeeping |
| NTH031 | Haret el Fouwar | North | Completing 1250 meters of the sewage network lines in Haret el Fouwar. | Wastewater | Not applicable. No TAAR will be developed |
| NTH033 | 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"> - Equipment Maintenance and Operation - Grievance Mechanism |
| NTH034 | 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"> - Awareness Raising on Sorting at Source - Creation of a Public-Private Partnership |
| NTH036 | Mazraat et Teffah | North | Installing a Solar System for Mazraat et Teffah's water pump. | Water/ renewable energy | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management |
| NTH037 | Tikrit | Akkar | Enhancing water provision in Tikrit Al Shura well through the installation of a solar system for its water pump, and a 150-meter water connection pipeline. | Water/ renewable energy | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management - Grievance Mechanism |
| NTH038 | El Borj | Akkar | Enhancing water provision in Bourj Akkar water well through the installation of a solar system for two water wells. | Water/ renewable energy | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management - Grievance Mechanism - Social Media Management |
| 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation |
| NTH040 | Jebayel | Akkar | Supporting Jebayel Municipality to provide electrical services through the provision of a generator, electric board, and network. | Electricity | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management - Financial Feasibility and Budgeting |
| NTH043 | Amioun | North | Improving the Recyclables Collection and Management System in Amioun Material Recovery Facility by providing it | Solid Waste Management | <ul style="list-style-type: none"> - Equipment Maintenance and Operations - Financial Management and Planning |

| Code | Location | Governorate | Activity Description | Sectors | Technical assistance component |
|---------------|--|-------------|---|-----------------------------------|---|
| | | | with equipment and distributing 360 new recycling cages to 19 villages, paralleled with an awareness-raising campaign on recycling. | | <ul style="list-style-type: none"> - Organization Development - Awareness Raising on Sorting at Source |
| 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"> - Equipment Maintenance and Operation / Waste Management - Social Media Management |
| NTH046 | Aayoun | North | Enhancing Water Provision in Akkar through the Installation of Solar System and enhancing the Aayoun Water Pumping Station | Water | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management |
| 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 | <ul style="list-style-type: none"> - First Aid Training - Training on workers' safety |
| 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) agricultural activities | Labor-intensive income generation | <ul style="list-style-type: none"> - First Aid Training - Training on workers' safety |
| NTH049 | Ain Yaacoub | North | Provision of Adequately Sized Generator for Ain Yaacoub Water Pumping Station | Water | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management |
| STH001 | 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operations - Public Procurement |
| STH005 | Hasbaiya | Nabatieh | Providing water filtration for Hasbaiya's water tank. | Water | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management |
| STH006 | Bqasta | South | Enhancing the provision of water services in Bqasta by | Water | Awareness Raising on Water Conservation |

| Code | Location | Governorate | Activity Description | Sectors | Technical assistance component |
|--------|------------|-------------|---|------------------------------|---|
| | | | constructing an elevated water tank of a capacity of 300m ³ . | | |
| STH010 | 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 |
| STH018 | Jinsnaya | South | Constructing a 300 m3 elevated water tank in Jinsnaya. | Water | Social Media Management, aiming at raising awareness on water conservation |
| STH020 | 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 | <ul style="list-style-type: none"> - Awareness Raising on Sorting at Source - M&E - Social Media Management - Needs Assessment for East Saida Municipalities and CSOs |
| STH025 | Saidoun | South | 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 as well as providing a storage structure for the equipment to Saidoun Agricultural Cooperative. | Livelihoods | <ul style="list-style-type: none"> - Equipment Maintenance and Operations - Social Media Management - Bookkeeping - 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 | <ul style="list-style-type: none"> - 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 |

| Code | Location | Governorate | Activity Description | Sectors | Technical assistance component |
|--------|-----------------|-------------|--|-------------------------------|---|
| STH030 | Aalma Ech Chaab | South | Reducing the financial burden on Aalma ech Chaab residents through installing a solar farm to reduce the cost of household electricity on families and businesses. | Electricity/ renewable energy | Equipment Maintenance and Operation / Waste Management |
| STH032 | El Meri | Nabatieh | Installing a solar farm to reduce the cost of household electricity on residents and El Meri municipality | Electricity/ renewable energy | <ul style="list-style-type: none"> - 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 | Not applicable. No TAAR will be developed |
| BQA003 | Aarsal | Baalbek-Hermel | Providing fuel vouchers in response to local grievances. | Emergency Response | Closed | Not applicable. No TAAR will be developed |
| 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"> - Equipment Maintenance and Operation - Social Media - Municipal Financial Management - Proposal Writing (Completed) |
| 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"> - Equipment Maintenance and Operation - Financial Management - Organization Development |
| BQA007 | Fissane | Baalbek-Hermel | Expanding Fissane Cooperative through equipping a community | Livelihoods | Completed | <ul style="list-style-type: none"> - Equipment Maintenance and Operation |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|---------------|----------------|----------------|--|--------------------|-----------|---|
| | | | space with agricultural equipment. | | | - Scheduling / Operation Plan |
| BQA008 | Aarsal | Baalbek-Hermel | Providing fuel vouchers in response to local grievances (Phase Two). | Emergency Response | Closed | Not applicable. No TAAR will be developed |
| BQA009 | El Qaa | Baalbek-Hermel | Equipping El Qaa Municipality for storm response providing three dewatering suction pumps to remove flooding. | Emergency Response | Closed | - Asset Management - Equipment Maintenance and Operation |
| BQA012 | Ghazze | Beqaa | Improving Public Safety in Ghazze through the construction of 79.1 meters retaining wall. | Infrastructure | Closed | Not applicable. No TAAR will be developed |
| BQA014 | Hawch er Rafqa | Baalbek-Hermel | Reducing tensions through providing equipment to the Intermediate Public School of Hawch El Arab. | Education | Closed | - Equipment Maintenance and Operation |
| 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 | Closed | - Equipment Maintenance & Operation - Social Media (Completed) |
| BQA016 | Saadnayel | Beqaa | Reducing tensions through the installation of a water filtration system at the Intermediate Public School of Saadnayel. | Water | Closed | - Equipment Maintenance and Operation |
| BQA017 | Ras Baalbek | Baalbek-Hermel | Rehabilitating the main irrigation channel in Ras Baalbek to preserve water and improve livelihoods. | Water | Completed | - Awareness raising on water conservation |
| 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 | Livelihoods | Completed | - Equipment Maintenance and Operation - Food safety - COOP governance & management - Bookkeeping |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|---------------|---------------|----------------|--|------------------------|-----------|--|
| | | | like jams, pickles in addition to introducing frozen and catering food. | | | |
| 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"> - COOP Management - Marketing and Branding - Organization Development - Business Planning |
| BQA021 | El Ansar | Baalbek-Hermel | Improving electricity service in El Ansar through the provision of a 75-KVA village generator with connections. | Electricity | Completed | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management - Grievance Mechanism |
| BQA022 | El Manara | Beqaa | Enhancing Solid Waste Management in El Manara by Providing 99 recycling bins | Solid Waste Management | Closed | <ul style="list-style-type: none"> - Safe collection of wastes |
| 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|---------------|----------------|-------------|--|------------------------|-----------|---|
| | | | | | | - 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 | <ul style="list-style-type: none"> - Equipment Maintenance and Operation / Waste Management - Financial Feasibility and Budgeting - Grievance Mechanism - Social Media Management |
| 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 | Not applicable. No TAAR will be developed |
| 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"> - Public Safety - Preservation of School Property |
| 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 | Not applicable. No TAAR will be developed |
| NTH008 | Markebta | North | Building a supporting wall in Markebta. | Infrastructure | Closed | Not applicable. No TAAR will be developed |
| NTH010 | Kfar Hilda | North | Ensuring a proper water flow in the channels of | Water | Closed | - Cleaning and Check-Up |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|--------|----------|-------------|---|------------------------|-----------|---|
| | | | Kfar Hilda by working on four existing water drainage systems. The works include cleaning and installing a steel fence in the 1 st drainage system, replacing pipes in the 2 nd and 3 rd system, and widening the pipes in the 4 th system by replacing the existing pipes. | | | Schedule of the Water Canals - Proposal Writing |
| 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 | - Marketing and Branding - Market Linkages - Social Media Management |
| 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 schools' toilets, tiling, plastering walls and waterproofing windows. | Education | Closed | - Awareness Raising on Water Conservation - Public Safety - Preservation of School Property |
| 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 | Closed | - Public Safety - Preservation of School Property |
| 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, | Solid Waste Management | Completed | - Equipment Maintenance and Operations |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|---------------|-----------------------|-------------|--|------------------------|-----------|---|
| | | | broom, and two recycling points. | | | - Safe collections of waste |
| NTH026 | Barghoun and Badbhoun | North | Supporting farmers from Barghoun and Badbhoun through providing 15 mechanical harvesters for olives. | Livelihoods | Completed | - Equipment Maintenance and Operations - Bookkeeping - Scheduling / Operation Planning |
| 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 | - Awareness Raising on Sorting at Source |
| NTH041 | Jurd el Qaitea | Akkar | Enhance Jurd El Qaitea Union villages' preparedness to better respond to natural emergencies through equipping the Union truck with fire response equipment. | Emergency Response | Completed | - Equipment Maintenance and Operations - Firefighting techniques |
| NTH044 | Bqarsouna | North | Enhancing security and service delivery in Bqarsouna by equipping the municipality's skid-steer loader with a snow blower attachment as well as a salt sprayer | Infrastructure | Completed | - Equipment Maintenance and Operations |
| STH002 | 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 | Not applicable. No TAAR will be developed |
| STH008 | 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 |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|--------|---|---------------|---|-----------------------------------|-----------|--|
| | | | | | | <ul style="list-style-type: none"> - Local Guides (Tourism and TOT) - Guest House Management |
| STH009 | Tanbourit | South | Supporting the Cooperative of Olive Farmers in Tanbourit by providing 8 mechanical harvesters for olives. | Livelihoods | Closed | <ul style="list-style-type: none"> - Social Media - Scheduling / Operation Planning |
| STH014 | Ed Damour | Mount Lebanon | Emergency response to Damour wildfires by replacing 30 meters of damaged water networks. | Emergency response | Closed | Not applicable. No TAAR will be produced. |
| STH015 | Ed Damour and Sin el Fil HQ for nationwide operations | 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 | Not yet applicable. Profiling in October/November 2022 |
| 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"> - Equipment Maintenance and Operations - Strategic Planning Proposal Writing |
| 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"> - Event Management - Social Media - Business Planning - Social Media Management - Marketing and Branding - Website - Food Safety |
| 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"> - Fire Forest Management Planning - Equipment Maintenance and Operation - Proposal Writing |

| Code | Location | Governorate | Activity Description | Sectors | Status | Technical assistance component |
|--------|-------------------------------|-------------|--|-----------------------------------|-----------|--|
| | | | | | | |
| 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"> - Social Media Management - Rural Tourism Framework - Proposal Writing - Website update |
| 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 | Operation and maintenance of streetlights, and personal safety training |
| 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 procurement process to select a subcontractor to implement the additional scope covering the snag list for substantial completion was delayed. We had to re-launch the tendering process since only one bidder applied on the first round. This delay resulted in delaying the implementation of the remaining works. | After selecting the vendor, CSP followed up closely and coordinated with them on daily basis to ensure submission of the needed remaining datasheet. The additional works are expected to be finished during October 2022. |
| 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 | The distribution in some villages is still pending while the contractual issue with |

| Code | Location | Gov. | Activity Description | Challenges | Activity Status and Next Steps |
|--------|------------|----------|--|--|---|
| | | | | 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) due to the currency devaluation and the inability of the service provider to continue operations which led to the overall failure of the collection system by the operators in the district. | the Union has been resolved. TO2 and TO3 worked with the different stakeholders in order to resume the works. As a result, NTCC committed to collect the recyclables twice per week and to provide reports on the amounts of the recyclables collected on weekly basis. In addition, TO 2 will try to find other locations that would benefit from some of these bins by Q2 of FY20223 to make sure we reduce the risk of any future collection system failures and keep the assistance in best usage. |
| 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 vendor who took a long time to respond to CSP comments on submittals hence delaying the implementation process for around 4 months. | CSP followed up closely and coordinated with the vendor to finalize pending submittals. Currently, the contractor has mobilized to site and the work is expected to be completed by January 2023. |
| 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 issues in the design and the design review process. CSP expects to complete this project in March 2023. | Re-design was launched and the design was reviewed by CDM. RFQ will be re-launched after design approval. Continuous follow-up with BTD and CDM is taking place to solve any challenges faced in the design. |
| STH32 | El Meri | Nabatieh | 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 affected and limited the possibility to launch the tendering process. | The tendering process was launched during September 2022. CSP is currently finalizing the bid evaluations and expects to launch implementation in the |

| Code | Location | Gov. | Activity Description | Challenges | Activity Status and Next Steps |
|--------|-----------|----------|---|---|---|
| | | | | | next quarter. CSP also is in process of subcontracting to a new construction supervision firm to ensure additional resources are provided in the field for swift implementation. |
| STH029 | Hasbaiya | Nabatieh | Reducing the financial burden on Hasbaiya residents via the implementation of a hybrid Photovoltaic solution. | The purchase order signature was put on hold due to new guidance requesting USAID approval prior to purchase of solar equipment. | Implementation is completed and the testing and commissioning will be finalized during the first week of October 2022. |
| 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 with money-seeking mobs who threatened him several times to take protection money. This led him to halt the works which caused delays in the implementation process. CSP conducted a meeting with the municipality 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 November 2022. |
| NTH033 | Batroun | North | Alleviating wastewater-related tensions in Batroun by connecting three neighborhoods to the existing network. | Delays in the implementation of this activity is due to the delay from DGA in starting the ancient tombs removal which were discovered in one of the lines. | Works are on-going in the remaining sites. CSP team is following up closely and the activity will be completed in the upcoming quarter. |
| NTH037 | Tikrit | Akkar | Enhancing water provision in Tikrit through the installation of a solar system for its water pump, and a 150-meter water connection pipeline. | Delays resulted from the lengthy process of design and design review which affected and limited the possibility to launch the tendering process | The design is still in the review cycle process. In the upcoming quarter, CSP will finalize the design review and assign construction supervision to a new firm to ensure additional resources are provided in the field for swift implementation. Works are expected to be completed by May 2023 |

| 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 a solar system for two water wells. | Delays resulted from the lengthy process of design and design review which affected and limited the possibility to launch the tendering process | The design is finalized. The ERAC is under review. Tendering will be launched in Q2FY2023 after ERAC is completed and approved. CSP is following up with BTM and CDM to ensure fast-tracking of the process. Works are expected to be completed by May 2023. |
| 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 second selected vendor as he is not willing to abide by the design and regulations. | CSP agreed with the mayor to descope the intervention and implement the project at the entrance of the village and change the design on Line A at later stage. A clear decision and way forward shall be communicated with USAID in FY23 Q2. |
| 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 by BTM and design review which affected and limited the possibility to launch the tendering process. | CSP will select another subcontractor to do the design for this activity. CSP is currently evaluating proposals received for this purpose. CSP expects to launch implementation in the next quarter and will assign construction supervision to a new firm to ensure additional resources are provided in the field for swift implementation. Works are expected to be completed by May 2023. |
| 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 | Delays mainly resulted from the low number of beneficiaries that applied in Andaket. CSP will be conducting outreach in a new village to reach the target. | Works are on-going in the 3 villages. CSP will submit a change in design once eligibility notice for new village is received. CSP expects to get the activity back |

| Code | Location | Gov. | Activity Description | Challenges | Activity Status and Next Steps |
|---------------|---|-------|---|---|---|
| | | | | | on track and complete the works by December 2022. |
| 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 | Delays are due to the change in some villages selected for the outreach. The launching of the outreach in the new villages is pending receipt of the eligibility notice and approval of the request of change in design. | The eligibility notices are expected to be received in October 2022. Thus, the grantee will start the outreach accordingly and resume works next quarter. Works are expected to be completed by February 2023. |
| 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. | Tendering was re-launched in parallel with negotiating the offer from the selected contractor. CSP expects to finalize the bid evaluations and launch implementation in the next quarter. CSP will assign construction supervision to a new firm to ensure additional resources are provided in the field for swift implementation. Works are expected to be completed by May 2023. |
| BQA023 | Loussiya – Sultan Yaacoub | Beqaa | Providing sustainable electricity to the Loussiya water pump through solar panels and a backup generator. | The pre-construction period took a lot of time due to the contractor's new proposal submission and required validation and verification. The deviation from the original design resulted from the original conceptual design lacking details about important aspects of implementation. | Works are on-going and the progress is 50%. The project is expected to be completed in Jan 2023. |
| BQA030 | CWB – Ras Baalbek | 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. | Delays resulted from the need to revise the design of solar component after previously launching a tender on the basis of a conceptual design. | The design is in the final stages and tendering was launched. CSP expects to launch implementation in FY23 Q2 and complete by May 2023. |

| Code | Location | Gov. | Activity Description | Challenges | Activity Status and Next Steps |
|--------|---------------|-------|---|--|--|
| 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. | Delays resulted from the lengthy process of design and design review which affected and limited the possibility to launch the tendering process. | Tendering was launched, and CSP selected the constructions contract. CSP will assign construction supervision to a new firm to ensure additional resources are provided in the field for swift implementation. Works are expected to be completed by May 2023. |
| 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 and design review which affected and limited the possibility to launch the tendering process. | Design is under review. In order to speed up the process and abide by TO2 end date, CSP will assign a dedicated engineer to follow up on the implementation and submittals process. |

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 FY2022, state-electricity cuts continued to worsen, with some localities barely receiving two to three hours of supply per day or even once or twice every couple of days. In parallel, subscriptions to local generators have increased in price as the cost of fuel spiked after the lifting of subsidies, coupled with the international increase in fuel prices. As a result, vulnerable households can no longer afford to pay for backup electricity (amounting to around LBP 3,000,000 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 throughout the year to strengthen community access to household electricity and enable local authorities to provide essential services that rely on electricity such as water pumping, streetlighting, and solid waste management. Communities across CSP’s areas of intervention have reported that such 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 extent 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 related to the maintenance and operation of the installations 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, cabling, and inverters. Both remote localities have been overburdened with large electricity bills driven by the expensive operation of municipal backup generators that are no longer sustainable. During Q4FY2022, CSP completed the installation of a hybrid 104 kilowatts peak (kWp) photovoltaic (PV) solar farm on land that was provided by the Hasbaiya municipality as a contribution to the activity which will serve one of the village’s five neighborhoods. Furthermore, CSP installed an advanced hybrid control system to ensure safe operations and enable the monitoring of the system to adjust power outputs accordingly. In parallel, CSP



Site in Aalma ech Chaab, where CSP is installing solar panels to hybridize the town’s electricity system

continued casting the fence and gates footings in Aalma ech Chaab, achieving 90% progress on the total works which are expected to finish during the month of October 2022. The hybrid systems – worth \$93,944 in USAID funding for Hasbaiya and \$161,425 for Aalma ech Chaab – will not only provide households with clean sustainable energy but will also enable significant municipal and household savings, estimated at around \$57,000 per annum in Aalma Ech Chaab and \$30,000 in Hasbaiya, in fuel costs and maintenance. In Hasbaiya, the municipality will utilize these savings to replicate CSP’s assistance to cover its remaining four neighborhoods in the next three to five years.

Meanwhile, in the Beqaa, CSP has also completed a similar activity in Majdel Aanjar by installing solar PV modules with a capacity of 195 kWp to power its water pumping system. The system was successfully tested and is operating for eight to nine hours per day. In addition, CSP continued to make progress on upgrading the water pumping system in Es Soutan Yaaqoub and El Fekehe, achieving 50% and 80% of the works respectively. 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 for an estimated 34,700 residents (19,000 in Majdel Aanjar, 5,700 in Soutan Yacoub, and 10,000 in el Fekehe).



Photo of the site in Majdel Aanjar, where CSP installed solar panels to ensure operation of the water pumping system (Beqaa)

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 completed the supply and installation of 48 solar-powered LED streetlights in Old Saida worth \$46,300 in funding. The team also kicking off the groundworks in Kfar Jarra to install 120 solar streetlights to improve safety and security among 6,350 residents of this southern Lebanon town. Meanwhile, CSP is finalizing the tendering process for two activities in Qabb Elias (Beqaa) and Anane (South) to install solar streetlights in strategic locations within both villages.



CSP begins the installation of 120 solar streetlights to improve safety and security in Kfar Jarra (South)

Additionally, CSP has used solar power to support the agriculture sector. In Ainata el Arz (Beqaa), for example, CSP delivered a solar-powered welding station that benefits 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 will enable CWB to produce and sell more than 9 million additional low-cost seedlings per year to a total of 500 vulnerable local farmers.

CSP ENHANCES LIVELIHOOD OPPORTUNITIES FOR LEBANESE FARMERS THROUGH THE SUPPLY OF ADVANCED AGRICULTURAL EQUIPMENT

Amidst the ongoing economic crisis and its significant impact on livelihoods, CSP continued to provide support to underserved local farmers during the year by implementing a range of activities to support the agricultural sector. Rising production costs, coupled with an eroding profit margin resulting from the devaluation of the local currency, have severely impacted farmers' livelihoods. Furthermore, local agricultural production has been witnessing unprecedented market competition in recent months as more residents are relying on cultivating their lands following a spike in unemployment. The increased competition, combined with limited profits, is threatening the livelihoods of small-scale farmers and leading to communal tensions among Lebanese residents. In response, CSP implemented a number of interventions this year to improve farming practices and enhance local economic opportunities in partnership with municipalities and active local cooperatives (mostly women-led) who have reported the significant impact during the fourth quarter of FY2022, as the agricultural season picked up.

In the Beqaa for instance, CSP ramped up the implementation of its activities in the three rural localities of Fissane, Ainata el Arz, and Majdel Aanjar. The Majdel Aanjar cooperative (COOP)¹, launched its seasonal operations in August 2022 using CSP-provided equipment, previously delivered in February 2022. These included a commercial stove and oven, stainless-steel freezer, tables and bowls, a vacuum packing machine, and a fruit and vegetable dehydrator to process and produce a variety of agricultural products including jams, pickles, pastries, and other types of processed food. This activity, worth \$36,121.04 in USAID funding, is already benefiting an estimated 100 underserved residents by enhancing and increasing the COOP's production. In Fissane, a remote agricultural village in the Baalbek-Hermel Governorate, CSP provided the all-women COOP with three electric pruning shears, three rotary tillers, and a manual trailer to transport equipment. Worth \$9,101 in USAID-funding, the equipment enhanced the efficiency and profitability of the production process for 24 local farmers who used to rely on inefficient traditional ploughing and pruning methods.



Women beneficiaries using the CSP-provided equipment to process and produce agricultural products at the Majdel Aanjar COOP

Also in the Beqaa, CSP provided Ainata el Arz with ten electric pruning shears, five semi-automatic rotary tillers, two wood shredders, and two trailers to improve agricultural production methods. As mentioned above, CSP equally delivered an innovative solar-powered welding station to the village to repair irrigation lines, thereby eliminating the need to buy new pipes or suffer from water losses. This intervention, worth \$32,494 in USAID-funding benefitted around 750 persons by improving farmers' irrigation, pruning, and soil management.

¹ A local COOP, consisting of ten main female members, that supports local farmers and women producers in Majdel Aanjar by purchasing agricultural products, producing processed goods such as pickles, jam, and dairy products, and selling them to clients.

Meanwhile in North Lebanon, CSP partnered with the woman-led Fnaideq COOP which helps provide work for women to generate income through the production and sales of more than 30 types of seasonal products all year-round. CSP collaborated closely with key stakeholders in Fnaideq to improve local livelihoods by designing and implementing a mobile point of sale (mobile kiosk) for the Fnaideq COOP to enable it to increase its reach and sales. As a result of this \$28,025 intervention, the Fnaideq COOP reported a continued rise in sales and income in 2022, directly improving the livelihoods for around 20 people, as well as providing income-generating opportunities for farmers selling raw materials to the COOP.

Finally, CSP supplied the Saidoun cluster in Jezzine, South Lebanon, consisting of five agricultural villages — Deir Qattine, Hidab, Rimate, Saidoun, and Sanaya — with five rotary cultivators, two trailers for the rotary cultivators, nine mechanical pruning shears, and six mechanical olive harvesters (worth \$39,800 in USAID funding altogether) that were immediately put into use by to support around 119 farmer households during this 2022 season. CSP is also in the process of procuring a prefabricated room for proper storage and management of the provided equipment that will be installed during the upcoming quarter.



CSP-provided olive harvesting equipment in use during the olive season in Saidoun

In addition to the supply of advanced agricultural harvesting and production equipment, CSP partnered with Cooperation Without Borders (CWB), an NGO in Ras Baalbek, Baalbek-Hermel, to expand its operations by providing it with 1,867 square meters of greenhouses equipped with heating and cooling systems, as well as a germination room, to augment production of high-quality, low-cost seedlings for local farmers. The expanded nursery has reached full capacity production, reaching 2.1 million seedlings in September 2022. Through this intervention worth \$133,185 in USAID-funding, CWB is also expected to hire six additional workers to administer and oversee the upkeep of the expansion. In the upcoming quarter, CSP will supply and install solar panels to enable CWB to sustain its production of cost-efficient seedlings despite the fuel and electricity crisis.

CSP IMPLEMENTS 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. Over the past two years, CSP had completed four low-risk labor intensive work LIW (LIW) interventions: 1) emergency rubble removal and community clean-up activity following the August 4 Beirut Port explosion; 2) fire risk reduction in Damour, Kfar Matta, and Mechref — three neighboring villages in Mount Lebanon severely affected by the October 2019 wildfires; 3) pruning and trimming foliage in eight of the most underserved villages of Hasbani Union in the Nabatieh Governorate; and 4) hiring vulnerable local residents to establish a pedestrian walkway between the villages of El Qalamoun and Dedde in the North. Having provided much-needed temporary economic relief to more than 1,000 of the most vulnerable Lebanese residents, CSP expanded its portfolio of LIW activities during the third and fourth quarter of FY2022 to include three additional interventions: two in the North that are still ongoing and one in the Beqaa that was completed by the end of the fiscal year. The following graphic summarizes all seven CSP LIW activities:

| 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 5 Activities With 1,298 Reported Beneficiaries |
| STH022- Forest Management and cleanup Of irrigation canals In Hasbani (South) | \$107,328 | AFDC | Completed | 516 | |
| BEI001- 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 | Completed | 250 | |
| NTH047- Post-fire forest Management Activities (North) | \$160,298 | RMF | Ongoing | 500 | |
| NTH048- Agricultural Support Activities (North) | \$161,571 | RMF | Ongoing | 250 | |
| Total Budget: \$849,954 | | Total # of direct Beneficiaries: | | 2,048 | Ongoing 2 Activities With 750 Expected Beneficiaries |

During the fourth quarter, CSP and its local partner, the Lebanon Reforestation Initiative (LRI), completed the implementation of LIW projects in four vulnerable communities in the Beqaa: Qabb Elias, Barr Elias, Bwarej, and El Fekehe. Over a 22-day period, these activities included minor maintenance works such as cleaning and desilting of irrigation canals, weeding, and removing bushes, silts and canal debris that were obstructing water flow. The activities bolstered local livelihood opportunities for an estimated 251 Lebanese residents across the three villages who were paid \$220² each to clean up around 53,500 linear meters of canals that irrigate local agricultural plots owned by an estimated 1,100 farmers. It is worth highlighting that 14 persons with disabilities participated as workers, while over 30% women were engaged in the activity.

Meanwhile in North Lebanon, CSP continued implementing its fire prevention forest cleanup interventions in Qbaiyat, Aandqet, and Akroum — three vulnerable towns in the Akkar district — that were among the villages hardest hit by the 2021 fire season. In coordination with its local partner RMF, CSP began implementing a series of forest cleaning and clearing activities, including the removal of dead trees, as per its post-fire assessment recommendations. Following completion of first-aid trainings by the Lebanese Red Cross to all selected workers, CSP organized three consecutive cycles of groundworks in July, August, and September 2022, with around 375 workers, 60% of whom are women. By the end of September 2022, CSP’s LIW workers had finalized the



LIW workers clearing the forest in Qbaiyat

² Each CSP worker received \$10 in cash for each day of work: \$8 for the works and \$2 to cover transportation costs.

cleaning of approximately 32,000 m² in Qbaiyat, about 42,000 m² in Akroum, and 22,000 m² in Aandqet. Worth \$159,057 in USAID funding, this activity is mitigating tensions among the three communities by reducing the fire risk and providing temporary employment. Going forward, CSP aims to benefit up to 500 vulnerable Lebanese residents through this intervention, which is expected to be completed during the upcoming quarter.

COLLABORATION BETWEEN TASK ORDERS

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, procuring equipment, and engineering design and construction processes for all activities launched and implemented throughout FY2022 and provided administrative support in closing eight activities. TO 1 and TO 2 equally collaborated in addressing incoming requests from local construction subcontractors to adjust contract values given local and global price inflation - 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 price reasonableness, 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. In the beginning of the fiscal year, to strengthen field coordination and ensure appropriate responses to any arising challenges, TO 2 and the Engineering Unit jointly conducted biweekly coordination meetings at BTM offices, whereas during the fourth quarter, the coordination continued through the engineering unit alone.

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 intervention, as well as to assess activities' impacts through various data collection methods. The teams also conducted biweekly coordination meetings to strengthen coordination and ensure TO 2 was on track to meet targets. TO 2 was also supported by CSP's Communications and Outreach Unit on ensuring site branding compliance and promoting the impact of TO 2 activities. For instance, during the fourth quarter, the unit filmed a new video on [sorting at source in Koura](#), one video on [streetlight interventions in Beirut](#), three videos highlighting [LIW interventions in the Beqaa](#) and Akkar and filmed two videos in Majdel Anjar highlighting solar interventions and CSP's support to the local cooperative. Throughout the year, the Communications and Outreach Unit also supported TO2 in producing several audio-visual materials, including a pitch deck and video for the Society for International Development's Innovation Showcase, where CSP was selected as "Best in Show" for its [solar innovations to counter the collapse of essential services in Lebanon](#).

TASK ORDER 3: TO 2 continued to collaborate with TO 3 to further enhance the sustainability and quality of its interventions. For example, during the implementation of LIW activities, the teams conducted a joint weekly coordination meeting under the LIW task force that was established with an advisory role to ensure the quality implementation of these activities. The teams also coordinated on solid waste management solutions across the TO 2 portfolio to discuss and troubleshoot issues related to Materials Recovery Facilities (MRFs) and other key local stakeholders to ensure the proper collection and disposal of solid waste. TO 2 equally followed up with the TO 3 team on any relevant referrals or results from the field and Communities of Practice (CoPs).

IMPLEMENTATION CHALLENGES, LESSONS LEARNED, AND NEXT STEPS.

Despite the relatively stable situation in the country compared to the preceding year, numerous challenges were encountered during FY2022. The consequences of the protracted crisis continued to pose implementation bottlenecks, with most challenges stemming from the continued devaluation of the Lebanese currency and the general economic crisis, creating a significant market challenge. The fluctuating currency has caused prices to increase almost on a daily basis and for some materials and equipment to be scarcely available within the local market. This caused an increase in implementation costs across a number of CSP's ongoing activities, which resulted in many contractors reporting impediments to continuing the work. For instance, in Aalma ech Chaab (STH030), Hasbaiya (STH029), Es Soutan Yaacoub (BQA023) and El Fekehe (BQA035), where CSP is installing solar water systems to enhance water provision for vulnerable residents, vendors required additional time for the procurement of solar panels as these were not available in stock. To gain time and prevent further implementation delays, CSP kicked off mobilization and site preparation works in affected localities in anticipation for the arrival and then clearance of the shipments in Lebanon.

The outcomes of the economic crisis affecting Lebanon coupled with the lifting of fuel subsidies announced weeks before the onset of FY2022 also led to requests from some contractors to increase the values of their contracts. This was the case for the construction of elevated water tanks in Talia (BQA026), Bqasta (STH006), and Jinsnaya (STH018); the construction of a rainwater drainage system in Kfar Yashit (NTH039); the installation of wastewater networks in Haret el Fouwar (NTH031); the development of the trail linking Qalamoun to Dedde (NTH030); and the expansion and the capacity enhancement of Bechmezzine MRF (NTH025), among others still under evaluation. 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 control costs and to prevent any cost overruns of the overall Activity Fund, especially given that some price hikes were expected within the evolving country context. This trend has impacted the timeline for implementation with delays expected to continue, namely as a result of the announcement about adjusting the official exchange rate (15,000 LBP to the \$1), expected to be effective at the end of October 2022. To curtail these issues, CSP's procurement and engineering teams are conducting continuous market assessments to validate the price increases on a case-by-case basis.

The end of the fuel subsidy has spelled additional challenges amidst the unfolding energy crisis, plunging the country into darkness, and affecting the operation of generators, namely in Dahr El Ahmar (BQA027), where resolving the issue remains hampered as a result of bureaucratic regulations and outdated legislation, which don't allow the municipality to address the challenges in light of the mayor's recent resignation. CSP is following up closely with the municipality's key staff to ensure corrective plans are put in place and implemented in a timely manner. This is expected to take place by March 2023 as promised by the Ministry of Interior and Municipalities after they approve the municipality's resignation and assign it to the governor or Qaemmacam.

Relatedly, public institutions, equally impacted by the economic crisis were operating at a minimum capacity as most government employees went on successive strikes to protest the deteriorating living conditions and demand pay raises after losing more than 90% of their purchasing power. Consequently, CSP activities in Batroun (NTH033) and Haret el Fouwar (NTH031) suffered delays due to the prolonged holdups by the Ministry of the Environment (MoE) to issue a recommendation addressing the environmental screening forms submitted by CSP's local partners. Nevertheless, the municipalities

were eventually able to exert direct pressure on MoE to take the necessary steps to enable the activity works to kick off.

Moreover, 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. This was a decision taken by CSP in consultation with USAID in an effort to mitigate any public misinterpretation that this assistance is linked to anything related to the elections. Labor intensive activities were concluded under BQA043 during the fiscal year, and are currently ongoing for two activities (NTH047 and NTH048).

Non-contextual challenges were attributable to the reduced performance of selected subcontractors in various areas such as in Old Saida (STH001), Kfar Yachit (NTH039), and Soultan Yaacoub (BQA023). The three subcontractors were unresponsive to feedback from both BTM and CSP, which consequently delayed implementation in these localities. CSP successfully resolved this issue with the first vendor in Old Saida who completed their works, and the team continues to follow up and coordinate with the contractor in Soultan Yaacoub to resolve pending technical issues. As for the contractor implementing the activity in Kfar Yachit, CSP decided to descope their contract and limit the work only to unfinished repairs while, in parallel, CSP re-launched the tender for this activity. On another subcontractor-related matter, CSP was forced to retender Deir El Ahmar (BQA011) for the third time after the team found evidence of collusive bidding between two subcontractors – a case that was reported to USAID’s Inspector General. This issue caused delays not only on BQA011 but also Mazraat Et Teffah (NTH036) and Bar Elias (BQA042), both of which were retendered since one of the colluding subcontractors was in the final stages of being selected for implementing these interventions.

The delayed provision of complete and technically sound designs from BTM – which is managed by TO 1, also adversely affected the timeline for execution of numerous activities. The conclusive determination of the lack of proportionate resourcing from BTM to meet quality performance in relation to the magnitude of work anticipated in the FY2022 workplan as promised, has led CSP TO 1 to solicit proposals from qualified and competent contractors to augment BTM’s construction design and supervision capabilities.

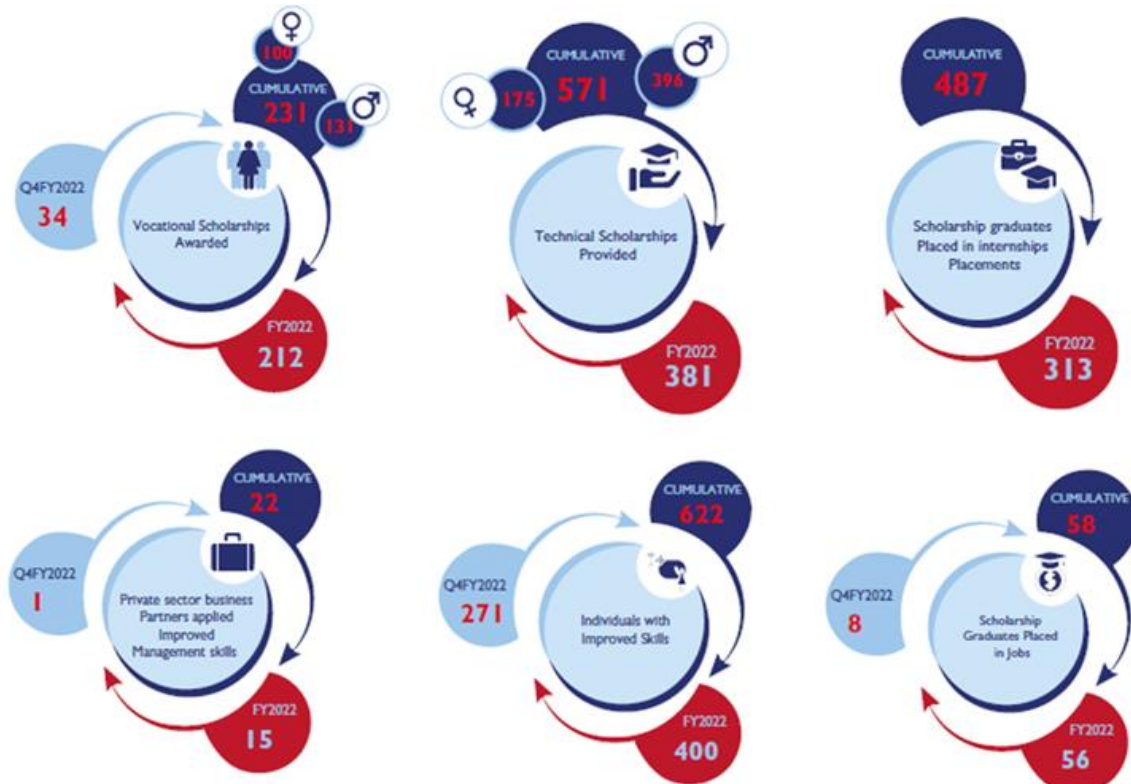
This process is expected to culminate during FY2023 and help speed up TO 2’s implementation timeline.

Despite the described challenges, CSP’s TO2 continues to exploit its contingency planning and builds on its lessons learned to adaptively mitigate challenges, while capitalizing on collaboration between the other TOs to maintain programmatic progress towards completion.

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 Technical and Vocational Education Training (TVET) through its workforce development component (WFD), also known as TO 4.

Notable achievements are illustrated in the following graphic and subsequent key points:



❖ AWARDING 593 NEW TECHNICAL AND VOCATIONAL SCHOLARSHIPS

Throughout FY2022, WFD awarded a total of 381 technical scholarships and 212 vocational scholarships, 35 of which were during the fourth quarter, which has enabled a total of 593 individuals to pursue a higher education in three promising employment sectors in Lebanon: Homebased Healthcare (HHC), Repair and Maintenance of Industrial Machinery (R&M), and Information Technology (IT). Overall, by the end of September 2022, WFD had provided a total of 802 scholarships to job seekers.

❖ ESTABLISHING THREE NEW TVET PARTNERSHIPS

Due to the high demand and interest for scholarships, the team partnered with three additional TVET institutions: Don Bosco Technical Institute in Al Fidar, Al Sharq Technical College in Zahleh, and Al Abir Technical Institute in El Minieh, North Lebanon. With these new additions, during FY2022, the number of CSP's TVET partners rose to a total of 13, which is further facilitating the inclusion of technical and vocational scholars across Lebanon, as well as contributing to WFD's overall impact in improving the TVET sector in the country.

❖ **ESTABLISHING OR IMPROVING GUIDANCE AND EMPLOYMENT OFFICES**

During this fiscal year, WFD completed technical assistance and training to establish or improve employment and guidance offices at three partner TVETs, thereby raising the total number of employment and guidance offices established or improved at 12 of its 13 partner TVETs.

❖ **CARRYING OUT AND COMPLETING A PERCEPTION MEDIA CAMPAIGN**

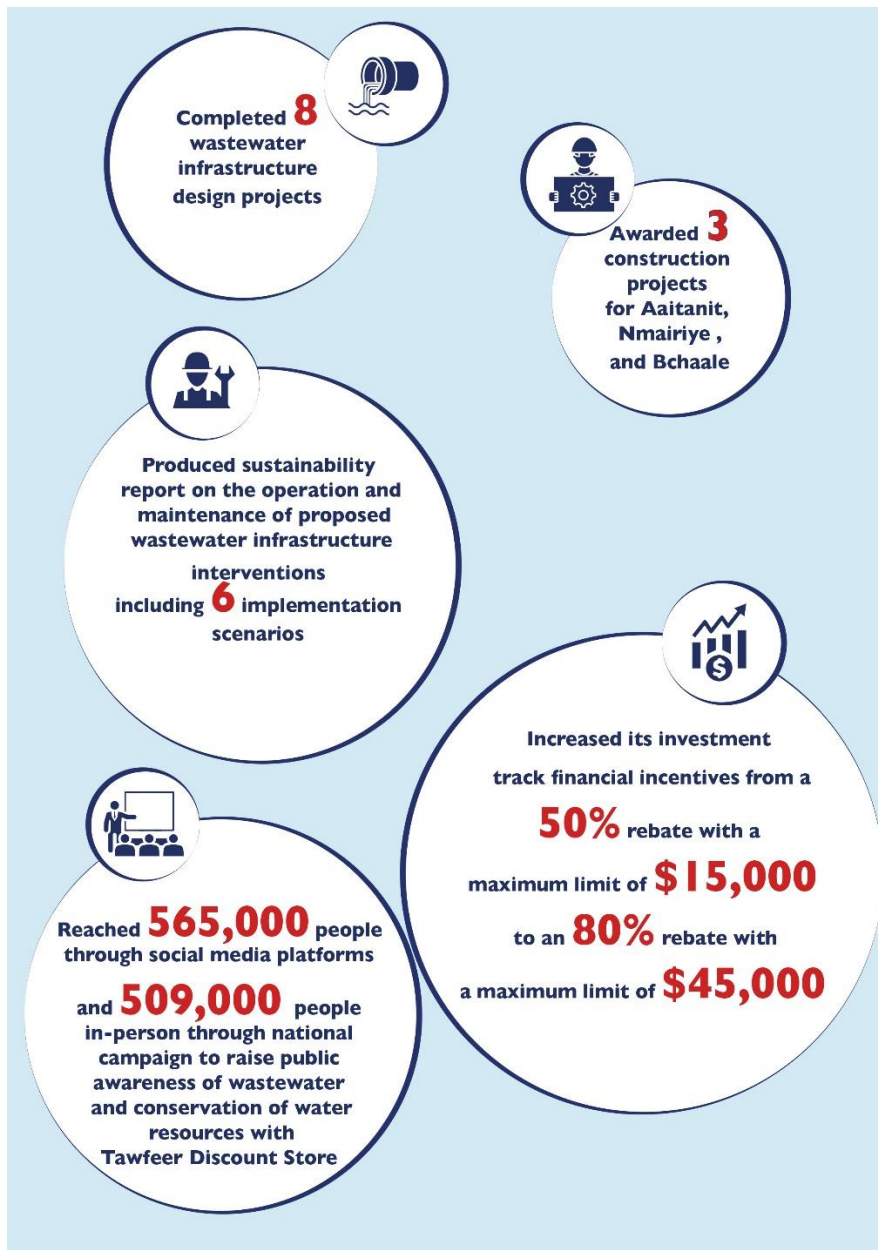
During the second quarter of FY2022, WFD launched a three-month media campaign targeting the Lebanese public which aimed to raise public awareness on the benefits of TVET education for improved livelihoods, especially amidst the current economic crisis, through a series of televised interviews, radio shows, and social media messaging. Overall, the campaign reached over 1.5 million people. Upon completion of the campaign, WFD held a closing ceremony in June 2022, which was attended by 50 participants, including USAID representatives, representatives from 13 private TVET partners, and 51 partner businesses, as well as other donor representatives.

IV. WASTEWATER MANAGEMENT

Amidst the country's ongoing multi-faceted crisis and degradation of essential services, Lebanon's Regional Water Establishments (RWEs) continued to face operating challenges. Consequently, during FY2022, they announced their total inability to sustain their facilities and services and put most of Lebanon's wastewater treatment plants and pumping stations out of service.

KEY ACHIEVEMENTS DURING FY2022

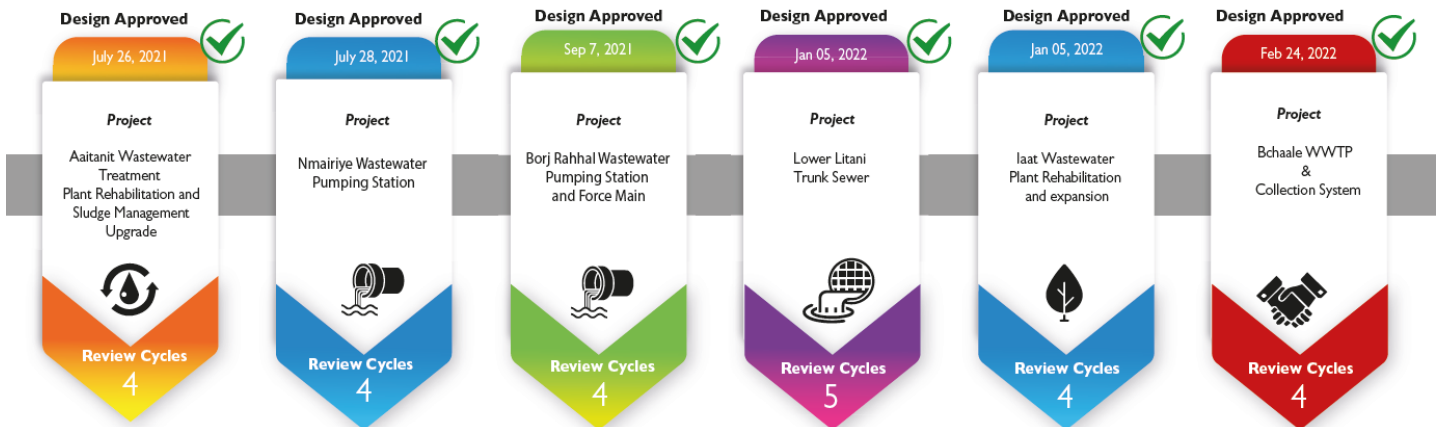
Against the backdrop of these challenges, CSP's TO5 continued to move forward with its implementation of much-needed wastewater management interventions. Key achievements during the course of FY2022 are depicted in the graphic below:



WASTEWATER INFRASTRUCTURE

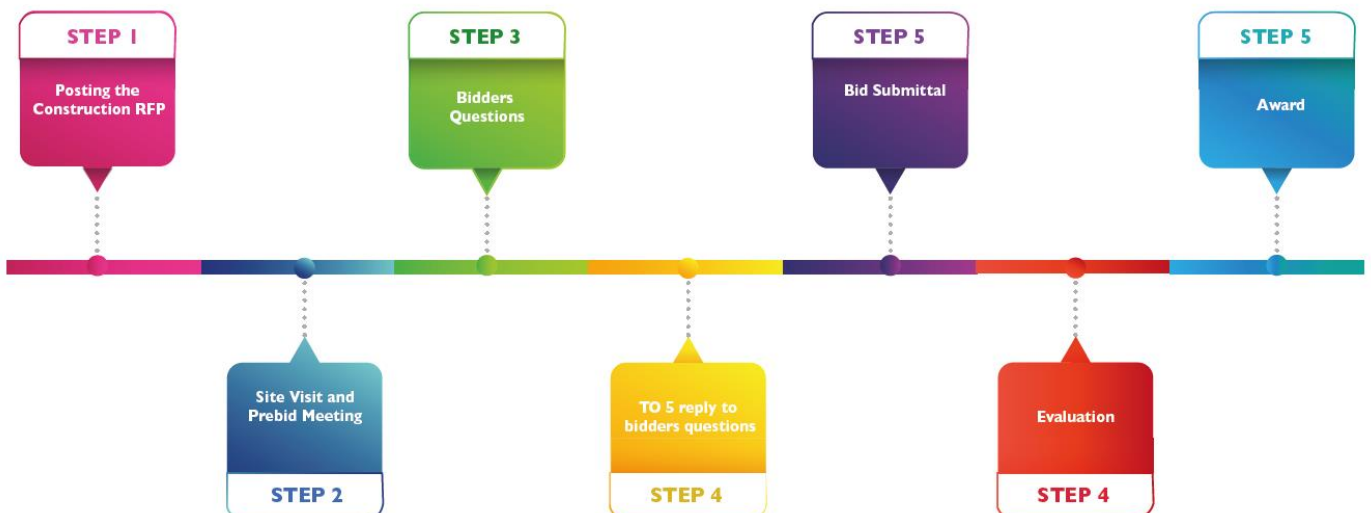
ENGINEERING DESIGN

By the end of the second quarter of FY2022, TO 5 had completed the designs of eight wastewater infrastructure interventions. While in parallel, its design subcontractors finalized all related design and tender documents for the bidding process of the six interventions that were selected to progress to tendering. The following visual provides a timeline of the six initially selected projects that went through a detailed engineering design along with the associated approval dates:



BIDDING AND AWARDING PROCESS

Upon receiving USAID approval on the 100% design packages of the selected interventions, CSP TO 5 launched the bidding process, as illustrated below:



During January 2022, TO 5 successfully awarded the construction contracts of its interventions in Aaitanit and Nmairiye to Parallel Contracting and Yamen Establishment for General Trading and Contracting, respectively. On the other hand, the bids received for the remaining four selected

interventions came at considerably higher costs than was estimated, namely due to the volatility of the price and supply of the required construction materials. As a result, it was established that TO 5 would not be able to implement all the approved interventions within its budget.

As a way forward, in July 2022, USAID endorsed the implementation of the intervention in Bchaale and finalized a no-cost extension that would allow TO 5 to provide O&M support to the three selected interventions along with other wastewater-related support to Lebanon’s RWEs through August 2025. Accordingly, the Bchaale construction subcontract was awarded to EMCO on August 17, 2022.

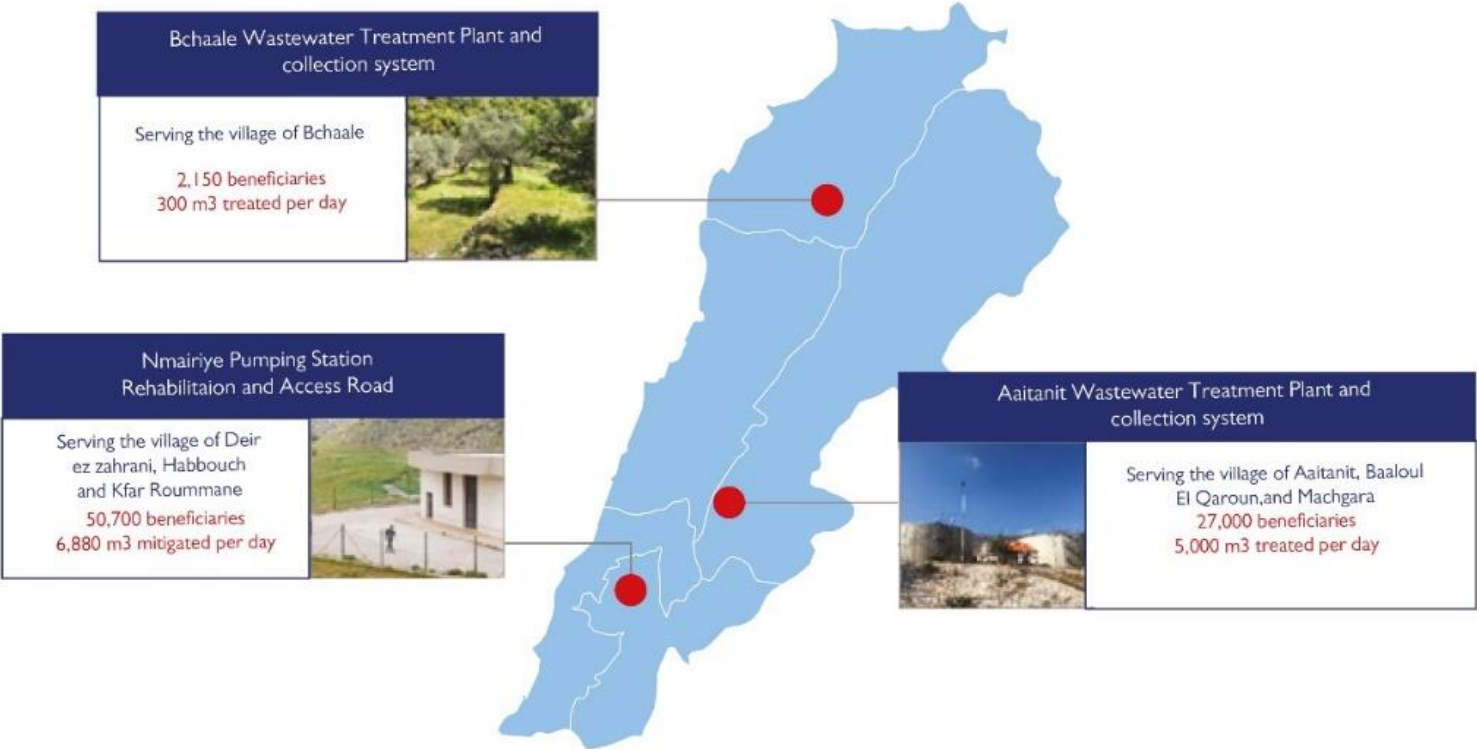


Signing event to launch the construction of a new wastewater treatment plant in Bchaale with CSP’s Chief of Party, representatives from EMCO and BTD, and the Mayor of Bchaale

The table below showcases the dates the bids were posted, and related contracts awarded:

| Project | BID AND AWARD OF CONSTRUCTION ACTIVITIES | | | |
|------------------------------------|--|--------------------|------------|---------------------------------|
| | Posting Date | Proposals Due | Evaluation | Construction Contract Signature |
| Iaat WWTP Rehab & Expansion | February 09, 2022 | March 21, 2022 | Done | Not Awarded |
| Nmairiye WWPS & Access Road | September 14, 2021 | October 29, 2021 | Done | January 25, 2022 |
| Borj Rahhal WWPS & Lower Litani TS | February 02, 2022 | March 10, 2022 | Done | Not Awarded |
| Aitanit WWTP Rehab & Upgrade | August 10, 2021 | September 13, 2021 | Done | January 4, 2022 |
| Bchaale WWTP & collection system | March 03, 2022 | April 11, 2022 | Done | August 17, 2022 |

Whereas the following graphic illustrates the geographic distribution of CSP's three selected wastewater construction interventions under TO5, along with their expected impact:



ENVIRONMENTAL ASSESSMENTS

Although TO 5’s intervention in laaT will not be implemented, the Environmental Impact Assessment (EIA) of the project’s expansion component obtained final clearance from the Ministry of Environment (MoE) in July 2022. With this approval, TO 5 had secured all submitted environmental permits from MoE by the end of FY2022.

Meanwhile, CSP’s environmental subcontractor, ELARD, continued to conduct site visits in conjunction with construction activities in both Aaitanit and Nmaiyye to analyze existing site conditions and ensure compliance with environmental regulations and checklists. Regular site inspections for the three interventions in Aaitanit, Nmaiyye, and Bchaale will continue until the completion of these activities.

ACTS OF AGREEMENT

On July 26, 2022, CSP’s Chief of Party signed the Act of Agreement (AoA) for Bchaale’s intervention with North Lebanon Water Establishment (NLWE) Director General (DG) - a necessary step to proceed with the implementation phase of this intervention. Meanwhile, the AoAs for Nmaiyye and Aaitanit were signed with the respective DGs of SLWE and BWE in November 2021.

IMPLEMENTATION OF CONSTRUCTION INTERVENTIONS

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

On January 4, 2022, TO 5 awarded the construction contract of Aaitanit Wastewater Treatment Plant Rehabilitation and Sludge Management Upgrade to Parallel Contracting. Consequently, the construction subcontractor launched activities on the three main aspects of the project as follows:

The New Dewatering Building:

During FY2022, CSP's subcontractor completed the two-story building's excavation, backfilling, and concrete works up to the first floor. Architectural finishings, electromechanical equipment installation, and landscaping activities will be implemented during the next fiscal year. This structure will serve to house the thickening/dewatering units to reduce the volume of sludge and to enhance the efficiency of the plant's existing sludge digestion process.



Progress on new dewatering building in Aaitanit

The Drying Bed:

Equally, as part of the sludge management upgrade, CSP is covering one of the drying ponds with a new steel roof to enhance sludge drying and eliminate the risk of flooding during rainy seasons. During this reporting period, the subcontractor initiated the construction of linear footings and columns which will support the steel structure roof. However, as many steel elements and steel grades were unavailable in the local market, CSP worked with Parallel to revise the steel selection based on locally available steel material and proceeded to order its fabrication. Once manufactured, the steel structure will be installed directly on the concrete columns during the next fiscal year.



Concrete-pouring works on the new dewatering building in Aaitanit

Electromechanical Works:

The original scope of the electromechanical works consisted of repairing and restoring some of the treatment plant's defective pumps, along with other repairs and replacements to the processing systems. However, on April 29, 2022, the existing main raw pumps malfunctioned which caused the facility to shut down, namely due to a lack of preventative maintenance, as well as the continued devaluation of the local currency which caused budgetary shortages. Consequently, TO 5 immediately prioritized the restoration of the plant's operation and requested that its subcontractor launch an assessment to identify the needed works. A damaged cable feeding the raw pumps was identified along with defective pumps in the influent pit, clarifiers, and trickling filter. Accordingly, the subcontractor repaired the cable feeding the raw pumps, as well as one of the influent raw pumps to temporarily restore the plant operations, and refurbished and installed two trickling filter pumps, two secondary clarifier pumps, and one primary clarifier pump. The plant was operational again by August 26, 2022. By the end of FY2022, CSP was in the process of procuring three new influent raw pumps to prevent the issue from reoccurring, the installation of which will be finalized during the upcoming fiscal year.

Also worth noting, on September 1, 2022, CSP issued an amendment to the construction subcontract which revised the pricing of the Bill of Quantities (BOQ), taking into consideration the considerable escalation in the cost of construction materials since signing the subcontract in January 2022, and compensating the subcontractor for additional works conducted to restore plant operations. The initial schedule will be impacted by the additional works and by disruptions in global supply chains, which directly affected the local availability of materials, as well as their import. As a result, TO 5 moved the expected completion date from January 2023 to the end of April 2023.

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

On January 25, 2022, TO 5 awarded the construction contract of Nmairiye Pumping Station Rehabilitation and Access Road to Yamen Establishment. Consequently, the construction subcontractor launched activities on three main aspects of the project as follows:

Access Road:

This is the key component of this intervention, as the pumping station was never operational due to an incomplete access road. CSP's subcontractor acquired all official permits required to realign the road and, by the end of FY2022, had completed the box culvert and retaining wall, which are structurally required for the construction of the access road. During the next fiscal year, the subcontractor will finalize this activity and deliver a fully accessible path to the pumping station.



Ongoing works on the access road to Nmairiye Pumping Station.

Pumping Station Restoration:

The restoration of the pumping station consists namely of roof waterproofing, fence restoration, and painting activities. By the end of the reporting period, the subcontractor had finalized this component, except for the fence restoration which was still ongoing.

Electromechanical Works:

CSP's TO 5 and its subcontractor completed the relocation of the electric poles in close coordination with Electricité du Liban (EDL). Moreover, EDL granted its approval for the installation of the new 400 KVA transformer. Consequently, the subcontractor is liaising with EDL on materials and procurement, prior to completing the installation of the transformer during the next fiscal year. In parallel, the subcontractor installed lightning protection and grounding systems within the premises of the station, and initiated the works related to the installation of electromagnetic flow meter and air release valves on the force main.

On September 12, 2022, CSP signed an amendment to the construction subcontract, revising the pricing of the BOQ to address the considerable escalation in the cost of construction materials caused by the overlapping crises since signing the subcontract, and compensating the subcontractor for additional tasks conducted to replace the existing damaged generator and to restore clogged manholes.

Due to the instability of the country's economy and the aggravated depreciation of the Lebanese currency, the Charqieh Wastewater Treatment Plant (WWTP) that would receive the pumped flow from Nmairiye Wastewater Pumping Station (WWPS) stopped operating in April 2022. TO 5 therefore coordinated with SLWE, MoEW, and the European Union, the latter whom is financing WWTP operations across the country, to assess how best to restore its operation in order to receive the incoming flow from Nmairiye WWPS. Works are expected to begin in early 2023.

❖ **Bchaale Wastewater System**

CSP's TO 5 signed the construction contract for the Bchaale wastewater treatment plant and collection system with EMCO Engineering LTD on August 17, 2022. During the fourth quarter of FY2022, EMCO launched the submittal phase, while the construction subcontractor restored the access road to facilitate mobilization and the access of heavy equipment to the site. The implementation phase is scheduled to continue during the upcoming fiscal year.

OPERATIONS & MAINTENANCE COSTS AND SUSTAINABILITY

In March 2022, TO 5 collaborated with CSP's TO 3 to submit an Operations & Maintenance (O&M)





report to USAID, which listed the O&M expenses for each of the six selected interventions under different levels of EDL power availability. Considering the bankruptcy of Lebanon’s RWEs and the inability of the government to provide financial support for their water and wastewater services, the report concluded that the only viable option for sustaining the implemented interventions over the next couple of years was via donor financing of their O&M. This was endorsed by USAID through modification of TO 5’s prime contract, as per its no-cost extension, that was finalized in August 2022. Accordingly, during the upcoming fiscal year, TO 5 will develop and award O&M contracts for Nmairiye and Aitanit, while building the capacities of the RWEs to assume this responsibility over the following years.

WASTEWATER MANAGEMENT INVESTMENT

INDUSTRIAL WASTEWATER TREATMENT (IWT) PROJECT

During the third quarter of FY2022, CSP revised the IWT grant agreement, which effectively raised the rebate from 50% with a ceiling of \$15,000 to 80% with a ceiling of \$45,000 per industry, and extended the duration of the project to January 31, 2023. Initially the four committed industries were Cortas, Al Gazelle, Saifan, and Kamel Badawi Bsat Factories, but since Kamel Badawi Bsat Factories was unable to honor its initial financial commitment, CSP’s partner the Association of Lebanese Industrialists (ALI) selected another industry, Msallem Foodtech, to benefit from the IWT incentive instead.

The table below shows the four committed industries, their type and the progress of work under the IWT project:

| Industry Name | Type of Industry | Progress of Work | Expected Completion date |
|------------------|---|---|--------------------------|
| Cortas | Tahini and Halewe  | Installation of the equipment in progress | Mid November 2022 |
| Saifan | Soap Production  | Installation of the equipment in progress | Mid November 2022 |
| Al Gazelle | Tahini and Halewe  | Quotation from supplier received. Industry is evaluating the cost proposal. Installation not started. | Early 2023 |
| Msallem Foodtech | Olive press  | Installation of the equipment in progress | Early 2023 |

To administer the rebate to the committed industries, TO 5 and ALI will coordinate visits to the industrial sites to inspect the installed equipment. Additionally, CSP will review the submitted proof of payments to confirm the financial contribution by each selected industry. Meanwhile, ALI’s consultant, ECODIT Liban, will generate an endline wastewater management assessment report for each industrial firm verifying the performance of the installed equipment with the discharge standards set by the Lebanese public authorities. Based on the above, ALI will secure a technical completion and acceptance certificate signed by each participating industry during the upcoming fiscal year.

WASTEWATER STEWARDSHIP

Under its Wastewater Stewardship initiative, which aimed 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.



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



Awareness raising messages displayed across TDS' 22 branches in Lebanon

COLLABORATION BETWEEN TASK ORDERS

TASK ORDER 1: Throughout FY2022, TO 5 was supported by CSP's TO1 Procurement and Activity Fund teams, while CSP's TO1 Communication and Outreach team provided supported by developing TO 5-related highlights, social media posts, editorial support for all TO 5 reports, outreach material including those related to the awareness campaign with TDS, as well as filming progress of interventions. TO 5 equally received operational support via TO 1's MEL, human resources, and accounting teams. Finally, TO 5 collaborated closely with TO 1 to ensure that all USAID grant management regulations were met.

TASK ORDER 3: During this reporting period, TO 5 coordinated closely with CSP's TO 3, namely to produce the O&M report, as well to develop the institutional development and capacity building exercises which will be delivered to Lebanese RWEs, as per the approved TAARs, further discussed in the following section of this report.

IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

INFRASTRUCTURE IMPLEMENTATION CHALLENGES AND MITIGATION MEASURES

On the infrastructure track, TO 5 experienced two key challenges which affected the implementation of its selected infrastructure interventions. On the one hand, prices of construction materials significantly increased during FY2022, namely due to global geopolitical disruptions such as COVID-19 and the war in Ukraine, along with the deepening Lebanese financial and political crisis. On the other hand, Lebanon's ongoing multifaceted crisis has rendered RWEs unable to maintain & operate existing wastewater facilities, let alone new ones, and their collection rate continued to fall with the devaluation of the national currency.

Mitigation measures taken:

- ✓ TO 5 and its construction quality control subcontractors engaged in assessing requests for price adjustments by the construction subcontractors. During FY2022, TO 5 modified the construction contracts for both Aaitanit and Nmairyeh, which took into consideration the rise in costs for construction material, fuel prices and disruptions in supply chains.
- ✓ As a result of USAID's no-cost extension modification to TO 5's contract, CSP will manage and finance the O&M of their implemented facilities until August 2025 while building the capacities of the RWEs to assume their mandated roles to sustain these facilities going forward.

WASTEWATER INVESTMENT CHALLENGES AND MITIGATION MEASURES

The industrial sector in Lebanon is facing unprecedented challenges due to the country's economic crisis which is further exacerbated by the aforementioned global geopolitical disruptions that have affected the procurement of raw materials and equipment. Moreover, the lack of reliable and affordable electric power supply has raised the cost of production for local industries due to the increased costs incurred by using generator power. As a result of this drastic increase in local production costs, most Lebanese industries have lost their abilities to compete with international markets. In parallel, many industries were not willing to commit to mitigating their wastewater, particularly in the absence of local environmental regulation enforcement. Consequently, the capacities of the committed industries under CSP's IWT project to invest and sustain the planned industrial wastewater treatment systems has been affected.

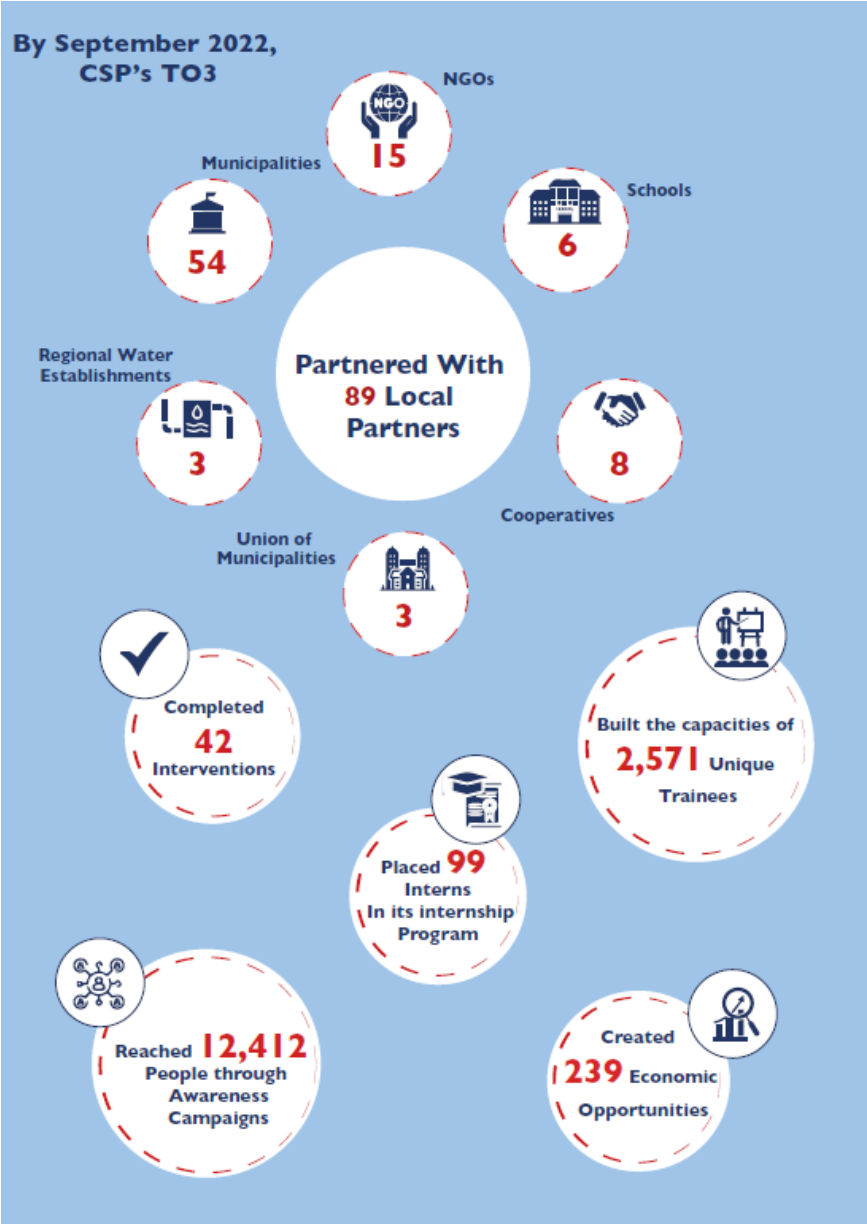
Mitigation measures taken:

- ✓ TO 5 successfully revised its grant agreement with ALI to increase the partial rebate from 50% with a ceiling of \$15,000 to 80% with a ceiling of \$45,000.
- ✓ TO 5, ALI and their subcontractors are coordinating closely with the committed industries to support and incentivize them to treat their wastewater in compliance with the Lebanese environmental requirements. It is anticipated, however, that the grant agreement currently ending in January 2023 may need to be further extended to allow the committed industries additional time to procure, import, install and operate the equipment.

V. TECHNICAL ASSISTANCE AND CAPACITY BUILDING

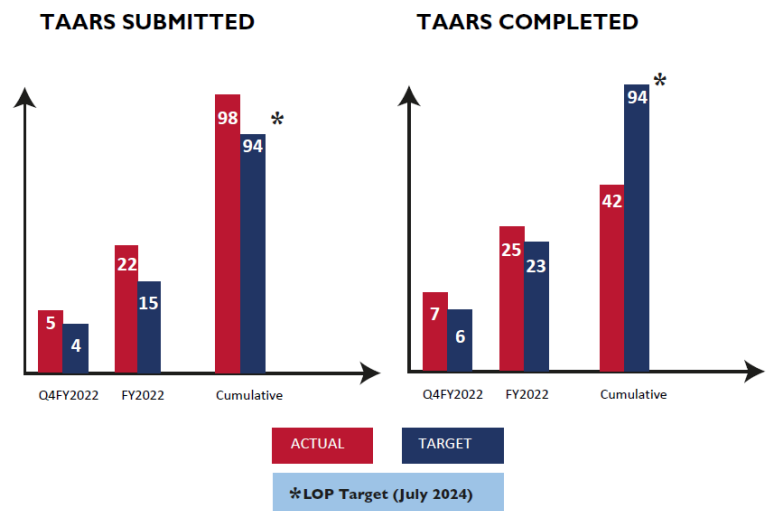
CSP’s technical assistance and capacity building component, also known as Task Order 3 (TO 3), complements the program’s community support, workforce development, and wastewater management activities by ensuring that recipients of assistance possess the know-how, skills, and tools to maximize the impact and sustainability of USAID’s investments. Technical assistance interventions are mostly implemented through CSP’s specialized service providers and short-term technical experts. Throughout the fourth 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.

As depicted in the graphic to the right, by the end of September 2022, CSP’s TO 3 had completed 42 technical assistance interventions which supported 89 local partners - 54 municipalities, 15 NGOs, six schools, eight cooperatives, and three regional water establishments – through which it built the capacities of 2,571 unique trainees. Through its internship program, TO 3 had successfully placed 99 students and recent graduates from USAID’s partner universities across a number of USAID-funded programs in Lebanon, allowing them to enrich their professional and soft skills to enhance their employability, while providing them with much needed financial support amidst Lebanon’s ongoing socio-economic crisis. Finally, by the end of the fiscal year, TO 3 had reached a total of 12,412 people via awareness campaigns which aim to enhance good practices and ensure the long-term sustainability and impact of CSP’s interventions, specifically in the areas of water conservation, sorting recyclables and solid waste at source, and energy usage and conservation.



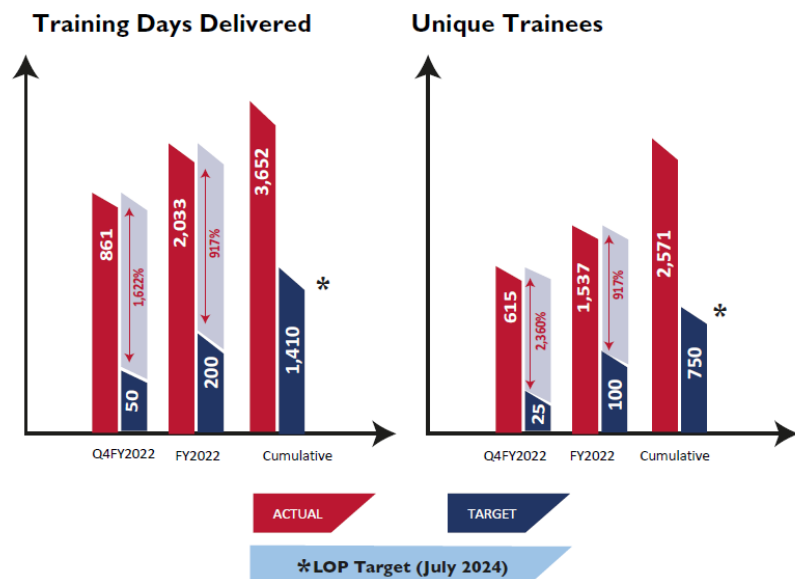
TECHNICAL ASSISTANCE ASSESSMENT REPORTS (TAARs)

Over the course of FY2022, CSP's TO 3 produced a total of 22 new TAARs (against an annual target of 15), of which five were submitted for USAID's approval during the fourth quarter. This year, the team completed 25 technical assistance interventions (against an annual target of 23), seven of which were completed during the fourth quarter, as detailed below under 'Summary of Implementation Progress'. Overall, by the end of September 2022, TO 3 had completed 42 interventions, compared to a cumulative target of 49, and an overall Life of Project (LOP) target of 94. This year, the team fell short of attaining its cumulative target on TAAR completion due to some implementation delays experienced by other CSP task orders, as detailed throughout the report, as well as the reduced capacities of some of TO 3's service providers amidst Lebanon's ongoing socio-economic crisis and the resulting departure of qualified staff within a number of local NGOs, consultancies, and other organizations.



TRAINING DAYS

Throughout FY2022, CSP's TO 3 delivered a total of 2,033 training days (against an annual target of 200), of which 861 were during the fourth quarter. As a result of these, CSP benefitted 1,537 unique trainees over the year (against an annual target of 100), 615 of which were during the fourth quarter. By the end of the fiscal year, the team had benefitted a total of 2,571 unique trainees, compared to a cumulative annual target of 798, and an LOP target of 940. The high positive variance on the number of unique trainees and training days as compared to TO 3's annual and LOP targets is largely due to the high number of beneficiaries under CSP's labor intensive work activities in the Beqaa and Akkar and the necessary first aid and safety trainings which were provided to each laborer; in addition, CSP's methodology aims to include the highest number of trainees per community served. Moreover, some cluster TAARs such as those for Communities of Practice, standard trainings (like social media management), and customized trainings to CSP's service providers significantly enhanced the wide sharing of information, experience, specific skills, and knowhows required to complement and sustain CSP's interventions.



| Output Indicators | FY20 Actuals | FY21 Actuals | FY22 Actuals | | Status including LOP targets and LOP actuals) |
|---|--------------|--------------|--------------|--------------|---|
| | | | FY22 Actuals | FY22 Targets | |
| Numbers of TAARs submitted to USAID | 42 | 34 | 22 | 15 | LOP Target: 94 |
| | | | | | LOP Actual: 98 |
| Number of TAARs approved by USAID | 37 | 30 | 27 | 24 | LOP Target: 94 |
| | | | | | LOP Actual: 94 |
| Number of days of USG funded trainings | 582 | 1036 | 2034 | 200 | LOP Target: 1,410 |
| | | | | | LOP Actual: 3,652 |
| Number of completed TAARs | 3 | 14 | 25 | 23 | LOP Target: 94 |
| | | | | | LOP Actual: 42 |
| Number of unique trainees | 419 | 615 | 1537 | 100 | LOP Target: 940 |
| | | | | | LOP Actuals: 2,571 |
| Number of people who have participated in USAID-funded awareness sessions | 0 | 587 | 11825 | 205 | LOP Target: 750 |
| | | | | | LOP Actuals: 12,412 |
| Number of USP Interns | 11 | 25 | 63 | 35 | LOP Target: 300 |
| | | | | | LOP Actual: 99 |
| *The targets stated in this table are based on the MEL plan which is based on 100 TO2 activities. | | | | | |
| Number of Economic Opportunities Created | 11 | 41 | 187 | 35 | LOP Target: 300 |
| | | | | | LOP Actual: 239 |

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

DESIGN OF TECHNICAL ASSISTANCE INTERVENTIONS

During the fourth quarter of FY2022, TO 3 profiled three communities via two profiling exercises. The first took place in the communities of Achache and Arde, North Lebanon, to reassess their need for technical assistance to clean local water canals and to ensure the proper use of the equipment provided by CSP to monitor the flow of water in the canals. The second was conducted in the North Lebanon community of Haret el Fouwar to assess the need for technical assistance to ensure that the municipality can implement the regular cleaning and maintenance of newly constructed rainwater canals.

The five TAARs which were submitted and approved during the fourth quarter of FY2022 included two activities for the provision of technical assistance to the North Lebanon Water Establishment (NLWE) and the municipalities of Aayoun and Ain Yaacoub to operate and maintain newly installed generators and solar panels (TAARs 94 and 95); another which will provide technical assistance to the municipalities of Achache and Arde to regularly clean and maintain the newly rehabilitated water irrigation canals (TAAR 96); one which will provide technical assistance to NLWE and the municipality of Bchaale to operate and maintain the equipment provided to the wastewater treatment facility which is being implemented by CSP's TO 5 (TAAR 97); and, finally, an activity which will train municipal council members from across Lebanon on the effective use of technologies to facilitate remote meetings (TAAR 98).

In addition to these, TO 3 received approval for another two TAARs which were submitted during the third quarter of FY2022, the first of which will provide technical assistance to the Beqaa Water Establishment and the Union of Buhaira to operate and maintain the Aitanit Wastewater Facility which is being upgraded by CSP's TO 5 (TAAR 67), and the second which will support selected employees at the South Lebanon Water Establishment (SLWE) to properly operate and maintain the equipment provided by CSP to upgrade the Nmaiye Pumping Station (TAAR 93).

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

| TAARs profiled, submitted, and/or approved during the Reporting Quarter Q4/FY2022 | | | | | |
|---|---|--|--|---|----------|
| Profiled TAARs/ Communities during Earlier Quarters | Profiled TAARs/ Communities during Q4/FY2022 | TAARs submitted to USAID for approval during earlier Quarters | TAARs submitted to USAID for approval during this reporting quarter Q4/FY2022 | Approved TAARs during this reporting Quarter Q4/FY2022 | Comments |
| TAAR 67: Technical Assistance to Beqaa Water Establishment and the Union of Buhaira to operate and maintain the upgraded Aitanit wastewater treatment facility. | | Re-Submitted to USAID for approval in June 2022 | | Approved on August 12, 2022 | |
| TAAR 93: 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 (TO5) | | Submitted to USAID for approval in June 2022 | | Approved on July 28, 2022 | |
| TAAR 94: Technical Assistance to North Lebanon Water Establishment and the Aayoun Municipality to operate and maintain the | | | Submitted to USAID approval in July 2022 | Approved on August 12, 2022 | |

| | | | | | |
|---|--|--|--|--------------------------------|---|
| generator and solar panels installed at the water pumping station | | | | | |
| TAAR 95: Technical Assistance to North Lebanon Water Establishment and the Ain Yaacoub Municipality to operate and maintain the generator and solar panels installed at the water pumping station | | | Submitted to USAID for approval in July 2022 | Approved on August 12, 2022 | |
| | TAAR 96: Technical Assistance to the municipalities of Achache and Arde to periodically clean their water canals and to distribute water to farmers in an equitable manner | | Submitted to USAID for approval in August 2022 | Approved on September 13, 2022 | |
| | | | TAAR 97: Bchaale Wastewater Facility: Assistance to the North Lebanon Water Establishment and the municipality of Bchaale on the operation and maintenance of the wastewater treatment facility. Submitted to USAID for approval in September, 2022 | Approved on September 13, 2022 | Was not profiled, as we have already profiled NLWE during our earlier ERP work. |
| | | | TAAR 98: Standard TAAR aimed at improving | Approved on | This is a standard TAAR that |

| | | | | | |
|-------|--|--|--|---|---|
| | | | <p>municipal capacities (for a cluster of municipalities) to communicate better on decision making without actually being present in in-person meetings.</p> <p>Submitted to USAID for approval in September, 2022</p> | September 26, 2022 | targets 10s of municipalities. |
| | Hart EL-Fuwwar Profiling to determine need for TAAR to address needed TA | | | | No TAAR is required, as the community is already doing the canal cleaning on its own. |
| Total | 2 Profiling exercises during the reporting quarter Q4/FY2022 | | 5 TAARs submitted for approval during the reporting quarter Q4/FY2022 | 7 TAARs approved during the reporting quarter Q4/FY2022 | |

Overall, by the end of September 2022, CSP's TO 3 had submitted 98 TAARs, of which 94 had been approved, thereby reaching its LOP target under this output indicator. For additional details on the submitted and approved TAARs, along with their implementation status, kindly refer to Annex D.



Training and drill on the use of CSP-provided air pressure machines being delivered to members of the Jurd al Qaita Union of Municipalities' first responders' team - September 15, 2022.

IMPLEMENTATION OF TECHNICAL ASSISTANCE

❖ Summary Of Implementation Progress

CSP's TO 3 completed seven TAARs during the fourth quarter of FY2022, thereby raising the total number of completed TAARs to 42, against its cumulative target of 49. These included:

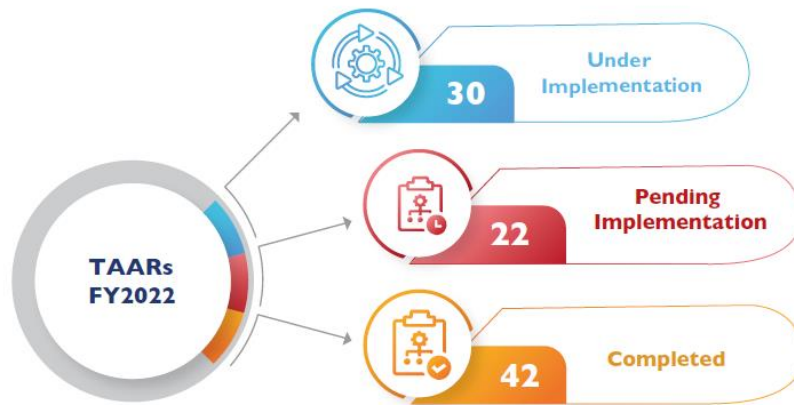
- ④ TAAR 25, which provided technical assistance to members of Ain Ebel Municipality in South Lebanon to manage and maintain the hiking trail rehabilitated by CSP, as well as CSP-provided market kiosks and an event stage;
- ④ TAAR 31, which built the capacities of the Ras Nhash community and members of Namaa NGO in North Lebanon to better manage its recyclable waste;
- ④ TAAR 41, which provided technical assistance to members of the Mahmara Municipality, North Lebanon, to improve its internal financial management systems and ensure that it sustains CSP's intervention which rehabilitated and upgraded the town's wastewater network;
- ④ TAAR 63, which built the capacities of the municipality of Deir el Ghazal, in the Beqaa, to operate and maintain the CSP-provided power generator;
- ④ TAAR 64, which provided technical assistance to the Hasbaiya Municipality in South Lebanon to operate and maintain the solar farm provided by CSP;
- ④ TAAR 72, which trained members of the Saidoun Cooperative in South Lebanon to operate and maintain CSP-provided agricultural equipment, in addition to improving its financial model, social media and communications mechanisms to sustainably enhance the cooperative's income;
- ④ TAAR 75, which provided technical assistance to the municipality of Kfar Hilda in North Lebanon, to regularly clean and maintain the water canals which were constructed by CSP.

Meanwhile, as of the end of the fiscal year, a further 30 TAARs³ were under implementation, while another 22 were still pending implementation. Of the TAARs pending implementation, 15 were contingent upon progress under CSP's TO 2 activities⁴, while the other seven were undergoing procurement or contracting processes⁵.

³ Please refer to attached "TO3 Progress Report" for more details on TAARs under implementation.

⁴ TAARs pending TO2/TO1 progress: TAAR 45 (Kfar Jarra); 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 (Qab Elias); TAAR 86 (Khirbit Rouha); TAAR 87 (Hasroun); TAAR 89 (Jinsnaya); TAAR 90 (El-Meri); TAAR 92 (El-Fekhe); TAAR 94 (Al-Aayoun); TAAR 95 (Ain Yaacoub).

⁵ TAARs Pending CSP TO3/TO1 procurement: TAAR 53 (Es-Sultan Yaacoub); TAAR 67 (Union of Buhaira/ BWE); TAAR 70 (Majdal Anjar/ BWE); TAAR 93 (Nmeirriyeh); TAAR 96 (Achache/Arde); TAAR 97 (Bchaale); TAAR 98 (Municipal E-meetings).

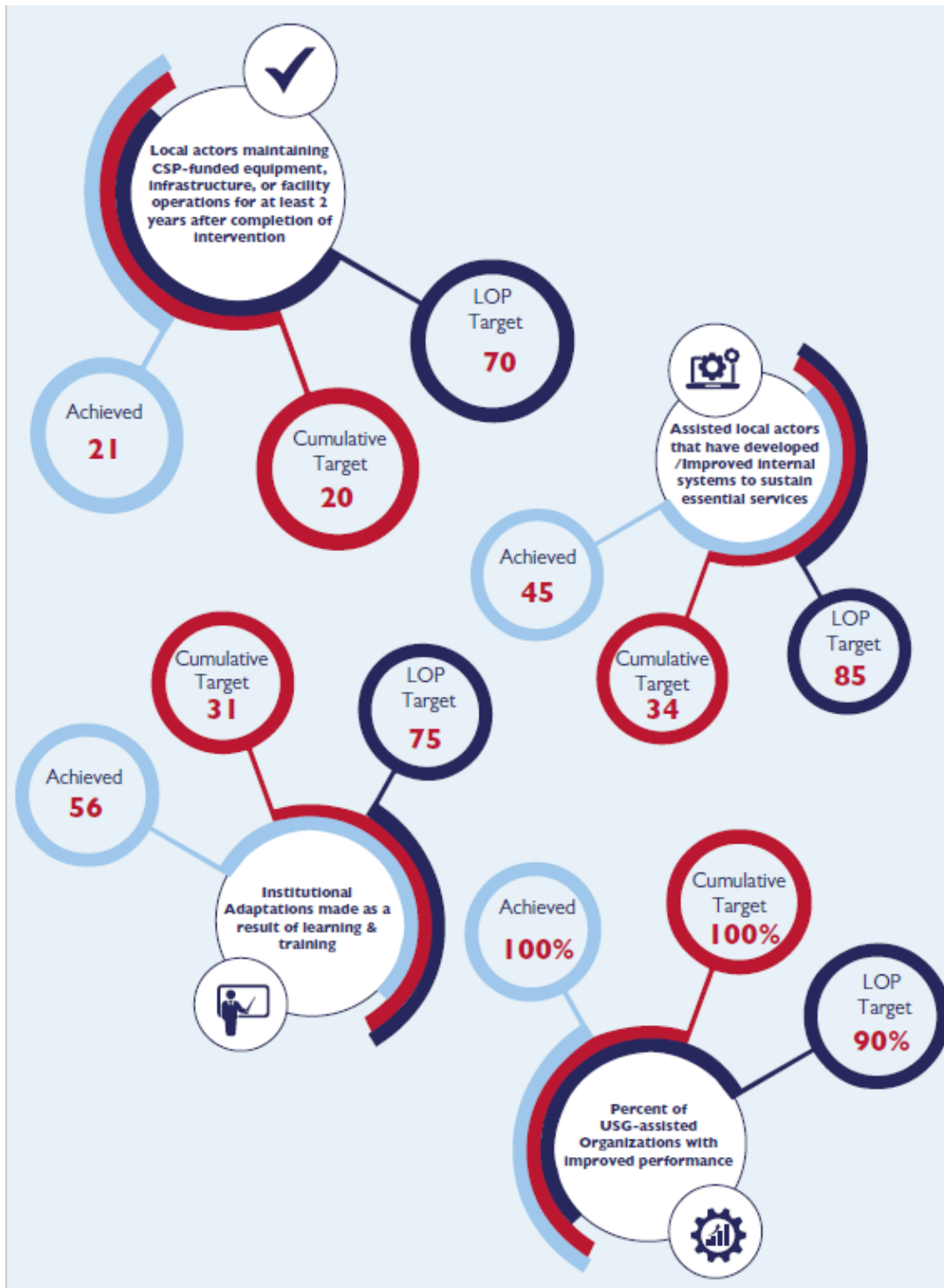


❖ **Institutional Development and Institutional Capacity Building Indicators**

By the end of TO 3’s third year of implementation, the team had met and exceeded most of its Intermediate Result indicators, specifically those related to its sustainability: local actors maintaining CSP-funded equipment, beneficiary partners having improved their internal systems, institutional adaptations implemented, as well as the percentage of USG-assisted organizations reporting improved performances.

Significantly, this indicates that CSP’s TO 3 had not only exceeded on its LOP output indicators – which includes trainings provided, and the number of trainees, volunteers and interns having benefitted from technical assistance interventions – but has also improved the overall institutional capacity of its beneficiaries.

An example of TO 3’s commitment to institutional development was showcased by its intervention with the local NGO, Cooperation Without Borders (CWB), where the team designed and implemented a cash management policy and procedure, a procurement policy and procedure, and an HR policy and procedure to reinforce the organization’s capacities and extend its reach and impact on farmers and the agricultural sector in Baalbek-Hermel Governorate. To be noted that this assistance was not mentioned in the associated TAAR, but was nevertheless provided to CWB based firstly on the latter’s request and secondly on TO 3’s belief in the value that this organization brings to the communities which it serves. The following visual provides a breakdown of TO 3’s cumulative, annual, and quarterly impact on sustainability against the respective LOP target:



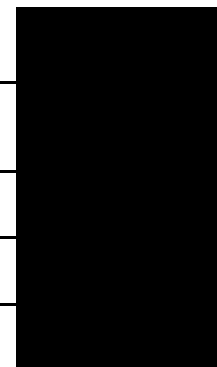
❖ **Implementation Through Service Providers**

During the fourth quarter of FY2022, TO 3 worked with a total of 21 Lebanese service providers to implement its capacity-building activities across a range of sectors. Further details on the trainings provided during the quarter are provided in the following section, while the table below details the service providers currently working under CSP’s TO 3, along with their areas of expertise and the sums of their associated contracts:

TO 3 Service Providers

| Service Provider | Area of Technical Expertise | PO End Date |
|--|--|-------------|
| Association for Forests, Development, and Conservation (AFDC) | Disaster Preparedness and Response, Public Safety, Forest Fires Preparedness and Response Plans | 30-Nov-22 |
| Agridev | Asset Management | 30-Aug-22 |
| Terre Liban | Awareness Around Sorting at Source | 25-Jul-22 |
| 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 |
| RJR Trading & Contracting | Operation and Maintenance of Solar Panels, Worker Safety While Changing Streetlights | 25-Feb-23 |
| Al-Rawan | Training on the Operation and Maintenance of Electrical & Water Equipment | 31-Dec-23 |
| Chair in Education for Eco-Citizenship and Sustainable Development (CEEDD) – University Saint Joseph (USJ) | Water Conservation and Environmental Mitigation Measures | 31-May-23 |
| Asquare | Market Linkages, Management of a Marketplace and a Festival Area | 30-Dec-22 |
| Quick Solutions | Automated Municipal Financial Software System | 31-Mar-22 |
| MEFOSA | Food Safety | 9-Sep-22 |
| Lebanese Red Cross | First Aid | Mar-23 |
| Earth Link and Advanced Resources Development-ELARD | Environmental Compliance | 15-Mar-23 |
| Smart Solution & e-Consultancy | Accounting Software | Closed |
| Lebanon Mountain Trail Association | Guest House Management, Trail Management and Operation, Local Guides Trainings | Closed |
| Rene Moawad Foundation (RMF) | Municipal Financial Management Systems, Asset Management, Governance, Municipal Strategic Planning | Closed |
| Operation and Maintenance Service Provider | Equipment in Subject | PO Deadline |
| Prisma Invest | Vertical Baler and Weighing Scale | 31-Mar-22 |
| Bou Chalhoub SAL | Plastic Crusher | N/A |
| Sippor Group | Salt Spreader | N/A |
| Ultra-Technology | Fire Alarm | 22-Feb-22 |
| Someco International | Snowblower | 10-Apr-22 |

| | | |
|-------------------------|--|-----------|
| Medilab | Welding Machine | 30-Jun-22 |
| Societe Saade Agricole | Trailer, Electric pruning shears, Olive Harvesting Bundles, Wood Shredders and Tractor | N/A |
| Moussa Fire | Fire Truck and Fire Equipment | 31-Aug-22 |
| Laminin/ 360Degrees Ltd | Stage Dismantling, Installation and Storage | 30-Jun-22 |

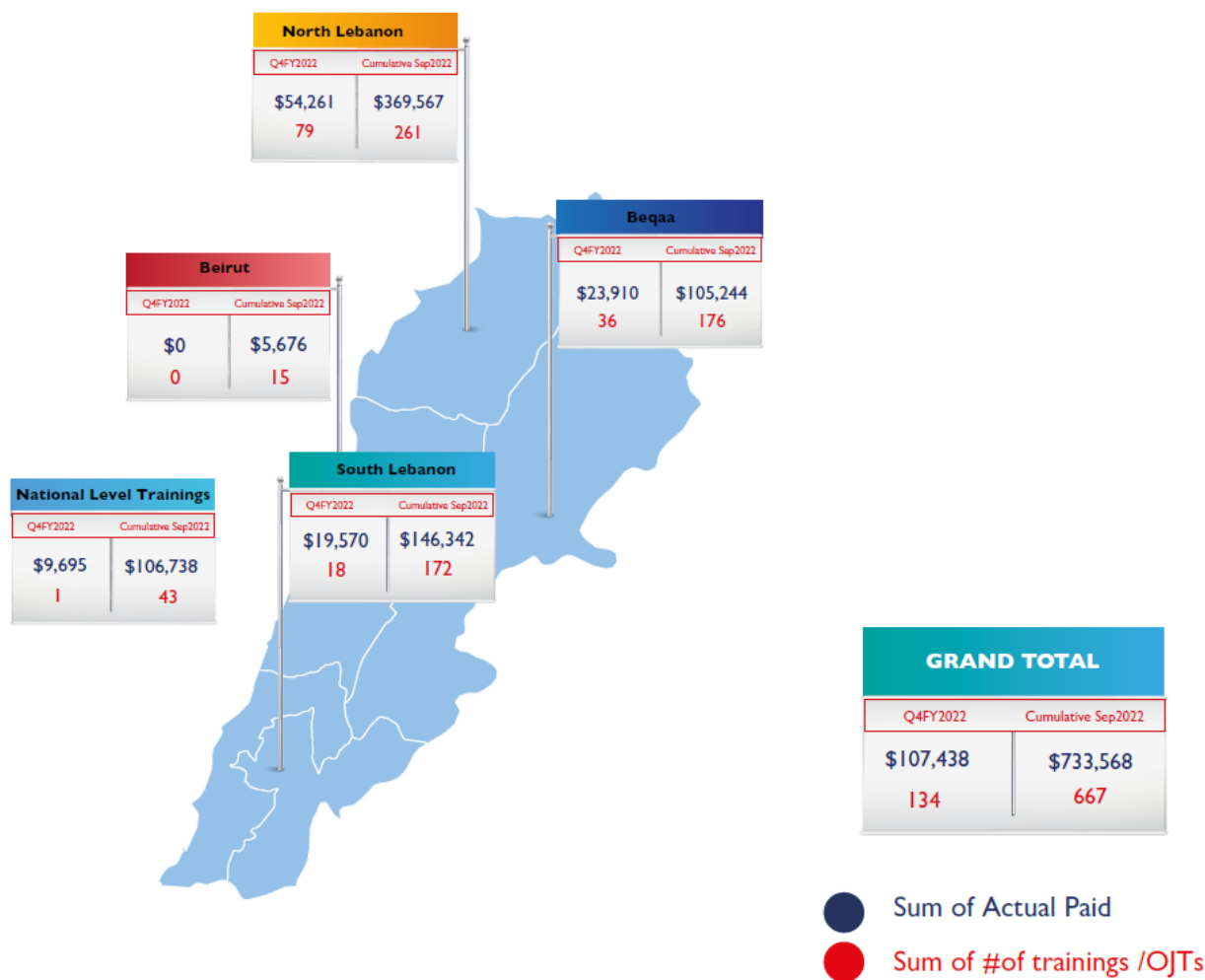


❖ On The Job Trainings

This quarter, TO 3 provided 134 on-the-job trainings (OJTs), which raised the cumulative number of OJTs delivered as of the end of FY2022 to 667. These training exercises covered a range of areas such as business planning, marketing, branding and sales for agricultural cooperatives, safety and first aid, the operation and maintenance of generators and solar panels, financial management software, among others, as illustrated in the graphic below:



Summaries of the number of trainings carried out during the fourth quarter as well as cumulatively by the end September 2022, including related expenditures, broken down by CSP's focus regions are depicted in the map below:



COLLABORATIVE PARTNERSHIP WITH THE UNIVERSITY SCHOLARSHIP PROGRAM














EXPANSION OF CSP INTERNSHIP PROGRAM

Two years after CSP launched its collaboration with USAID’s University Scholarship Program (USP) to provide students from the American University of Beirut (AUB) and the Lebanese American University (LAU) with internship opportunities, CSP expanded its internship program in April 2022 to include hundreds of undergraduates and fresh graduates from nine additional Lebanese universities which are partnered with USAID under its Higher Education Capacity Development Program (HECD). Accordingly, a higher number of Lebanese youth can be placed in internships across all USAID-funded programs in Lebanon, allowing them to enrich their professional and soft skills and enhance their employability, while providing them with much needed financial support during these difficult times.

During the fourth quarter of FY2022, CSP placed an additional 18 students and graduates from partner universities, thereby raising the total number of interns hired since the start its internship program to 99 – a 280% increase compared to the 35 recorded by the end of FY2021. Moreover, of the 62 interns who had completed their internships at CSP by the end of September 2022, 14 had completed their internships during the fourth quarter, while 38 were still enrolled in the program and 15 additional applications for new internships were still being processed. This important increase in internship enrollment and completion rates was namely due to internal adjustments, increase in staffing, and improvements effectuated within TO 3’s university partnership team. The visual on the right illustrates the number interns hired from CSP’s eleven partner universities, and the visual below reflects their distribution across USAID-implemented programs in Lebanon.

Aside from AUB and LAU, who continue to provide the largest number of interns due to contractual requirements under CSP’s collaboration with USAID’s USP, the Beirut Arab University and Notre Dame University provided the second highest number. This was largely because the above four universities are the only ones which offer engineering degrees. And given the nature of CSP’s interventions, engineering is one of the most in-demand specializations by its technical task orders.

Distribution of Interns across Partner Universities

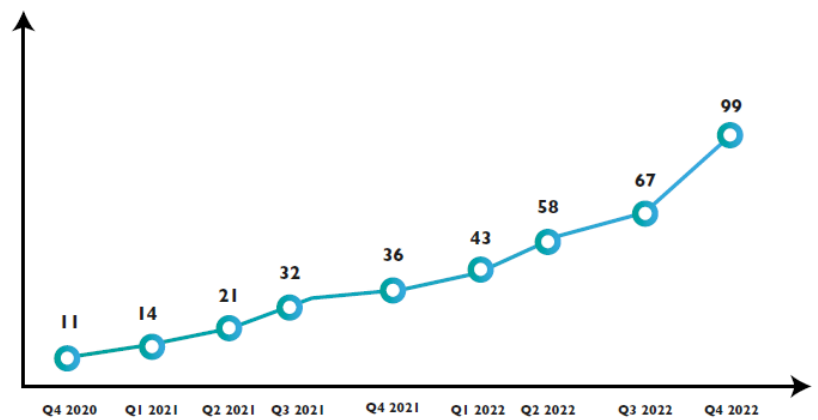
| |  |  |
|---|---|---|
|  ANTONINE | | 1 |
| 9  AUB | | 18 |
| 1  AUST | | 1 |
| 3  BAU | | 3 |
| 1  IUL | | 1 |
| 1  SAGESSE | | |
| 2  NDU | | 6 |
| 2  USEK | | 1 |
|  USJ | | 1 |
|  HAIGASIAN | | 2 |
| 21  LAU | | 25 |
| 40 | TOTAL | 59 |

Distribution of Interns across USAID Implementing Partners



The expansion of CSP's internship program during FY2022 has equally provided much needed financial support to Lebanese households who have benefitted directly from a monthly stipend of \$150-650 (depending on number of days worked) per intern for the duration of each 3-6 month internship. Consequently, in addition to providing interns with soft skills and professional experience to enhance their chances of finding quality employment, CSP's internship program is relieving financial strains on vulnerable households across Lebanon during the country's ongoing socio-economic crisis. The graph above illustrates the cumulative number of interns hired per reporting period since the launch of CSP's internship program in 2020.

Cumulative #Interns per Quarter



INTERNSHIP PROGRAM HIGHLIGHT

“This is an invaluable opportunity which focuses on people's skills, regardless of the university they come from, which is helping me to expand my horizons and stand out among other candidates”

Ani Sarraf, Business Advertising and Communication graduate intern, from Halgazian University, who is supporting CSP's recyclable waste management Community of Practice.

COMMUNITY SUPPORT PROGRAM (CSP)

COLLABORATION BETWEEN TASK ORDERS

TASK ORDER 2: During the fourth quarter of FY2022, TO 3 conducted a profiling exercise for the communities of Achache and Arde, and another for the community of Al-Fouwar to assess potential needs for technical assistance to complement TO 2 activities. In addition, TO 3 submitted four new TAARs to cater for TO 2 interventions, which included two activities that will provide technical assistance to the NLWE and the municipalities of Aayoun and Ain Yaacoub to operate and maintain newly installed generators and solar panels (TAARs 94 and 95), another which will provide technical assistance to the municipalities of Achache and Arde to regularly clean and maintain the newly rehabilitated water irrigation canals (TAAR 96), and, finally, an activity which will train municipal council members from across Lebanon on the effective use of technologies to facilitate remote meetings (TAAR 98). By the end of the fiscal year, all the above-mentioned TAARs had been approved and TO 3 had accordingly initiated the process of procuring service providers for their upcoming implementation.

In parallel, TO 3 had equally initiated its implementation of four additional TAARs during the fourth quarter. These included building the capacities of community members from Khirbet ej Jendi to operate and maintain CSP-provided generators (TAAR 13), building the capacities of municipalities and communities to improve diaspora contribution mechanisms to benefit local communities and ensure their ability to operate and maintain upgraded public services (TAAR 88), and providing technical support to ensure that the communities of Ras Baalbek and Kfar Hilda can properly maintain the irrigation canals constructed by CSP (TAARs 91 and 75 respectively). For more details on the TAARs which were currently under implementation by the end of September 2022, kindly refer to Annex D TO 3 Progress Report.

TASK ORDER 4: During the fourth quarter, TO 3 complemented TO 4 interventions by finalizing the procurement of materials needed for the institutional development of ten partner TVET institutions. TAARs related to TO 4 which were being implemented by the end of the fiscal year included technical support provided to Saint Elie Institute (TAAR 82), Foyer de la Providence (TAAR 83), and Abu Bakr Asiddiq (TAAR 84), which all involve delivering trainings to the TVETs in strategic planning, human resources management, financial management, procurement, and asset management. Given that all relevant Purchase Orders (POs) had been signed by the end of this quarter, the implementation of TO 3's technical assistance to all ten TVETs is planned to initiate on October 15th, 2022, and will be ongoing until May 2023.

TASK ORDER 5: During the fourth quarter, TO 3 submitted one TAAR related to CSP's TO 5, which will provide technical support to NLWE and the Bchaale Municipality to ensure the proper operation and maintenance of the wastewater treatment facility being constructed by CSP (TAAR 97). By the end of the fiscal year, USAID had approved all TAARs related to TO5 projects, which include its interventions in Aitanit (TAAR 67), Nmairiye (TAAR 93), as well as the above-mentioned Bchaale (TAAR 97). All three TAARs were undergoing the procurement process, and implementation is expected to commence in January 2023.

TECHNICAL ASSISTANCE HIGHLIGHTS

COMMUNITIES OF PRACTICE ON RECYCLABLES WASTE MANAGEMENT AND GENERATORS MANAGEMENT

To increase impact, save resources, and ensure the sustainability of USAID’s investments, TO 3 established Communities of Practice (CoPs) which enable local actors to share lessons learnt and best practices on specific sectors of CSP interventions. During FY2022, TO 3 launched two CoPs: Recyclables Waste Management and Generators Management.

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, which was attended by 130 representatives from CSP’s community of practice municipalities, CSOs, and recyclables collectors. During the workshop, CSP equally 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. 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 buy its sorted recyclables.



Building sustainable Markets for Recyclables Waste Management workshop and exhibition – April 2022

In addition, to further support communities which had received assistance under USAID’s BALADI Program and CSP in the form of back-up power generators, TO 3 established the Generators Management CoP to continue building the capacities of municipalities on financial management and budgeting practices, and to seek ways to decrease the operational costs of the generators and financial burdens on residents, especially given the significant hike in fuel prices in Lebanon. These included the communities of Aaiha, Deir al-Ghazal, and Dahr el Ahmar.

In parallel, TO 3 collaborated with Hasbaiya Municipality and technical experts to verify the feasibility of connecting household solar panels to power generators within targeted communities, which would result in an overall decrease of generator bills by more than 40%. During the upcoming quarter, TO 3 will share its findings with the CoP to deliberate on what promises to be one of the most efficient and localized solutions to the ongoing energy crisis in Lebanon.



CSP-USAID Visit to Hasbaya Municipality to Gain a Better Understanding of the Use of Household Solar Power to Hybridize Municipal Generators, September 7, 2022.

TRAINING WOMEN IN JURD EL QAITEA WITHIN FIRST RESPONDERS TEAM

To complement CSP’s assistance to the Jurd el Qaita Union of Municipalities, which aims to improve the latter’s preparedness to respond to recurring wildfires, TO 3 is working with 18 local women to facilitate the diversification of the first responders’ team and boost their fire-fighting capabilities. By the end of FY2022, CSP’s service provider AFDC had already provided several training sessions for the targeted female volunteers, and the trainings will culminate in a fire drill which will be conducted before the end of October 2022. This assistance is enabling local women to play a vital role in fighting forest fires and in local preparedness and response mechanisms.



CSP Fire-Fighting Training to Jurd EL-Qaita Female Volunteers – September 30, 2022.

EMPOWERING AGRICULTURAL COOPERATIVES AND CSP INTERNS

Lynn Naji, a graphic design intern from the American University of Science and Technology (AUST), joined CSP’s TO 3 team during the reporting quarter to assist the Majdel Aanjar Agricultural Cooperative in the Beqaa in creating a brand identity. Her contribution is part of TO 3’s assistance to the COOP to enable it to become financially and technically viable by working with its female members on designing their business model, business plan, food safety and food processing guidelines, and eventually their marketing, pricing, and sales plans.



Lynn Naji, TO3 graphic design intern, presenting her branding design to the members of the Majdel Aanjar Cooperative

During her first visit to the cooperative, Lynn provided members with ten alternative logo

designs to choose from and started using the logo to design the product packages. In carrying out this work, Lynn provides an example of how CSP's technical assistance is empowering female interns as well as female members of an agricultural cooperative in one of the most conservative communities in Lebanon's Beqaa region.

IMPLEMENTATION CHALLENGES, MITIGATION MEASURES, AND NEXT STEPS

The challenges encountered by CSP's TO 3 during FY2022 were mainly related to the team's human resources required to successfully complete most of TO 3's interventions during this period, especially given the task order's steep ramp-of activities. TO 3 is equally encountering some challenges in recruiting competent service providers to implement its TAARs, especially given the relocation of major consulting firms to other Arab or European countries, and the difficulty of managing individual STTAs to implement all TAAR activities. For instance, it took the team two Requests for Proposals (RFPs) to receive five applications for the implementation of TAAR 88, related to building the capacities of municipalities and communities to improve diaspora contribution mechanisms. Once received, none of the five applicants presented the methodology or timeline that this activity would require. To move forward, TO 3 is still having to select one of these limited capacity applicants, and will be following up closely to ensure the proper implementation of this intervention. At the same time, both CSP's TO 1 and TO 2 teams are still facing some delays in their initiation, implementation, and closing of some activities. As a result, TO 3 is still waiting for some 15 activities under TO 2 to start or conclude, before the team can initiate the design and implementation of technical assistance. If these delays persist, TO 3 may find it challenging to issue the needed RFPs and POs to initiate implementation and complete certain activities within its targeted timeframe, Chemonics will explore means in FY 2023 Q2 to rectify the factors under other TOs which are causing the delays imposed on TO3.

Finally, TO 3 is also concerned about the capacity of CSP's TO 1 to process the significant quantity of TO 3's work over the past three years combined, involving some 42 completed TAARs (40 TAARs), especially given the diminished human resources under TO 1's various departments during the upcoming fiscal year as part of the TO1 phase out plan. To accommodate TO 1's limited budget, CSP is making use of targeted STTA for some support functions to ensure uninterrupted levels of service to all technical task orders.

These points make the upcoming FY2023 a critical year for the team, especially given its size, and significantly increased workload. However, TO 3 will continue to work diligently with all TOs to mitigate issues related to time and limited human resources.

VI. MANAGEMENT AND OPERATIONS

MANAGEMENT AND OPERATIONS

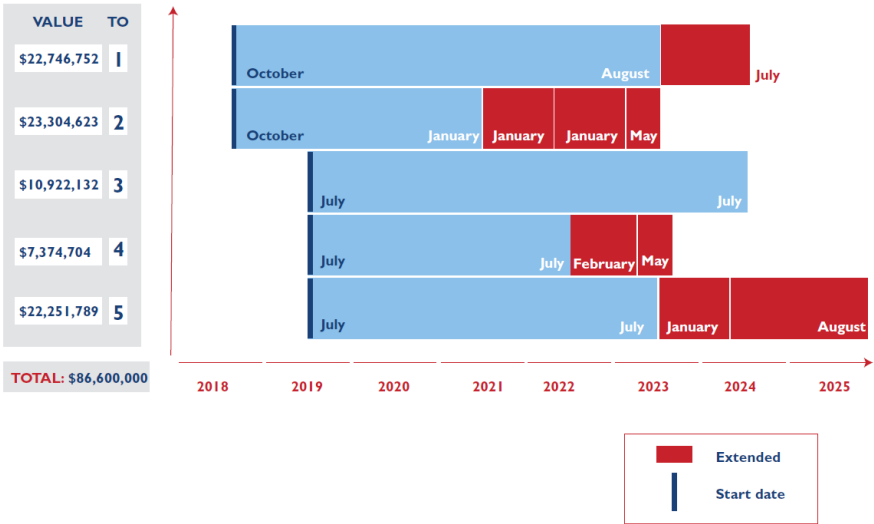
CSP’s management team, also known as Task Order I (TO I), provides centralized operational and cross-cutting technical support to all task orders under the CSP IDIQ. Throughout the challenging context of this fiscal year, TO I maintained business continuity and provided continuous support to CSP’s other Task Orders to deliver on programmatic objectives. The rest of this section details the management team’s achievements and progress throughout the year.

ADAPTIVE MANAGEMENT

On October 1, 2021, CSP conducted an all-staff retreat at Chahtoul Camping in Keserwan, CSP’s first in-person all-staff event in nearly two years which was enabled by a relatively safe period with lower rates of COVID-19, as well as achieving the vaccination of over 90 percent of CSP staff. CSP equally held an in-person retreat for its Senior Management Team (SMT) on December 3 and 4, 2021, at Maison de la Foret in Jezzine, with the overall purpose to present and discuss key project issues to drive greater impact in 2022. Similarly, CSP convened all its staff for a one-day mid-year review on June 2, 2022, the main objective of which was to reflect on progress achieved to date, discuss obstacles and challenges to implementation, and brainstorm on how to address the changing circumstances in the country.

On October 13, 2021, CSP organized a personal security training for all staff which was conducted by its security partner, Atlas Assistance, and included interactive discussions and practical simulations to raise awareness on remaining safe within the evolving security dynamics in Lebanon. In addition, and given the ongoing spread of COVID-19 and the associated health risks, CSP management organized two booster vaccination days on February 4 and 11 for staff and eligible dependents.

Finally, as part of its adaptive and flexible management approach, CSP submitted a revised technical and cost proposal to extend TO I through to July 2024. In response to feedback received, CSP reduced the net modification fund request from \$4.2 million to \$3 million. Despite the already tight budget under which TO I operates, CSP was able to find the necessary cost savings while also aligning itself with the demands of supporting the technical task orders through their current timelines. On June 2, 2022, TO I was effectively extended for 11 months, from August 2023 to July 2024, and the ceiling was raised from \$19.7 to \$22.7 million. The below visual reflects the total value of all CSP task orders and extensions awarded as of the end of FY2022:



HUMAN RESOURCES

During FY2022, CSP's TO 1 team assisted in the recruitment of 12 qualified local staff, as per the approved staffing plan(s) and in response to emerging vacancies, illustrated in the tables below. For an updated organizational chart of all CSP staff as of the end of September 2022, please refer to Annex I: CSP Full Organizational Chart.

| CSP New Hires (October 2021-September 2022) | | | | | |
|---|------|------------|-------------|---------|-------------------|
| LONG-TERM POSITION | NAME | TASK ORDER | START DATE | Quarter | REMARKS |
| Field Officer South | | TO2 | 18-Nov-2021 | 1 | Existing Position |
| Capacity Building Associate | | TO3 | 3-Jan-2022 | 2 | New Position |
| Civil Engineering Manager | | TO1 | 7-Jan-2022 | 2 | New Position |
| Capacity Building Manager | | TO3 | 1-Apr-2022 | 3 | New Position |
| Grants and Subcontract Specialist | | TO1 | 11-Apr-2022 | 3 | Existing Position |
| Field Officer Engineer-South | | TO2 | 12-Apr-2022 | 3 | Existing Position |
| Field Officer Engineer-North | | TO2 | 4-May-2022 | 3 | Existing Position |
| Capacity Building Officer-Beqaa | | TO3 | 23-May-22 | 3 | Existing Position |
| University Partnership Officer | | TO3 | 1-Aug-22 | 4 | New Position |
| Capacity Building Coordinator | | TO3 | 10-Aug-2022 | 4 | New Position |
| Accountant | | TO1 | 1-Sep-2022 | 4 | Existing Position |
| Civil Engineering Manager | | TO1 | 19-Sep-22 | 4 | Existing Position |

In addition to filling long-term vacancies, the HR team continued to support all task orders in responding to requests for short-term technical assistance needs. Also, given CSP's staff interest in having one-on-one time with HR to voice concerns, produce recommendations, and inquire on personnel related issues, the team introduced dedicated office hours on Mondays and Wednesdays of each week between 10:00 am and 2:00 pm for that purpose.

ACCOUNTING AND FINANCE

During FY2022, TO 1 spending continued to focus on maintaining operations across all CSP technical task orders, while extending its period of performance through July 2024 through a costed modification [REDACTED]. TO 2 ramped up its implementation of community stabilization activities despite the backdrop of on-the-ground challenges and construction delays, and was awarded a five-month no-cost extension to ensure that all activities could be fully implemented. TO 3 saw a steady increase in its backlog of TAARs to support other CSP activities, and expanded its internship program. Finally, TO 5 ended FY2022 poised to hit its stride with construction, after a tumultuous

year of delays that resulted in being awarded a 19-month no-cost extension to allow more time for construction activities to be implemented sustainably.

TASK ORDER 1: By the end of the fourth quarter, [REDACTED], which represented 71% of the project’s total contract ceiling [REDACTED]. Of note, TO 1 was awarded a costed modification to increase the ceiling [REDACTED] and extend the period of performance to July 2024 to ensure its continued support to the four technical task orders. During FY2022, TO 1 invoiced a total of [REDACTED]. TO 1 has approximately [REDACTED] to be spent under its current obligation of [REDACTED]. The task order sustained high engagement from local subcontractors Quantum, BTD, and ELARD, invoicing a total of [REDACTED] in FY2022 for tender documents, preliminary design reports, progress reports, and advisory services associated with TO 2 activities, as well as communications and outreach expertise for the IDIQ.

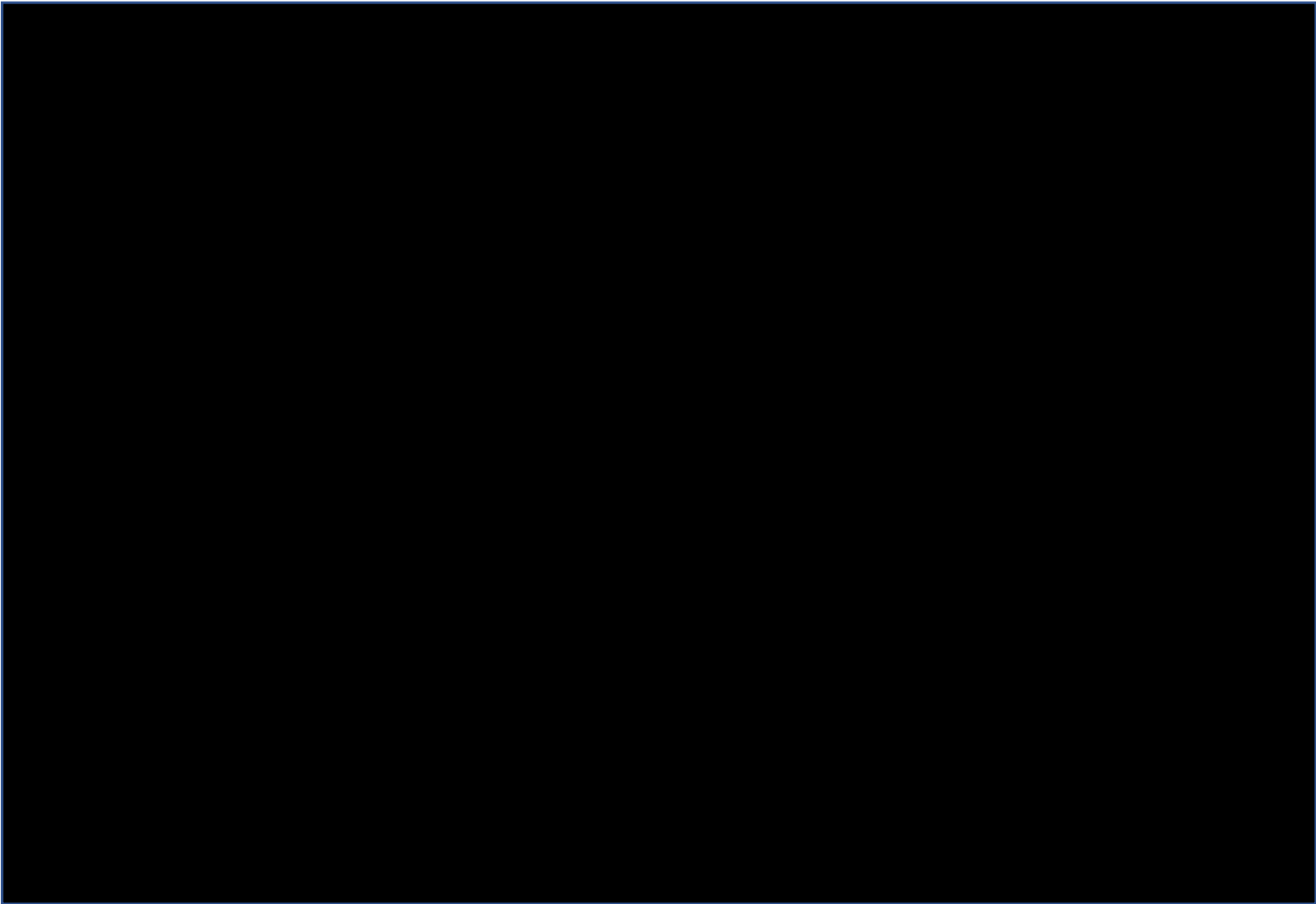
TASK ORDER 2: During the fourth quarter, TO 2 had invoiced [REDACTED]. Overall, by the end of FY2022, TO 2 had expended [REDACTED]. During the first quarter of FY2022, the monthly burn rate was [REDACTED], as TO 2 received approval for its final proposed activities. Due to various challenges throughout FY2022, the monthly spending on Activity Funds and grants slowed down before picking up again during the third and fourth quarters, ending at an average of [REDACTED]. Some challenges which impacted TO 2 activity implementation included the devaluation of the local currency, which resulted in shortages in market supply for necessary construction materials and equipment. Further delays during the second quarter related to changes to the procurement process for solar panels which pushed the timelines for several key activities past TO 2’s end date in January 2023. However, Modification 7 was awarded during the third quarter to extend the task order’s period of performance by five months to May 31, 2023, which will allow the team to ensure all planned activities can be completed on time. Despite these challenges, TO 2 achieved significant progress during FY2022 with most activities in its portfolio either completed or exceeding 50% implementation progress.

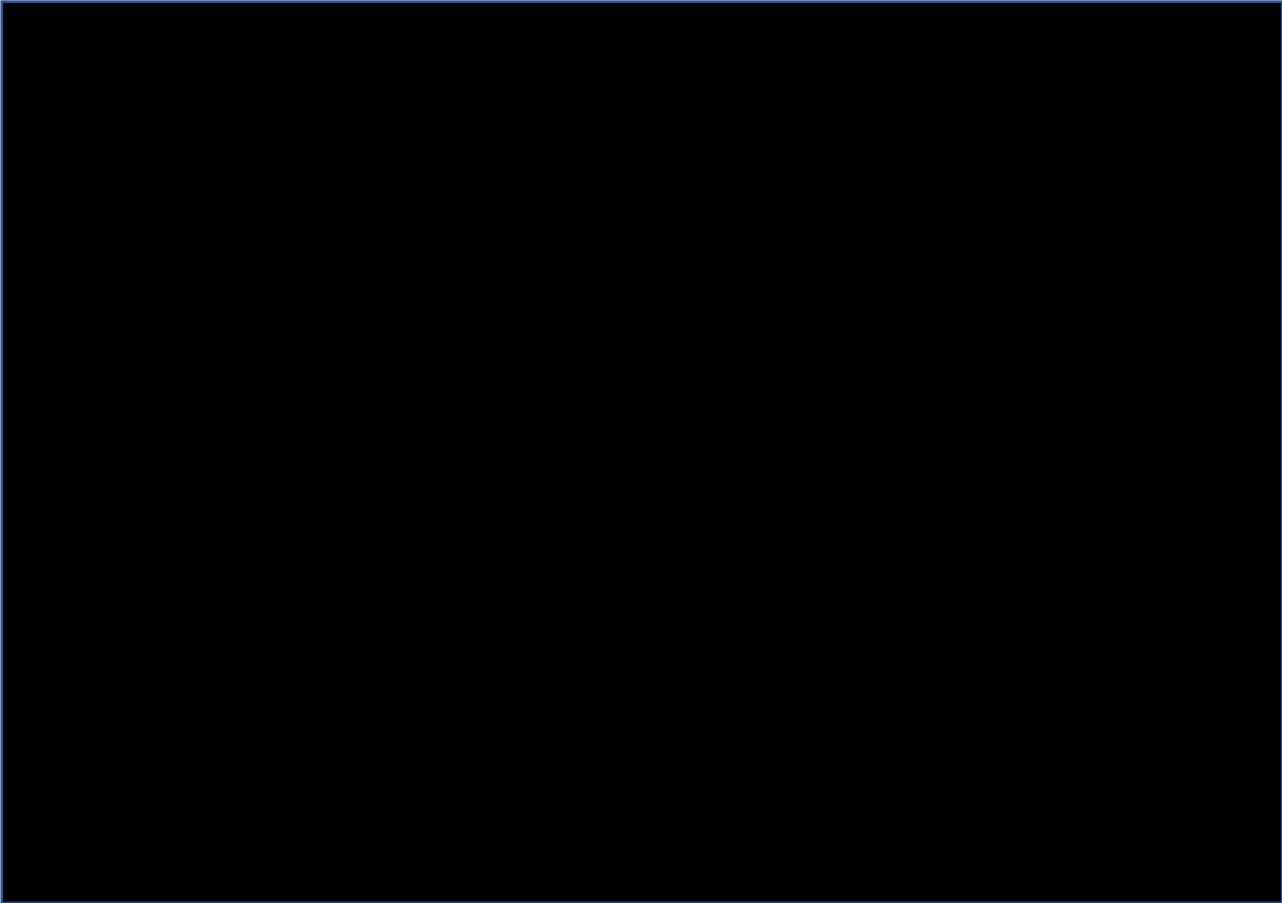
TASK ORDER 3: By the end FY2022, TO 3 had spent a [REDACTED]. In FY2022, TO 3 spent a total [REDACTED]. As a result, TO 3 still has [REDACTED]. The task order significantly increased spending under the CBAF through implementing TAARs, workshops, and internships. By the end of September 2022, TO 3 had submitted a total of 95 TAARs – 91 of which had been approved, out of an LOP target of 94. To support their ramp-up of TAAR activities, TO 3 expanded the team from nine to twelve staff, including a Capacity Building Associate, a Capacity Building Coordinator, and a University Partnership Officer, in addition to relocating to its own office to accommodate its expanding pool of interns. Similar to the operating contextual factors that slowed TO 2’s burn rate under the grants and Activity Funds, TO 3 also saw a slower ramp up under CBAF and grants for the first and second quarters. As the operating environment naturally quelled and TO 2 activates ramped up in the fourth quarter, TO 3 saw a similar increase in burn rate for that period.

TASK ORDER 5: By the end of the fiscal year, TO 5 had invoiced a [REDACTED]. The task order experienced implementation pauses and delays due to the surge in the cost of construction materials that resulted

in TO 5 proceeding with only three of its six initially selected interventions. Given these significant changes to USAID’s planned wastewater infrastructure investments, TO 5 received a no-cost modification to extend its period of performance by 19 months to August 2025, and to repurpose a portion of the budget for an Operations and Maintenance (O&M) and Wastewater Services, Procurement, Supply and Installation Fund to sustain USAID’s investments after the interventions are completed. Despite the challenges this year, TO 5 launched its construction phase with subcontractors Parallel Contracting on the Aitanit Wastewater Plant Rehabilitation and Sludge Upgrade and with Yamen Establishment on the Nmairiye Wastewater Pumping Station Rehabilitation and Access Road. During the fourth quarter, TO 5 also awarded the Bchaaleh Wastewater Treatment Plant and Collection System construction subcontract to EMCO. On the investment track, TO 5 modified its Industrial Wastewater Treatment grant with the Association of Lebanese Industries (ALI) following USAID approval to increase the rebate incentive from 50% to 80% to encourage several local industries to continue their participation in the IWT project.

The following charts accordingly depict the expenditures of CSP’s task orders:





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 for the procurement of solar panels and accessories through the approach created during the third quarter of FY2022.

SUBCONTRACTORS MANAGEMENT

During the reporting period, CSP coordinated closely with its construction quality control subcontractor, Bureau Technique pour le Développement (BTD) and environmental services subcontractor, Earth Link and Advanced Resources Development (ELARD), to ensure the quality of its interventions. These partners provided 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. During the reporting period, the Activity Fund (AF) team led negotiations for BTD’s IQS ceiling increase to take on the additional design and supervision activities under TO 2. Additionally, the team also released an RFP for a new construction supervision subcontractor to supervise additional TO 2 activities to augment BTD’s capabilities. The team equally continued to work closely with institutional communications and outreach partner, Quantum Communications, through their ongoing time and materials subcontract.

SUPPORT TO TECHNICAL TASK ORDERS

COMMUNITY SUPPORT: TO 1’s AF team supported TO 2 with the monitoring and implementation of the two fixed amount award grants to its partner, the 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 fourth quarter, the AF team supported TO 2’s Beqaa team in monitoring Lebanon Reforestation Initiative’s (LRI) labor-intensive activity in Bwarej, Barr Elias, Qabb Elias and El Fekehe. The team equally 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 teams collaborated closely to review and analyze material increase requests from various contractors due to the global increase in prices, specifically in fuel, steel, and concrete. Finally, the team assisted TO 2 in officially closing eight 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 the fourth quarter of FY2022, the AF team also supported TO 3 in releasing two RFPs. The first was in coordination with TO 4 for experts to provide institutional capacity building in Human Resources and Human Resources Management to three TVETs, while the second was for experts to provide technical assistance to the Municipality of Ras Baalbek in planning for, designing, and implementing an efficient and effective awareness raising campaign around water conservation. In addition, the AF team supported TO 3 by providing operations and maintenance materials and trainings for various TO 2 interventions, including heating systems, green house maintenance, generators, among others. 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 community awareness campaigns on sorting at source. Lastly, the team supported TO 3’s expansion to a new office, including negotiating with various office spaces and make ready costs, procuring internet and cleaning services, as well as coordinating with the USAID/LED project on the items and equipment that were transferred to CSP.

WASTEWATER MANAGEMENT: During FY2022, the AF team supported TO 5 in awarding its final wastewater infrastructure intervention in Bchaale to subcontractor EMCO as well as the construction supervision subcontract to BTB. Additionally, the AF team led on the negotiations and awarding of modifications due to variation orders and price increases on materials to the two ongoing wastewater infrastructure interventions in Aaitanit and Nmariye. The team equally continued its support in the management of the fixed amount award grant with ALI to provide capital investments to four industries in Lebanon to improve their wastewater management.

VETTING

[REDACTED]

OFAC LICENSE:

[REDACTED]



CROSS-CUTTING TECHNICAL SUPPORT

ENGINEERING AND ENVIRONMENTAL COMPLIANCE

Throughout FY2022, CSP's engineering unit continued to provide support in the design and implementation of over 80 activities across the different technical task orders. In accordance with the recommendations from the management review conducted during the first quarter, the unit increased its capacity by hiring a civil engineering manager, electrical engineering specialist, mechanical engineering specialist, and an intern to increase its capacity to meet the technical challenges. The unit also benefitted from the services of an STTA specialized in solar energy, along with its subcontractor BTD for construction design and supervision and environmental compliance consultant ELARD. During the fourth quarter, the unit launched a tender to acquire a new consultant/subcontractor for the construction supervision of eleven remaining activities to augment the capabilities of BTD.

COMMUNITY SUPPORT: During FY2022, CSP's engineering unit initiated over eleven new construction designs, supervised the implementation of 35 ongoing construction activities, and issued three ERACs to ensure the environmental compliance of construction activities. The unit continued to carry out bi-weekly meetings with BTD to follow up enhance coordination of the ongoing designs and supervision of the activities under implementation, and they participated in 24 site visits with USAID's A&E MSP (CDM Smith) to 47 ongoing activities. Finally, the unit drafted over 35 environmental compliance reports to support the implementation of TO 2 activities.

CAPACITY BUILDING & TECHNICAL ASSISTANCE: This fiscal year, the TOI engineering unit reviewed all technical guidelines related to the operations and maintenance of donated equipment – such as generators, agricultural equipment and industrial machinery – issued one ERAC for a cluster activity; and designed tender document for two interventions involving firefighting. The engineering unit equally reviewed O&M manuals and training sheets for various interventions which included donated equipment or engineering components.

WORKFORCE DEVELOPMENT: In support of CSP's WFD component, the TOI engineering unit issued one ERAC for a school intervention and carried out technical support in the tendering of its interventions including the non-structural rehabilitation of partner TVETs.

For a full breakdown of CSP's environmental compliance monitoring and mitigation measures, as implemented by the engineering unit, please refer to Annex L: Environmental Compliance Summary Report.

To track, evaluate, and enhance the performance of CSP's engineering and environmental compliance performance, the engineering unit established a number of output measures in FY2022, which the unit now uses to identify progress and detect major bottlenecks and challenges on construction projects that need immediate attention. The table below summarizes key engineering outputs in relation to these efforts:

| Engineering Output Measures | Definition | Target | | | | Actual | | | | Reason for Deviation |
|---|---|-----------------------------|------------------|---------------------------------|------------------|-----------------------------|------------------|---------------------------------|------------------|---|
| | | Quarterly July to Sept 2022 | | Total Engineering Interventions | | Quarterly July to Sept 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 | 12 | 1 | 14 | 2 | 13 | 2 | 13 | 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 | 4 | 0 | 5 | 1 | Five activities in the final round of review: Kherbit Rouha, Kherbit Daoud, Ain Yaacoub, Bechmezzine and Fekhe |
| Number of construction interventions completed | Interventions for which substantial completion certificates has been issued by the Consultant | | 5 | | 35 | | 3 | | 5 | 6 additional activities in the final testing phase: CWB, Batroun, Hasbaya solar, Alma Ech Chaab, Talya, and Majdel Anjar |
| Number of construction interventions which are functional but substantial completion is pending / ongoing | Interventions which are technically acceptable / functional but awaiting the completion of some minor snags | | 5 | | 35 | | 6 | | 12 | Majdel Anjar, CWB, and Hasbaya solar |
| Number of environmental compliance site visits conducted by environmental consultant/Chemonics | Mid-Implementation and final compliance site visits conducted | | 10 | | 70 | | 5 | | 13 | Delays in envir. compliance visits are directly related to the implementation delays in ongoing activities |
| Number of environmental compliance weekly site visits conducted by Chemonics | Weekly visits required in the ERAC of ongoing activities | | 80 | | 280 | | 56 | | 56 | 14 ongoing activities require weekly visits from CSP teams to monitor environmental mitigation measures during implementation |

| | | | | | | |
|--|---|----|----|---|---|---|
| Number of interventions that are environmentally compliant | Mid-Implementation and final compliance conducted | 10 | 70 | 6 | 8 | Missing in Aalma Ech Chaab & Jensnaya mainly environmental mitigation measures for existing generators and other minor issues |
|--|---|----|----|---|---|---|

MONITORING, EVALUATION, AND LEARNING

Throughout FY2022, CSP’s MEL team continued to monitor ongoing activities by collecting related data to report on indicators across the technical orders. Accordingly, the team performed regular spot checks and field visits, as well as verification exercises with beneficiaries to report on results, findings, and potential challenges faced. Key MEL achievements over FY2022 include the following:

UPDATED MEL PLANS

During FY2022, CSP shared with USAID different revisions on existing MEL plans and targets, most of which were based on implementation experiences during the past years of implementation and justified by the changing socio-economic context. Through these revisions, TO5 updated its MEL plan in March 2022, and on June 28, 2022, an updated TO 5 IPTT with yearly targets was submitted to USAID’s MEL support services contractor (EnCompass) based on their request. Similarly, at the end of FY2021, CSP’s TO1 MEL adjusted the set of targets for both TO 2 and TO 3, and the former was approved by USAID in September 2021 and the latter in February 2022.

UNIFIED LOGICAL FRAMEWORK

In August 2022, CSP’s MEL team met with EnCompass to discuss the realignment strategy in accordance with USAID’s new Country Development Cooperation Strategy (CDCS) for the period from 2021-2026. Accordingly, MEL completed this exercise for TO 2, TO 3, and TO 4. The related documents, involving mostly cosmetic changes to reflect new terminology and ordering, will be submitted for USAID review and approval in October 2022.

COLLABORATION, LEARNING, AND ADAPTATION (CLA)

Throughout the third and fourth quarters, MEL conducted a CLA exercise, which involved interviews with different stakeholders and analyses of gaps, opportunities, and lessons to help guide the way forward in the implementation of CSP interventions, specifically in the sectors of solid waste management and electricity. The exercise was completed at the end of FY2022, and accordingly, the team will conduct sessions to discuss findings with the relevant technical teams during the first quarter of FY2023.

DEVELOPING AND USING A MANAGEMENT INFORMATION SYSTEM

During FY2022, the MEL team continued to track project results and manage monitoring and evaluation data through its customized Management Information System (MIS) that was designed and launched during FY2021, which is linked to a database that can also produce useful reports and dashboards of CSP results.

DATA QUALITY ASSESSMENT (DQA) AND DATA VERIFICATION (DV)

EnCompass visited CSP’s offices during the fourth quarter of FY2022 and completed their first DV and DQA session for TO4’s standard indicators with CSP’s MEL team. Their feedback was positive and no

findings were noted. EnCompass equally completed their first DV session for TO2 and TO3 during the third quarter, in coordination with CSP's MEL team.

MEL RETREAT

On September 21, 2022, MEL held its annual retreat. A full-day event, the retreat involved various essential trainings and interactive components for its team, and included a refresher on USAID's new CDCS as well as the role of CSP in achieving USAID's overall development objectives in Lebanon. Finally, and since the complexity of the data is becoming more challenging, a theoretical understanding of indicators was laid out followed by practical examples and exercises.

ANNUAL SURVEYS

During FY2022, the MEL Team conducted a total of nine surveys on completed activities under TO 2 (BQA007: Improving access to agricultural services in Fissane's Cooperative; BQA017: Rehabilitating the irrigation network in Ras Baalback; BQA032: Installing LED street lights in Hawch Barada; , BQA033: Replacing street lights with LED bulbs in el Marj; BQA034: Replacing street lights with LED bulbs in el Qaraoun; BQA038: Providing a generator to Aiha's municipality; BQA039: Providing a generator to Deir el Ghazal's municipality; NTH020: Constructing a semi-automated water distribution station and rehabilitating the irrigation canal in Ashah/Arde/Meriata; and STH005: Installing a water treatment plant for Hasbaya's water tanks) specifically to measure Indicator 6 (Percentage of people confirming on having improved access to essential services and/or increased economic opportunities provided through USG assistance) and Indicator 23 (Percentage of beneficiary community members who believe stability has improved as a result of USG assistance). This year's results showed that 94% of beneficiaries (aggregated across the 9 communities) confirmed having access to essential services and/or improved economic opportunities provided through USG assistance. In addition, 82% of beneficiaries' community members believed that stability had improved through CSP's interventions.

COMMUNICATIONS AND OUTREACH

Throughout FY2022, the communications team continued to support all CSP 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 campaigns, events, and audio-visual related support – which are elaborated below – the team continued to support TO 2 in ensuring informative branding for multiple on-site interventions, TO 3 on the dissemination of a press releases and the design of external training material and presentations, TO 4 on producing impact material and media coordination for their TVET campaign and event, and TO 5 on filming implementation progress, as well as implementing and monitoring their wastewater stewardship campaign with Tawfeer Discount Store (TDS). For a list of all CSP's communication approved deliverables during FY2022 and their links, please refer to Annex M.

CAMPAIGNS, EVENTS & MEDIA APPEARANCES

Throughout the year, the communications team supported different task orders by implementing a series of campaigns and events that increased CSP's media presence. During the month of March, CSP celebrated International Women's Month and launched a one-month social media campaign on International Women's Day including four videos featuring female interns who were challenging gender stereotypes.

The team equally supported TO 5 in implementing a wastewater stewardship campaign with the supermarket chain Tawfeer Discount Store 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. The communications unit also supported TO 5 during the FY2022 on the signing of its AoAs with the South, North, Beqaa Regional Water Establishments.

Meanwhile, the team supported a number of TO 3 public events, including the ceremony to honor the completion of internships in February 2022 and the recyclables waste management community of practice in April 2022. In both instances, the TOI communications team supported agenda preparations, as well as producing and disseminating press releases in both English and Arabic which were published by more than 40 local media outlets each. The team also produced impact videos that were screened during the events.

Additionally, the communications team led on the implementation of TO 4's three-month media campaign which focused on public perceptions of the TVET sector in Lebanon. The campaign was launched in March 2022 through a press release and targeted social media messaging. Between March and May, the team facilitated CSP TO 4's participation in four televised interviews, that were broadcast on national news channels Al Jadeed, MTV, Tele Liban, and Mariam TV. The campaign equally included the production of five short television spots that were broadcast on national media and appeared on two radio interviews in May: one on Radio Liban Libre and another on Voix Du Liban. By the end of the campaign, CSP was able to reach more than 1.5 million viewers across the different television and radio channels as well as through social media messaging. Moreover, the communications team helped to organize the 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 facilitated another interview on Mariam TV that aired live on April 11, which hosted members from CSP's TO 2 and TO 3 who highlighted CSP's overall objectives and major achievements across Lebanese communities.



Targeted messages during the CSP-supported Tawfeer campaign



CSP interviewed on Tele Liban to discuss project activities with a focus on TVET-related interventions – March 2022

Additionally, the communications team enhanced its coordination with local media news outlets during this year by pitching USAID-approved highlights to targeted journalists in order to generate media interest in covering CSP activities. As such, the prominent Annahar newspaper conducted an interview with CSP’s chief of party for an article on CSP intervention mechanisms. The article was shared with and approved by USAID and was published in January 2022. Moreover, on January 12, local news channel MTV reported on CSP’s recyclables and sorting from source activities in its segment ‘*Despite Everything, there is Good News*’ on prime time. Finally, on September 22, 2022, Al Mashareq website and news source published an [article](#) about USAID’s support to the Majdel Anjar Women’s Cooperative in the Beqaa.



USAID/CSP interview on local newspaper ‘Annahar’, Jan 2022

INTERNATIONAL CONFERENCES

This year was also characterized by significant CSP presence in external conferences. For instance, the communications team supported TO 2’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, TO 2’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 TO 3, and the other on CSP’s Monitoring, Evaluation, and Learning QR code system.

CSP CARES

After piloting Labor-Intensive Works (LIW) interventions during FY2021, 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 in the third and fourth quarters of FY2022. Consequently, the communications team ensured targeted messaging and the dissemination of CSP CARES visuals across all CSP channels, visibility items, and outreach material.

OUTREACH MATERIAL

During the reporting period, CSP developed and disseminated the following material to promote USAID’s assistance to underserved and vulnerable communities, across its channels:

Audio-visuals: During FY2022, CSP produced and disseminated more than 20 videos and illustrated audio-visuals to highlight CSP’s achievements. The videos highlighted CSP’s impact across TO’s and focused on a range of activities including streetlight interventions, installation of rainwater collection systems, development of hiking trails and festival grounds, and provision of agricultural equipment to cooperatives. Other videos included highlighting CSP interns, raising awareness on the benefits of sorting-at-source, and reflecting the impacts of CSP’s workforce development activities

Newsletters and Story maps: During this year, CSP disseminated six bi-monthly newsletters in both English and Arabic to its 1,200 direct subscribers who are mainly local partners, beneficiaries, USAID implementing partners, contractors, service providers, among others. The team also produced three

story maps summarizing the contents of the first three quarter progress reports of the year. The story maps are designed using the online mapping software ArcGIS and convey the content of the lengthy report to a general audience by combining narrative, audiovisuals, and interactive maps. All materials, along with all previous CSP newsletters and story maps, are accessible through the CSP website.

Transforming Lives Stories: This year, CSP designed, wrote, and received USAID’s approval on eight transforming lives stories of the submitted 13 stories. The approved stories cover a range of CSP activities and impact content, including promotion of CSP’s internship program by featuring two interns who secured job positions following their internships. The remaining stories focus on TVET scholarship recipients who gained hands-on experience by completing their required internships and community service, and on promoting municipal events and local market spaces in the villages of El Qrayeh and Ain Ebel. The team also received approval on stories highlighting how USAID’s CSP-provided agricultural equipment improved livelihoods and enhanced access to farming in Ainata el Arz, as well as CSP support to the all-women agricultural cooperative in Fnaideq and its improved marketing strategy and sales. CSP wrote five additional stories, pending USAID’s approval, that highlight Labor Intensive Work interventions in Akkar and the Beqaa, as well as female beneficiaries who are breaking gender stereotypes under CSP’s workforce development component and impacts on farmers’ livelihoods following the provision of agriculture equipment.

Press Releases: During this year, the communications unit wrote and disseminated four press releases in both English and Arabic: two under TO 3 reflecting CSP celebrating the completion of internships and support to municipalities in collecting and selling recyclables. Under TO 4, the team also published two press releases, one focused on USAID’s support to workforce development in Lebanon and another highlighting the TO 4 media campaign closing event.

Online Outreach: By September 2022, CSP’s Facebook page had almost 15,000 followers, compared to 10,300 followers by the end FY2021, and 180 followers in FY2019. This is due to several factors, including increasing the volume of visual and impact posts, as well as posting in both English and Arabic to ensure the engagement of a larger audience in Lebanon. Throughout FY2022, CSP also continued to share human-interest stories, testimonials, impact infographics, and other engaging material on its other social media platforms, including Instagram, Twitter, and LinkedIn. Consequently, CSP doubled its Instagram followers reaching 2,000 people and significantly increased its LinkedIn reach from 837 to 5,417 followers. In parallel, the team launched the CSP website in Arabic in the beginning of FY2022. By the end of September 2022, the CSP website had over 830,00 visits from more than 30,00 visitors mainly from Lebanon and the United States.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

During the past year, CSP continued to identify implementation areas for gender equality and women’s empowerment across the program. Throughout FY2022, CSP’s Gender Equality and Social Inclusion (GESI) task force, which was established early during FY2021, continued to meet and discuss female beneficiary targets and methods to promote and increase the participation of women across CSP’s interventions.

In March 2022, CSP celebrated International Women’s Month by launching a one-month social media campaign to highlight inspiring female beneficiaries and partners who broke the gender bias. The social media campaign equally included short videos highlighting four female CSP/USP interns and messages focusing on women empowerment, as well as featured women in leadership roles at CSP’s local partners who also broke societal gender roles during their career paths. Moreover, on March 24, CSP participated in the #BreakTheBias panel, organized by the Chemonics corporate office, where five

Chemonics staff members from projects across the world shared their experiences on mitigating gender biases in project implementation.

By the end of FY2022, CSP had surpassed its target of 30% female participants in USG-assisted programs under TO 2 and TO 3. In fact, the number of female beneficiaries reached 52% under TO 2 and around 40% under TO 3. It is worth noting that CSP's Workforce Development component (TO 4), achieved significant success in encouraging women to participate in traditionally male-dominated vocational courses such as IT and Repair & Maintenance of Industrial Machinery. By the end of the reporting period, TO 4 had achieved 38% female participants in USG-assisted programs, nearing its 40% target.



Women participating in CSP's labor-intensive work activities in the Beqaa.

In parallel, CSP continued to promote female beneficiaries through impactful social media posts and transforming lives stories and received USAID approval on three out of eight stories dedicated to female beneficiaries. Two of these promoted CSP's internship program by including two female interns who secured a job position after their internships, while the third described how CSP supported an all-female agricultural cooperative in Fnaideq and improved its marketing strategy and sales.

Meanwhile, as part of its social inclusion approach, CSP has engaged 14 workers with disabilities to be part of its labor-intensive work activities in the Beqaa and in the North. Most of these workers have been unemployed and rarely receive the opportunity to work. Through the intervention, the workers managed to make much-needed income to allow them to support their families with essential goods. It is worth noting that CSP's LIW application process includes additional scoring criteria related to having family members with disabilities, and as such, several recruited workers are providing vital support to disabled family members.



LESSONS LEARNED AND NEXT STEPS

As part of its intentional emphasis on self-reflection and continual improvement, CSP focused on assessing what is working and what can be improved upon to amplify its impact during FY2022. For instance, the TO 1 work plan included a number of opportunities to pause and reflect with the goal of making management adaptations for the continual improvement and betterment of the program. Examples of this included an all-staff team-building retreat which was held in October 2021, an SMT working session in December 2021 to set key priorities for the coming calendar year, and a mid-year review in May 2022 to take stock of progress achieved so far, discuss obstacles and challenges to implementation, and brainstorm how to respond to changing circumstances. In addition, CSP organized a number of unplanned and ad hoc management and financial reviews and learning sessions to home in on specific areas for improvement identified throughout the year. A sampling of some of the findings from the learning sessions, along with key lessons learned, is provided below.

ENGINEERING MANAGEMENT REVIEW

Given the nature of CSP's scope and mandate to improve the delivery of essential services, much of the work is delivered through engineering and construction. Due to the rapid expansion of the infrastructure portfolio across all task orders, coupled with the need for enhanced safety and environmental compliance at project sites, CSP's leadership commissioned a review of the organizational and management structure of the TO 1 engineering unit. From October 12 to November 19, 2021, Chemonics employee Stanley Fardin, a licensed professional engineer and environmental compliance expert, conducted a management review which assessed CSP's engineering assets (including staff, subcontractors, and tools) and made recommendations to improve the implementation of the program's engineering works.

While a number of strengths were identified (see textbox to the right) the management review revealed challenges and weaknesses – both internal and external – that were leading to bottlenecks and quality issues in the delivery of some infrastructure interventions. To address these issues, the management review recommended 16 adaptations to streamline CSP's internal processes and improve resource allocation. CSP has since taken action on the most relevant and impactful recommendations. For instance, CSP established a tracking tool to monitor progress on its infrastructure interventions. Moreover, the team reorganized its existing engineering assets by establishing a more direct linkage between the TO 2 field engineers and the TO 1 engineering unit. Finally, to increase oversight during construction, CSP added field inspectors sourced from the CSP internship program in partnership with Lebanese universities. Overall, the engineering management review is a prime example of the type of self-reflection, transparency, and adaptive management that has become a hallmark of CSP implementation.

CSP's Engineering Strengths

- Overall performance and quality of the work is more than satisfactory
- High levels of engagement: staff are enjoying the work and are convinced that their efforts are positively impacting the lives of beneficiaries
- CSP's senior management is aware of the challenges and actively seeking to streamline processes and improve delivery of infrastructure activities

*Stanley Fardin
Engineering Management
Review November 2021*

COMPLIANCE

Following the piloting of cash-for-work interventions during the previous fiscal year, CSP found that additional mechanisms were required to enable beneficiaries to report issues in a timely manner. In May 2022, CSP established the Community Accountability Reporting System (known as CSP CARES) as a channel for beneficiaries, community members, partners, and affiliates to provide complaints and concerns about programmatic activities in a manner that is safe, confidential, transparent, and accessible, thereby enabling CSP to respond and make any necessary adaptations to ensure the safety, security, and empowerment of its beneficiaries and partners. Led by a focal point and management committee from CSP's existing staff, CSP CARES is one of CSP's best practices which aims to better serve beneficiaries and community members, especially the poorest and the voiceless. CSP CARES is in line with Chemonics' Standards of Business Conduct and with CSP's open-door philosophy which suggests that beneficiaries, partners, and staff should share their complaints without fear of retaliation.



CSP's COMMUNITY ACCOUNTABILITY REPORTING SYSTEM

If you are a community member or local partner benefiting from a CSP project, and have a concern or complaint pertaining to a program-related activity, please contact the CSP CARES hotline by phone or WhatsApp **81-747300** or by e-mail **LBN-CSP-Hotline@lebanoncsp.org**

The CSP CARES complaint mechanism is confidential and enables CSP to respond to the beneficiaries', communities', and local partners' complaints. CSP CARES Hotline is exclusively for communicating and responding to complaints related to the activities and projects implemented by CSP or by one of its partners, and it is not to request information or file a complaint related to other issues.

CSP CARES logo and disclaimer which is included on LIW announcements, applications, contracts, and other documents

Similarly, Senior Advisor from Chemonics' Office of Business Conduct [REDACTED] provided a training to CSP service providers, subcontractors, and grantees on USAID business ethics on July 5, 2022. In addition, Ms. Freij offered a refresher on Chemonics "Standards of Business Conduct" to all staff on July 6.

MID-YEAR REVIEW

On June 2, 2022, CSP organized a mid-year review to pause and reflect on progress achieved so far, discuss obstacles and challenges to implementation, and brainstorm how to address changing circumstances. During the mid-year review, the team identified the following four areas where CSP could benefit from renewed focus to make up ground before the end of the year:

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

While the two latter topics are somewhat internal to Chemonics and are being addressed through deliberate actions to clarify HR policies and procedures, the first issue regarding the financial crisis is seriously impacting the ability of local partners to operate, maintain, and sustain assistance. It was therefore 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:



CSP team at mid-year review, June 2022

- ✓ Continue to proactively engage 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 TO 2 to further sustain 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.

NEXT STEPS

The task order-specific work plans for FY2023 detail the specific activities and tasks each team will be working on to make progress and achieve community stabilization, community development, and technical assistance results during the coming year. That said, it is important to note that TO 2 and TO 4 are currently scheduled to close out in May 2023, so they will be focusing on completing and closing all remaining interventions over the next few months, with a particular emphasis on TO 2's construction/rehabilitation projects and TO 4's TVET upgrading grants, since those have proven to be the most time-consuming. With the support of TO 1 for management, operations, and cross-cutting technical support and TO 3 for technical assistance to increase the prospects of sustainability, TO 2 and TO 4 are well-positioned to achieve considerable impact by May 2023. On the other hand, TO 5 will be focused next year on the construction of its three wastewater infrastructure interventions, as well as closing out the IWT investment grant with ALI. Regarding the sustainability of TO 5-supported infrastructure, the team will equally be setting up performance-based contracts for their operations and maintenance (O&M) and working closely with other stakeholders from the donor community to broker agreements to ensure USAID-supported facilities are prioritized for O&M support.



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VII. ANNEXES

ANNEX A. FY2022 PROGRESS MADE TOWARDS TARGETS – TO2

The fact that the overall cumulative targets (as of Y4) exceed the LOP target under some of the indicators is due to the amended set of targets that was submitted to USAID for revision and approval which included higher and lower targets.

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 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 | | | | | | | | | | |
| I | Number of people benefiting from of USG assistance [PMP] | Quarterly | 0 | 809,100 | 725,588 | 420,083 | 334,050 | Reported: 109,143 Achieved: 111,431 | -67% | <p>CSP reached 33% of its Y4 annual target and 52% 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. Most of the delayed results are mainly from infrastructure or construction interventions that need time to implement and reach substantial completion. Most of these activities are due to be completed and results reported between Q2 and Q3 of</p> |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|-----|-----------------|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| | | | | | | | | | | <p>FY2023. This same justification applies to Indicators 2, 11, 15, 17, 18, 19, and 21.</p> <p>Under the Beqaa region, BQA026 (Talya) will be finalized within in November 2022 and the constructed elevated water tank will be functional. It targets a huge number of beneficiaries. As for BQA035 (El Fekhe), the works are almost done; however, the engineering unit is currently finalizing the snag list and the numbers are expected to be reported in the upcoming month. TO2 team is also following up with TO3 on the progress of the delivery of the awareness sessions in order to finalize BQA037 (Makse) and report on beneficiaries in Y5Q1.</p> <p>In addition, BQA023 (Soultan Yaacoub) faced some few technical challenges with the contractor that are currently being solved.</p> |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|-----|-----------------|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| | | | | | | | | | | <p>In the North region, the implementation of solid/water waste management is still ongoing such as NTH025 (Bechminizzine), NTH031 (Haret El Fouwar), and NTH034 (Majdlaya). These activities target 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 awareness campaigns that are being conducted. NTH039's (Kfar Yachit) contractor has been changed during year 4 and a new contractor took over the implementation, which explains the delay in completion.</p> <p>In the South region, two activities (STH026 Kfar Jarra and STH028 Anane) related to essential services (electricity) that target a huge number of beneficiaries faced some delays</p> |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|-----|-----------------|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| | | | | | | | | | | <p>that were related to procurement and design. New contractors that met the purchasing requirements started with the implementation phase and the works are expected to be completed during the upcoming period. In addition, STH030 Aalma Ech Chaab that aims to implement a hybrid photovoltaic solution to reduce the cost of electricity will also benefit a huge number of beneficiaries. The delays were related to some requirements needed by the contractors in order to move forward.</p> <p>Bqosta (STH006) and Jinsnaya (STH018), two water tank construction activities are in the final phase of implementation after facing some technical challenges and will be reported during November 2022.</p> |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|-----|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| | | | | | | | | | | <p>In addition, East Saida's activity (STH020) faced some challenges during year 4 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>Despite all the challenges, the CSP team will continue working on fast-tracking different activities and hence contribute to the achievement of outcomes during FY2023. Given the fact that targets will be achieved as soon as each implemented activity is operational, and people can start benefiting from it.</p> |
| 2 | Number of local actors with enhanced abilities as result of USG support [PMP] | Quarterly | 0 | 110 | 97 | 53 | 52 | 17 | -65% | CSP reached 33% of its year 4 target and 48% of its LOP target. 25 completed or about to be completed are reported during year. |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|-----|--|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| | | | | | | | | | | Although the CSP technical team considers activity completed when all equipment is delivered, the MEL team reports results 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. |
| 3 | Proportion of female participants in USG assisted programs | Quarterly | 0 | 30% | 30% | 54% | 30% | 52% | +73% | CSP exceeded the target set for year 4 and it's LOP targets. Most of the reported beneficiaries are from anonymous data presented by the municipalities of Ras Nhach, Bqarsouna, Majdel Aanjar, El Qaraoun, El Marj, Nabi Ayla, Hasbaiya and Old Saida who benefited from essential services such as solid waste management, water, infrastructure and electricity. In addition, 79 females (30%) |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|--|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| | | | | | | | | | | out of 238 participated in the Labor-intensive works under BQA043. |
| PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met | | | | | | | | | | |
| 6 | Percentage of people confirming on having improved access to essential services and/or increased economic opportunities provided through USG assistance | Annual | 0% | 60% | 60% | 90% | 60% | 94% | +56% | <p>CSP exceeded the targets set for year 4 and its LOP target.</p> <p>This number portrays the average results of the questionnaire conducted for activities (BQA007, BQA017 BQA032, BQA033, BQA034, BQA038, BQA039, NTH020 and STH008).</p> <p>The overall percentage has proven that these activities enhanced beneficiaries' access to essential services and/or increased economic opportunities.</p> |
| RESULT I LEVEL: Ability of local actors to mobilize development resources demonstrated | | | | | | | | | | |
| 7 | Number of local actors who demonstrate | Annual | 0 | 22 | 34 | 17 | 9 | 9 | | CSP reached its annual target and 77% of its LOP target. |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|---|--|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| | increased ability to mobilize resources towards community needs | | | | | | | | No deviation | The prevailing economic crises continue during this period, so less partners were able to contribute to CSP activities. |
| 8 | Value of resources and or assets mobilized by local actors to respond to communities' priority needs | Quarterly | 0 | \$149,000 | 125,664.4\$ | 178,120.3 | 93,342.37\$ | 135,721.86 | +45% | CSP exceeded its annual and LOP targets. It is worth mentioning that the values reported in LBP were converted as per the official exchange rate of 1USD=1,507.5 LBP. The key factor affecting this indicator is the prevailing economic/financial crises represented by LBP devaluation and delays in release of municipal funding. |
| 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 | 38 | 30 | 24 | 16 | | CSP reached 67% of its year 4 target and 68% of its LOP target. Contributions made include labor/expertise, land /assets, and works/material. |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|--|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|--|-----------------|--|
| 11 | Number of community members who have participated in the CSP activity cycle | Quarterly | 0 | 1,375 | 1,325 | 1,231 | 199 | Reported: 132 Achieved: 168 | -34% | CSP reached 66% of its year 4 target and 90% of its LOP target. 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. |
| IR 1.2 Level: Capacity of local actors to mobilize resources developed | | | | | | | | | | |
| 15 | Number of activities implemented with participation from local stakeholders | Quarterly | 0 | 110 | 93 | 57 | 44 | 16 | -64% | CSP reached 36% of its year 4 target and 52% of its LOP target. The deviation from target is due to delays in the implementation given that a considerable number (48) of activities are still under implementation. The deviation from target during this year is due to the reasons mentioned under indicator 1. |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|---|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| 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 | 96 | 56 | 48 | 17 | -62% | <p>CSP reached 35% of its year 4 target and 51% 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> |
| IR 2.1 Level: Essential services delivered or improved | | | | | | | | | | |
| 18 | Number of essential services provided, installed or upgraded as a | Quarterly | 0 | 92 | 80 | 46 | 40 | 14 | -65% | <p>CSP reached 35% of its year 4 target and 50% of its LOP target.</p> <p>MEL team reports result on essential services only when beneficiaries have access to the</p> |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|--|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|--|-----------------|--|
| | result of USG assistance | | | | | | | | | supported services and when activities are functioning and successfully operated by supported local actors. |
| 19 | Number of people with access to adequate levels of essential services | Quarterly | 0 | 805,000 | 717,541 | 395,293 | 349,837 | <p>Reported:</p> <p>109,048</p> <p>Achieved:</p> <p>111,048</p> | -69% | <p>CSP reached 31% of its year 4 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. These include activities that target a huge number of beneficiaries such as: BQA031, BQA035 and BQA041 in Beqaa region; NTH033, NTH034, and NTH039 in North region; STH026, STH028, and STH030 in South region.</p> <p>See Indicator 1 for additional details about delays in implementation.</p> |
| IR 2.2 Level: Economic opportunities increased | | | | | | | | | | |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|-----|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|--|-----------------|--|
| 21 | Number of people directly benefiting from increased economic opportunities as a result of USG-assistance in local communities | Quarterly | 0 | 3,500 | 5,907 | 2,771 | 1,340 | Reported: 372 Achieved: 383 | -72% | <p>CSP reached 28% of its year 4 target and 79% of its LOP target.</p> <p>The drop in the number of achieved is due to a management decision to only count direct beneficiaries. These updated numbers are reflected in all related documents, namely the IPTT, to reflect said change.</p> <p>During Y4Q4, TO2 launched three labor-intensive work activities in Beqaa and North region. BQA043 has been completed and 239 beneficiaries were reported and the remaining two are still under implementation. Once the labor-intensive works are completed, this will easily contribute to meeting the target in the upcoming quarter. In addition, several other livelihoods' activities will be verified and reported.</p> |
| 22 | Number of Micro, Small or Medium enterprises supported by USG assistance | Quarterly | 0 | 7 | 5 | 9 | 4 | 4 | No deviation | <p>CSP exceeded its annual and LOP targets.</p> <p>4 MSMEs supported by USG assistance through Qrayeh and Ein Ebel activities, were reported during year 4.</p> |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO2 Targets | Y4 TO2 Results | 10% ± Deviation | Justification of deviation from target |
|---|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| IR 2.3 Level: Community cohesion improved | | | | | | | | | | |
| 23 | Percentage of beneficiaries' community members who believe stability has improved | Annual | 0% | 60% | 60% | 81% | 60% | 82% | +36% | <p>CSP exceed its annual and LOP targets.</p> <p>This number portrays the average results of the questionnaire conducted for 8 activities (BQA017 BQA032, BQA033, BQA034, BQA038, BQA039, NTH020 and STH008). The overall percentage proves that these activities had a positive impact in lowering the heightened tensions related directly to the services provided by CSP.</p> |

ANNEX B. INDICATORS PERFORMANCE TRACKING TABLE

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

ANNEX C: CSP TO 2 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: FY2022 PROGRESS MADE TOWARDS TARGETS – TO3

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative Targets as of Y4Q4 | Cumulative Results as of Y4Q4 | Y4 TO3 Targets | Y4 TO3 Results | 10% ± Deviation | Justification of deviation from target |
|-----|-----------------|---------------------|----------|------------|-------------------------------|-------------------------------|----------------|----------------|-----------------|--|
|-----|-----------------|---------------------|----------|------------|-------------------------------|-------------------------------|----------------|----------------|-----------------|--|

Project Goal: Municipalities and underserved and vulnerable communities enjoy better services and enhanced economic opportunities that improve lives and reduce tensions

| | | | | | | | | | | |
|---|---|-----------|---|-----|-----|----------------------------------|-----|--|--------------|--|
| 1 | Number of people benefiting from of USG assistance [PMP] | Quarterly | 0 | 940 | 438 | 1,897 Reported 2,488 Achieved | 88 | 1,432 Reported 1,565 Achieved | +1,678% | TO3 has already exceeded their LOP target under this indicator. Moving forward, the annex will always show an upward deviation. The 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 | 53 | 13 Reported 45 Achieved | 30 | 11 Reported 30 Achieved | No Deviation | |
| 3 | Proportion of female participants in USG assisted programs | Quarterly | 0 | 30% | 30% | 41.6% Reported 40.3% Achieved | 30% | 40.7% Reported 39.2% Achieved | +30.6% | This number is the result of efforts towards greater inclusivity. |

PURPOSE LEVEL: Priority Needs in Underserved and Vulnerable Communities Met

| | | | | | | | | | | |
|---|---|--------|---|-----|-----|-------------------|-----|------|--------------|--|
| 4 | Percent of USG-assisted Organizations with improved performance. | Annual | 0 | 90% | 90% | 100% ⁶ | 90% | 100% | No Deviation | |
| 5 | Number of local actors maintaining CSP-funded equipment, infrastructure, or facility operations for at least two years after the completion of CSP intervention | Annual | 0 | 70 | 31 | 21 | 20 | 21 | +5% | This target was overachieved as CSP was able to effectively perform 21 visits and report that local actors are properly maintaining CSP funded equipment two years following the completion of the intervention. |

RESULT I LEVEL: Ability of local actors to mobilize development resources demonstrated

| | | | | | | | | | | |
|---|--|--------|---|----|---|---------------------------------------|---|--------------------------|------|---|
| 7 | Number of local actors who demonstrate increased ability | Annual | 0 | 19 | 8 | 1 Reported 2 Achieved ⁷ | 5 | 0 Reported 1 Achieved | -80% | This deviation is a result of the ongoing economic crisis which is negatively affecting LAs' ability to mobilize resources. Moving forward, more LAs are expected to secure |
|---|--|--------|---|----|---|---------------------------------------|---|--------------------------|------|---|

⁶ Last year's result was not 100% whereas the cumulative reflects 100%. This is a result of reassessing and revisiting activities that were not counted in the numerator last year but came to be as applicable again. Therefore, to date, all activities assessed under this indicator are applicable and have shown improved performance.

⁷ El Qaa was removed from this indicator as it does not serve towards community needs. We kept the amount in the mobilized resources.

| | | | | | | | | | | |
|---|--|-----------|---|-----------|----------|-------------|----------|----------|------|--|
| | to mobilize resources towards community needs | | | | | | | | | funds, namely through the diaspora activity. |
| 8 | Value of resources and or assets mobilized by local actors to respond to communities' priority needs | Quarterly | 0 | 190,000\$ | 90,492\$ | \$43,356.67 | 62,492\$ | 20,000\$ | -68% | Refer to indicator 7 justification. |
| 9 | Number of local actors who apply USAID-funded training to community-based projects | Annual | 0 | 47 | 22 | 2 | 15 | 1 | -93% | Refer to indicator 7 justification |

IR 1.1 Level: Development resources accessed by communities

| | | | | | | | | | | |
|----|---|-----------|---|-----|-----|------------------------------|-----|------------------------------|-------|---|
| 11 | Number of community member who have participated in | Quarterly | 0 | 776 | 117 | 728 Reported 801 Achieved | 117 | 572 Reported 632 Achieved | +530% | During this year, TO3 team conducted Community Engagement sessions under 38 different TAARs. These came in the form of profiling, follow-up visits, THMs, and FGDs. Under TO3, this indicator captures project design activities (profiling and |
|----|---|-----------|---|-----|-----|------------------------------|-----|------------------------------|-------|---|

| | | | | | | | | | | |
|----|---|-----------|---|-------|-------|---------|-----|---------|---------|--|
| | the CSP activity cycle | | | | | | | | | participatory TAAR design), community events such as opening/closing Town hall meetings, troubleshooting and back-stopping meetings. |
| 12 | Number of people who have participated in USAID-funded training | Quarterly | 0 | 940 | 438 | 2,390 | 88 | 1,495 | +1,599% | TO3 has already exceeded their LOP target under this indicator. Moving forward, the annex will always show an upward deviation. The approved LOP and yearly targets have already been reached. |
| 13 | Number of days of USG-funded training | Quarterly | 0 | 1,410 | 1,313 | 3685.25 | 263 | 2381.25 | +805.4% | TO3 has already exceeded their LOP target under this indicator. Moving forward, the annex will always show an upward deviation. The approved LoP and yearly targets have already been reached. |
| 14 | Number of people who have participated in USAID-funded awareness sessions | Quarterly | 0 | 750 | 414 | 12,226 | 122 | 11,639 | +9,440% | This year, TO3 was able to reach and exceed the LOP target under this indicator. Moving forward, there will always be an upward deviation. These results come from efforts under TAAR026 and TAAR031 to conduct awareness raising campaigns on Solid Waste Management in several villages. These sessions were direct door-to-door and/or live meetings and indirect 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 | 52 | 42 ⁸ | 29 | 27 | No Deviation | Under TO3, the Local Actors and Partners are not reported before the TAAR is fully executed and closed. There are over 30 ongoing TAARs; their respective LAs and LPs will be reported on once all the training components are concluded. |
| 16 | Number of institutional adaptations made as a result of learning and training | Quarterly | 0 | 75 | 38 | 63 | 20 | 39 | +85% | This increase is the result of some local actors adopting more than one type of adaptation. In some cases, more than one LA under the same TAAR adapted several institutional adaptations. |

RESULT2 LEVEL: Community members benefit from local development through collaboration

| | | | | | | | | | | |
|----|---|-----------|---|----|----|----------------------------|----|----------------------------|--------------|--|
| 17 | Number of USAID-assisted local actors (CSOs, Private sector organizations) engaged in community, regional and national programs | Quarterly | 0 | 94 | 52 | 12 Reported 44 Achieved | 29 | 10 Reported 29 Achieved | No Deviation | |
|----|---|-----------|---|----|----|----------------------------|----|----------------------------|--------------|--|

⁸ TAAR037 and TAAR047 do not have local actors and the relevant indicators are N/A. Therefore, they are only counted under this indicator that counts activities.

IR 2.1 Level: Essential services delivered or improved

| | | | | | | | | | | |
|----|--|-----------|---|----|----|----|----|----|--------------|--|
| 20 | Number of assisted local actors that have developed or improved internal systems to sustain essential services | Quarterly | 0 | 85 | 45 | 46 | 27 | 29 | No Deviation | |
|----|--|-----------|---|----|----|----|----|----|--------------|--|

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 | 300 | 106 ⁹ | 197 | 51 | 160 | +220% | This increase is due to jobs created under different activities. In Year 4, 36 persons participated in the internship program. In addition, 124 volunteers were recruited under TAAR026 and TAAR031 to conduct and execute the awareness raising sessions on Solid Waste Management and campaigns in targeted villages. |
| 22 | Number of Micro, Small or Medium enterprises | Quarterly | 0 | 4 | 4 | 1 Reported 2 Achieved | 1 | 0 | -100% Deviation | This deviation is due to the fact that no TAARs where the LA is an MSME were closed out this year. Moving forward, TAARs where the LA |

⁹ This reflects the new LoP of 300. The cumulative results as of Y4Q3, 117, were subtracted from 300. The remainder, 183, was divided across the remaining 8 quarters, including this Y4Q4. .

| | | | | | | | | | |
|--------------------------------|--|--|--|--|--|--|--|--|--|
| supported by USG assistance | | | | | | | | | applies to this indicator will be finalized and reported. |
|--------------------------------|--|--|--|--|--|--|--|--|--|

ANNEX F: FY2022 PROGRESS MADE TOWARDS TARGETS SET – TO 5

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO5 Targets | Y4 TO5 Results | 10% ± Deviation | Justification of deviation from target |
|---------------------|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| DO I b: Output | Number of people benefiting from USG assistance [PMP] | Annually | 0 | 83,045 | 20,000 | 0 | 20,000 | 0 | -100% | Delays in meeting a target set at 20,000 are due to the impact of the country's current context on CSP operations, including delays awarding construction contracts. However, CSP team will continue to work on expediting TO5 activities, primarily infrastructure that target a large number of beneficiaries, and hence contributing to the achievement of the planned targets. |
| DO I d: Outcome | Proportion of female participants in USG assisted programs | Annually | 0 | 30% | 30% | 0 | 30% | 0 | -100% | Female % will be calculated using data from the previous indicator. Thus, the same justification applies. |
| 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 | 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 | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO5 Targets | Y4 TO5 Results | 10% ± Deviation | Justification of deviation from target |
|------------|--|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| Outcome a) | Number of persons impacted by improved quality of water services as a result of USG assistance | Annually | 0 | 83,045 | 20,000 | 0 | 20,000 | 0 | -100% | Same justification as Indicator 1 |
| Outcome b) | Number of activities implemented with local stakeholders to conserve water resources as a result of USG assistance | Annually | 0 | 11 | 7 | 0 | 7 | 0 | -100% | The deviation from the target is due to the fact that all of the infrastructure activities are still under implementation and involve construction work that needs to be completed prior to reporting results on this indicator. The reasons for implementation delays have already been mentioned. |
| Outcome c) | Percent change in discharge of untreated wastewater as a | 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 | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO5 Targets | Y4 TO5 Results | 10% ± Deviation | Justification of deviation from target |
|----------------|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| | result of USG assistance | | | | | | | | | |
| 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 | 7 | 0 | 7 | 0 | -100% | The deviation from the target is due to the fact that all of TO5 activities are still under implementation and need to be completed prior to reporting results on this indicator. The reasons for the implementation delays have already been stated. |
| IR2.1 a) | Number of essential services provided, installed, or upgraded | Annually | 0 | 11 | 7 | 0 | 7 | 0 | -100% | The deviation from the target is due to the fact that all of TO5 activities are still under implementation and need to be completed prior to reporting results on this indicator. The reasons for implementation delays have already been mentioned. |
| Outcome 1.2 a) | Number of water sector institutions strengthened to | Annually | 0 | 2 | 1 | 0 | 1 | 0 | -100% | This indicator reflects an increase in the number of water entities receiving USG assistance. As a result, given that TO5 |

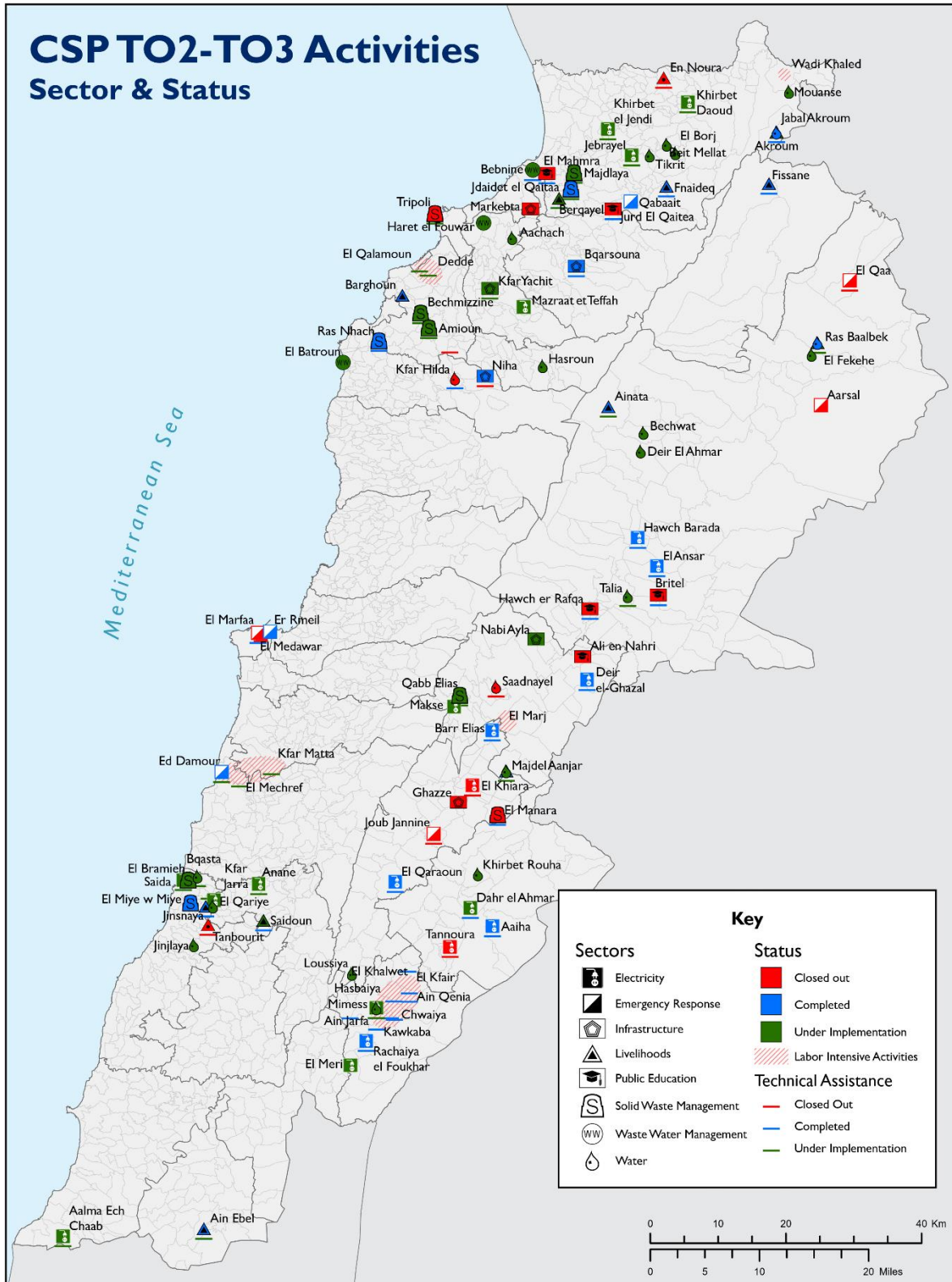
| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO5 Targets | Y4 TO5 Results | 10% ± Deviation | Justification of deviation from target |
|----------------|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| | manage water resources or improve water supply and sanitation services as a result of USG assistance | | | | | | | | | initiatives, primarily infrastructure, have not yet been completed (for the aforementioned factors), they are not yet considered served entities under this indicator to improve the public sector's/CSOs' capacity in providing transparent, high-quality services throughout Lebanon. |
| 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 | 7 | 0 | 7 | 0 | -100% | Private sector industries that are expected to integrate improved wastewater treatment technology are still under implementation. CSP is expected to achieve results in the upcoming quarters once the end-line wastewater management assessment report for each industry is concluded, following the completion of activities. |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO5 Targets | Y4 TO5 Results | 10% ± Deviation | Justification of deviation from target |
|----------------|---|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|---|
| Outcome 1.2 c) | Number of participants in on-the-job training and workshops | Quarterly | 0 | 11 | 7 | 5 | 7 | 5 | -29% | <p>CSP reached 71% of its yearly target and 64% of its LOP target. The minor deviation is due to that fact that infrastructure activities are still under implementation during the current reporting period. Similarly, as part of the ongoing Industrial Wastewater Treatment activity (investment component), the installation in Saifan industry is still in progress.</p> <p>Despite many challenges, CSP team will continue to focus on enhancing the implementation in order to support the achievement of results in the coming quarters.</p> |
| Outcome 1.1 a) | Volume of wastewater per day managed environmentally as a result of CSP interventions | Annually | | 12,000 m3 | 3,000 | 0 | 3,000 | 0 | -100% | This indicator reports the volume of domestic and industrial wastewater that will be mitigated as a result of infrastructure interventions. Given that the infrastructure interventions are still under implementation for the reasons stated above, no results have been achieved. |
| Outcome 1.1 b) | Number of functioning water facilities constructed or | Annually | | 4 | 1 | 0 | 1 | 0 | -100% | This indicator reports the rehabilitated or constructed water facilities that are enhanced as a result of infrastructure interventions. Given that the infrastructure interventions are still under implementation |

| No. | Indicator Title | Reporting Frequency | Baseline | LOP Target | Cumulative targets as of FY4Q4 | Cumulative results as of FY4Q4 | Y4 TO5 Targets | Y4 TO5 Results | 10% ± Deviation | Justification of deviation from target |
|---------------------|--|---------------------|----------|------------|--------------------------------|--------------------------------|----------------|----------------|-----------------|--|
| | rehabilitated with USG assistance | | | | | | | | | for the reasons stated above, no results have been achieved. |
| 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 mobilized by local actors to respond to communities' priority needs) | Annually | | \$105,000 | \$105,000 | 0 | \$105,000 | 0 | -100% | Private sector industries that are expected to invest funds to enhance water/ sanitation services are still in the implementation stages. Following the completion of activities, CSP is expected to achieve results in the upcoming quarters once the end line wastewater management assessment report is completed. |

ANNEX G: MAP OF CSP ACTIVITIES

Monitoring and Evaluation Program for Lebanon (MEPL)

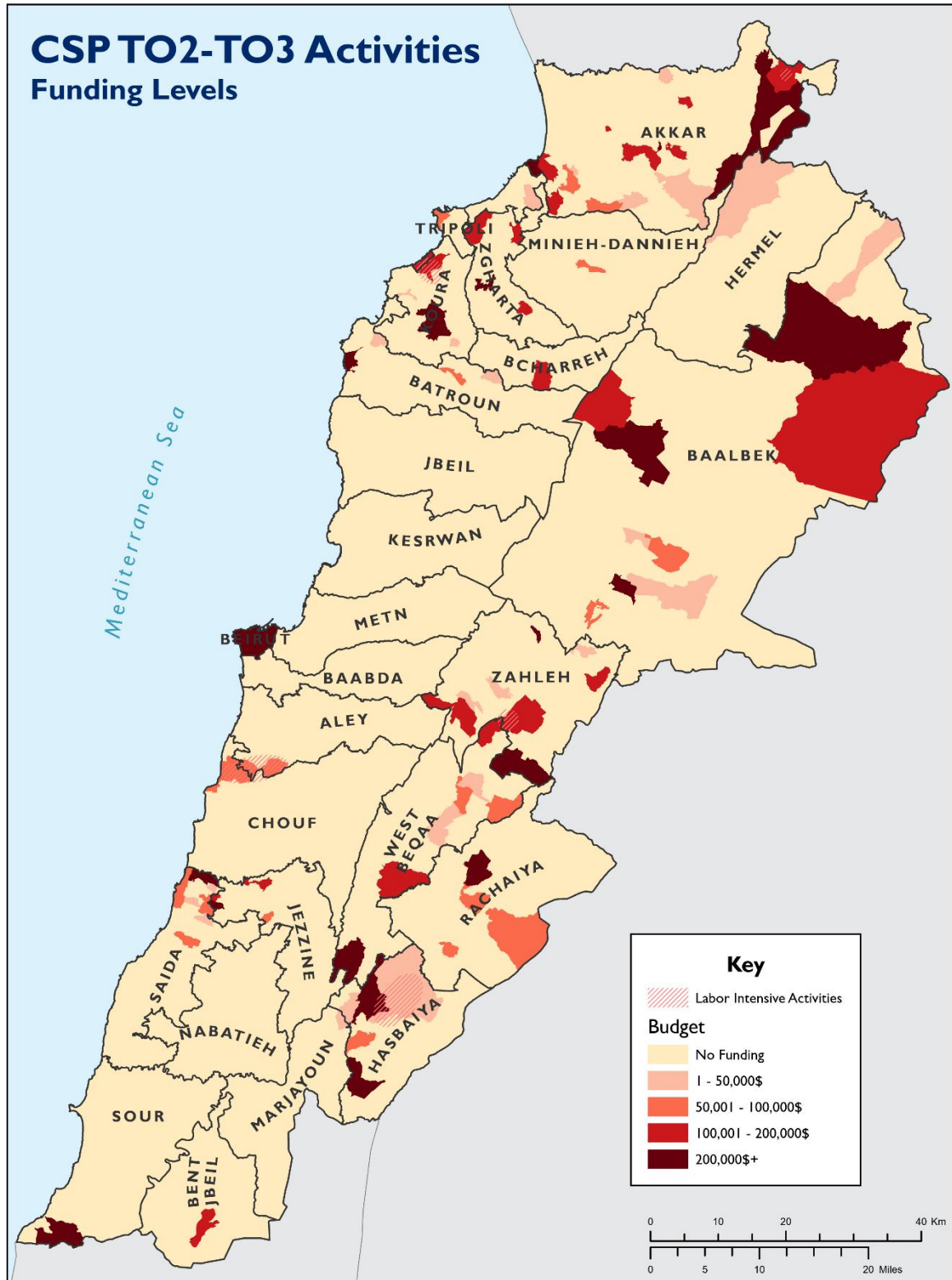


Date: October 2022, EnCompass LLC

Source: CSP (September 2022)

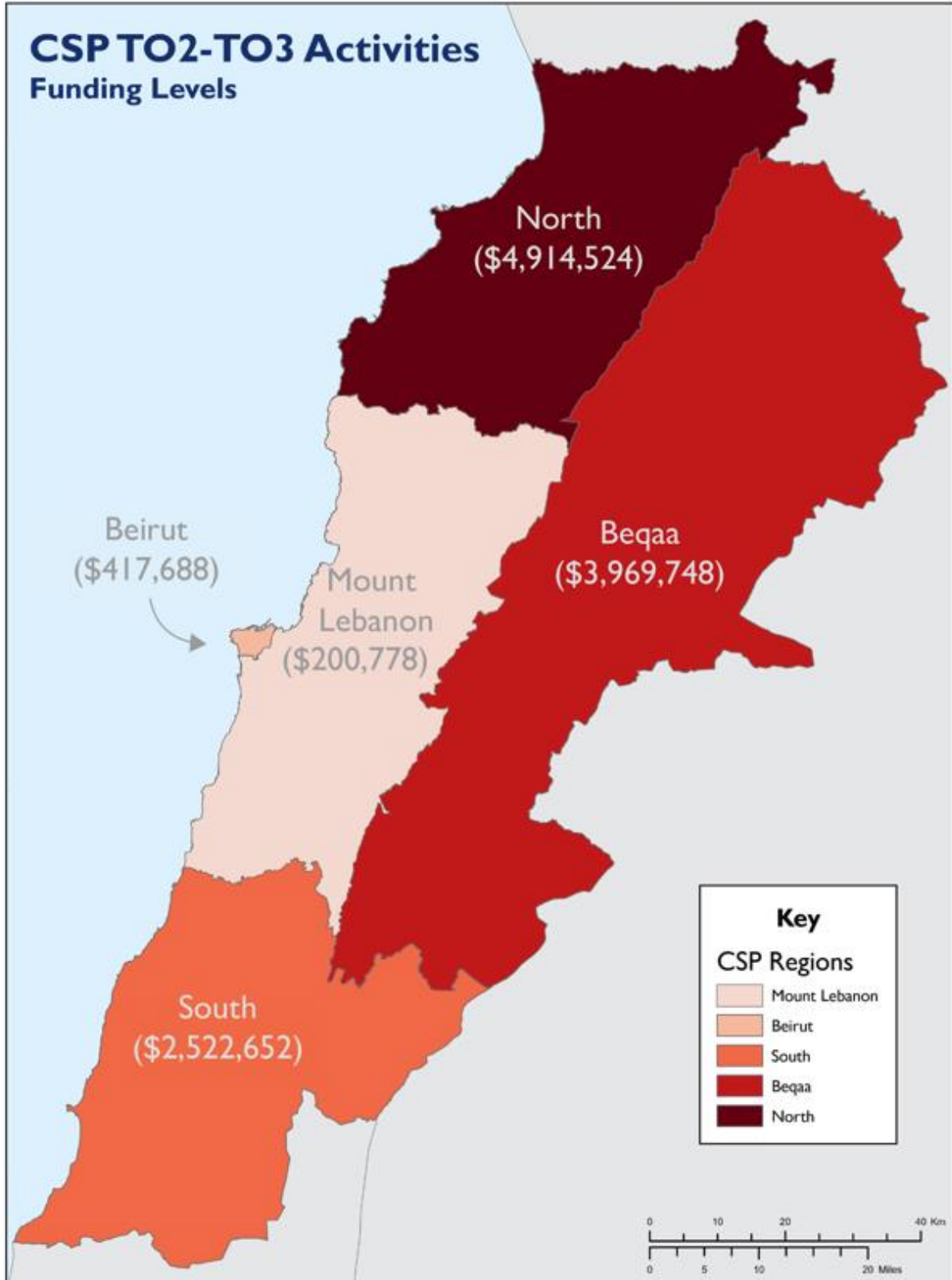
ANNEX H: MAPS OF FUNDING LEVELS PER MUNICIPALITY AND REGION

Monitoring and Evaluation
Program for Lebanon (MEPL)



Date: October 2022, EnCompass LLC

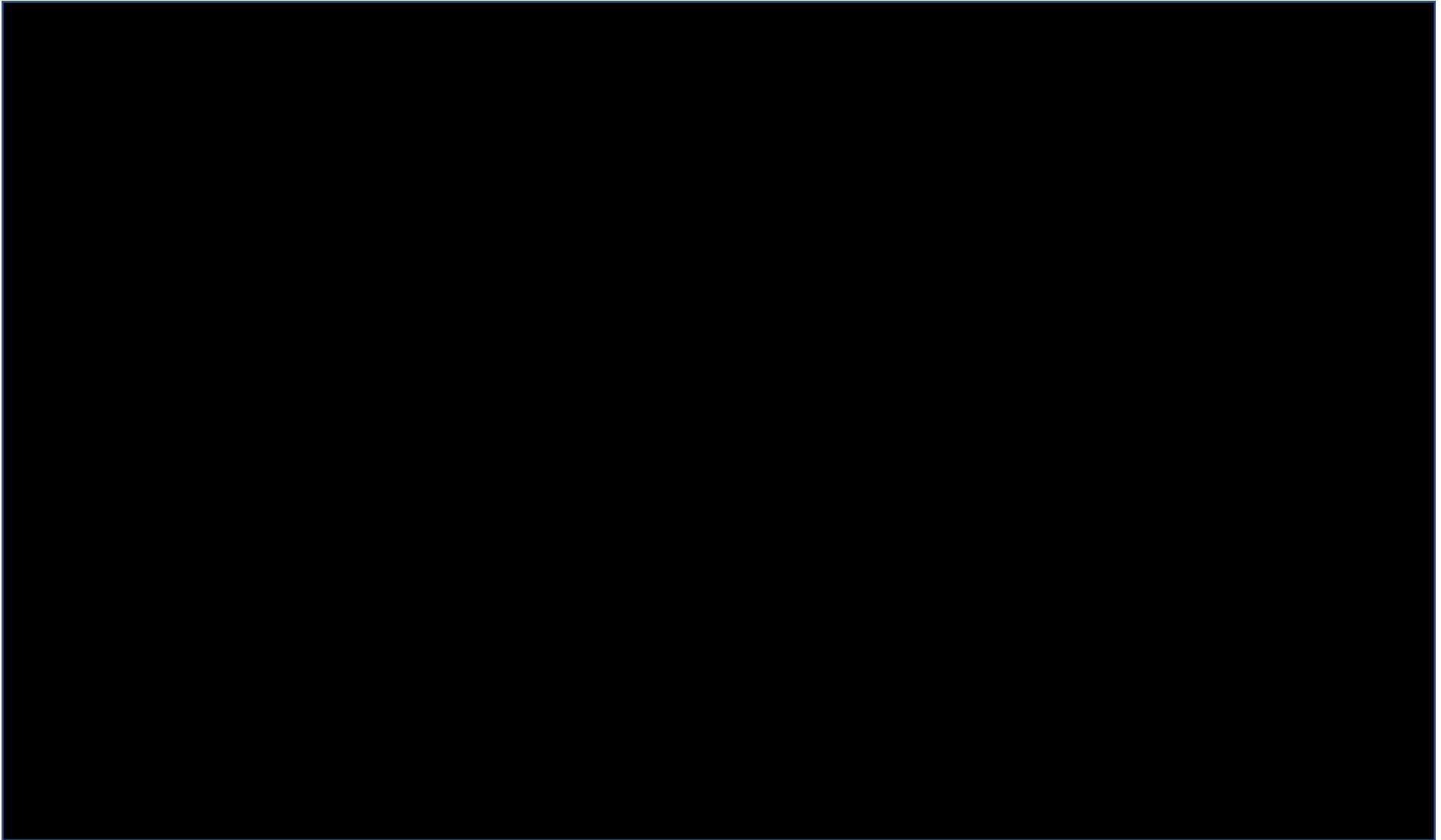
Source: CSP (September 2022)



Date: October 2022, Encompass LLC

Source: CSP (September 2022)

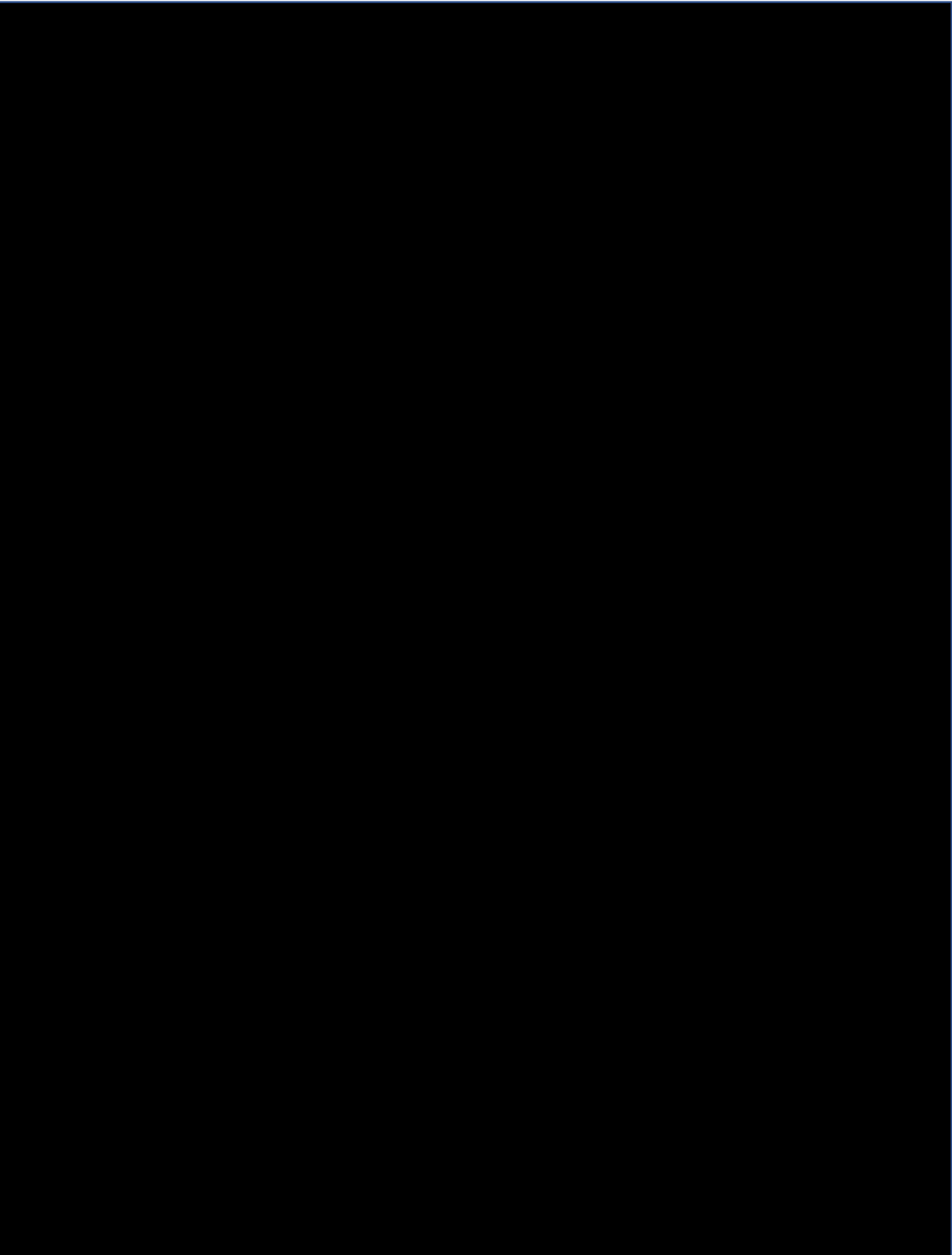
ANNEX I: CSP FULL ORGANIZATIONAL CHART

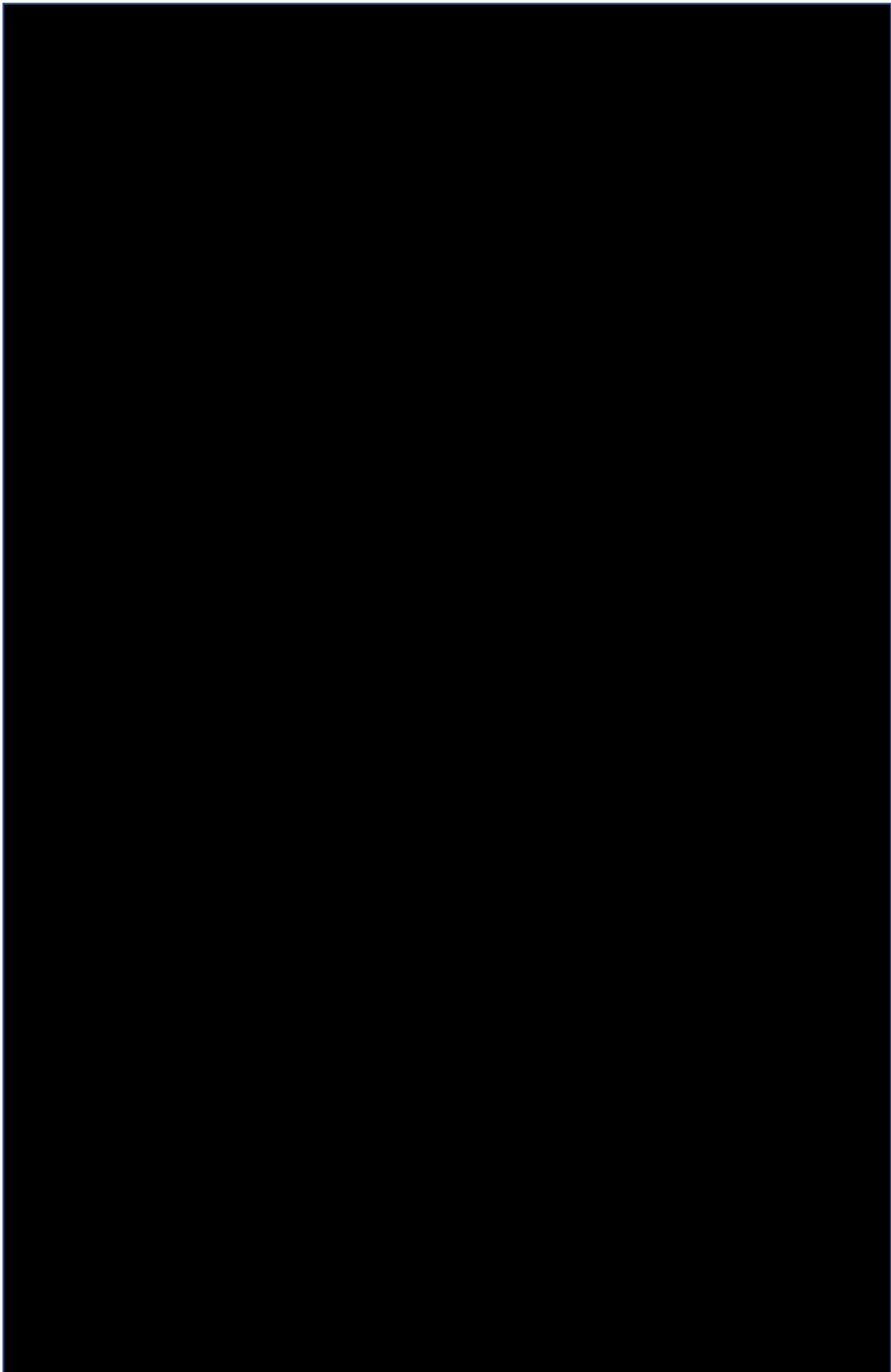


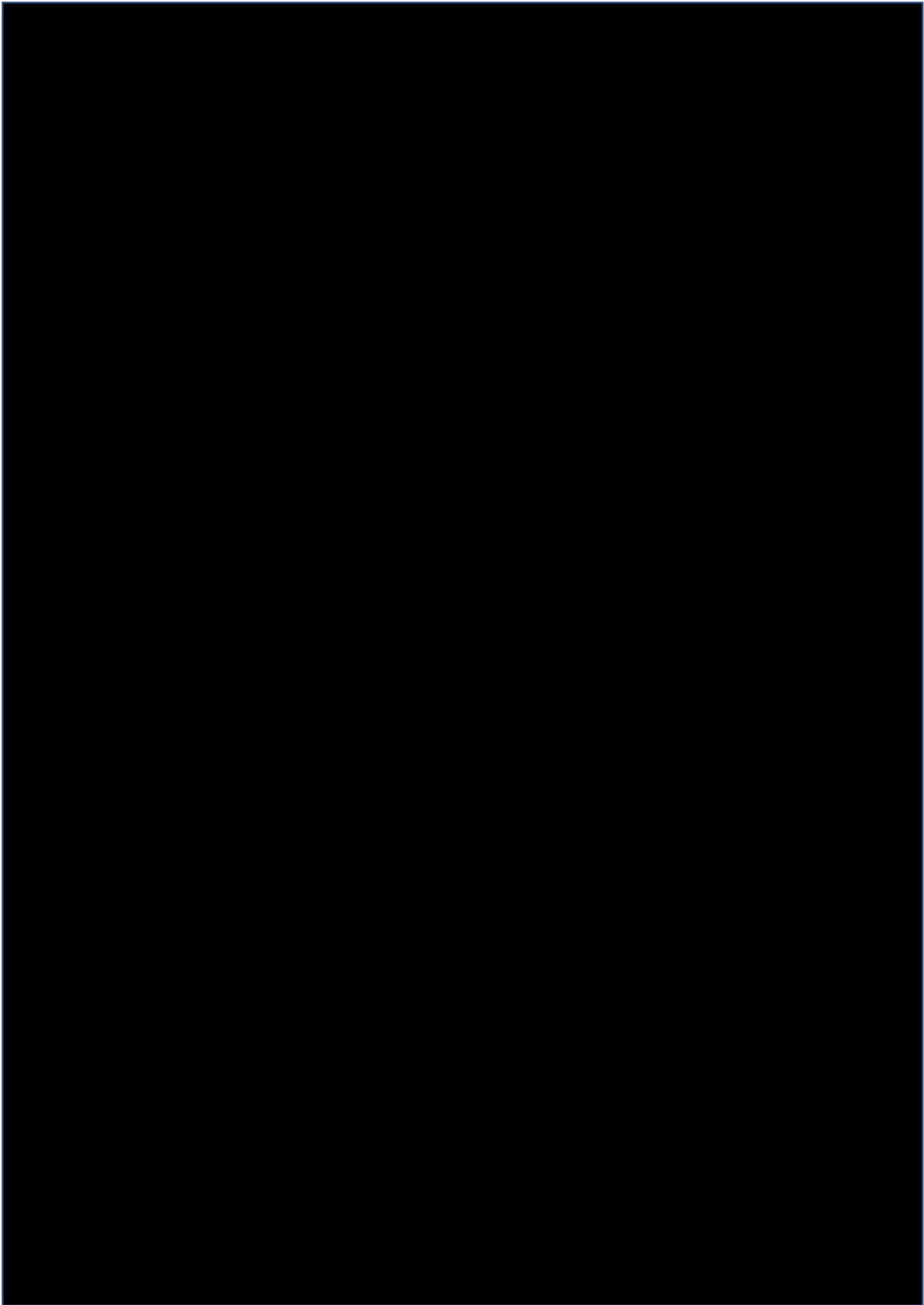
ANNEX J: ANNUAL FINANCIAL REPORT

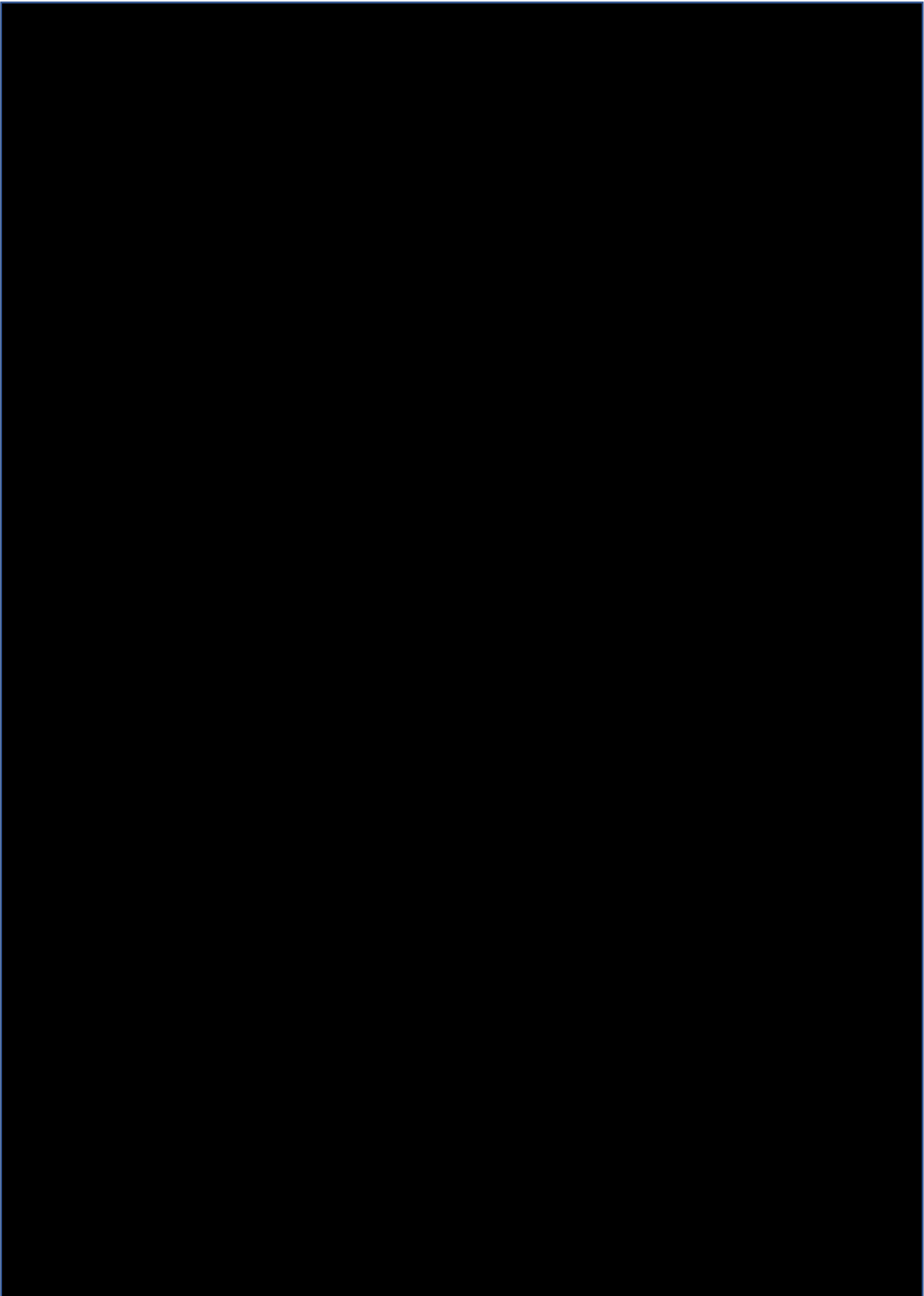
Please refer to the email attachment labeled: 'Annex J: Annual Financial Report'

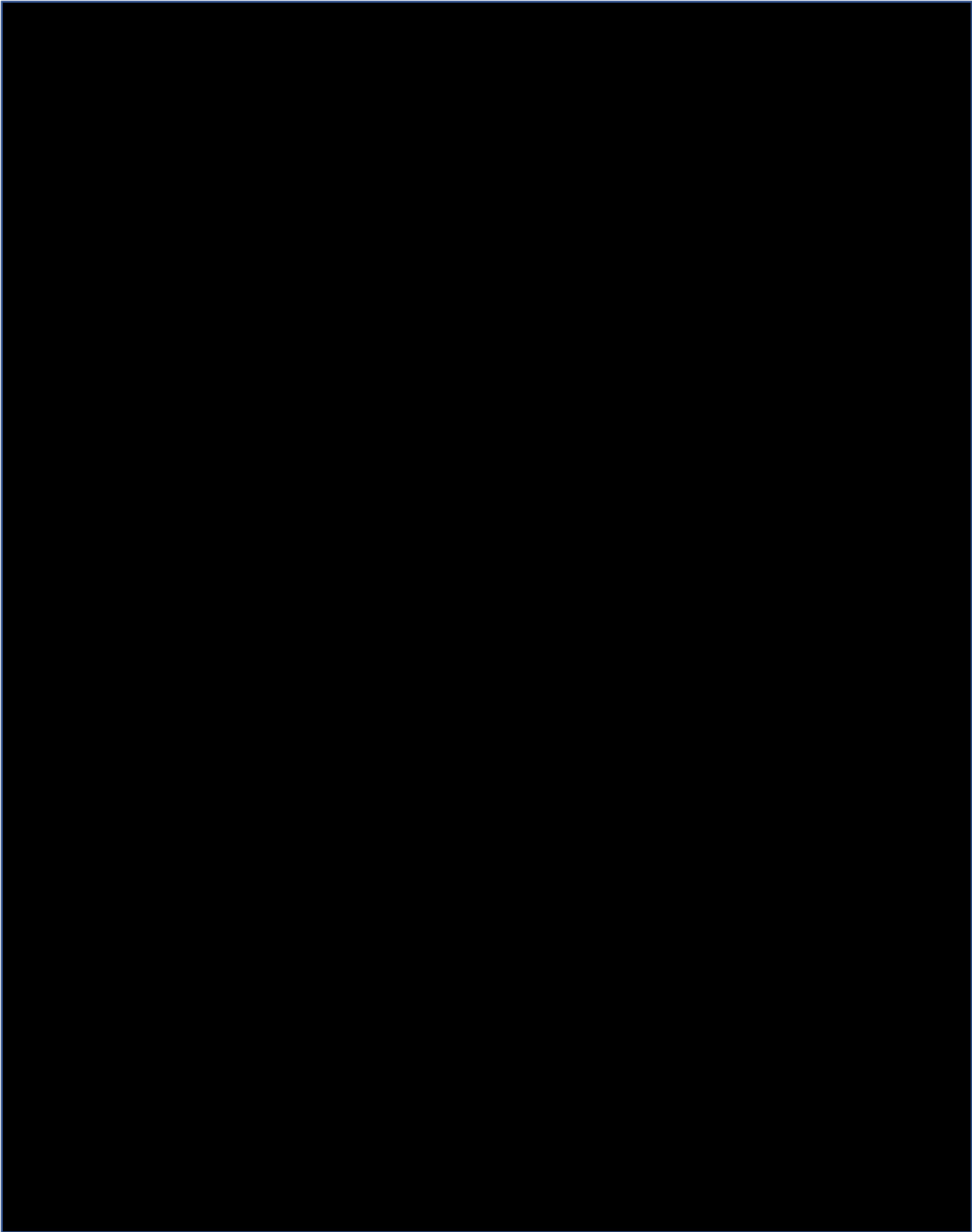
ANNEX K: VETTING TRACKER











ANNEX L: ENVIRONMENTAL COMPLIANCE SUMMARY REPORT

| ENVIRONMENTAL COMPLIANCE SUMMARY REPORT (FY22Q4) | | | | | | | |
|--|-------------------|--------------|---|--------------------|--|--|--------------------------|
| 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 | Implementation completed | 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 | Implementation on-going | Routine and final environmental compliance visits not yet conducted. | First Environmental mitigation inspection visit during construction phase is expected to be in October 2022. |
| Beqaa | Nabi Ayla | BQA025 | Improving Public Safety through the Construction of a Retaining Wall with Side Rails in Nabi Ayla | Approved by USAID | Implementation on-going | Full compliance with ERAC/EMMP during the construction phase. | Final Environmental mitigation inspection visit is expected to be in November 2022. |
| Beqaa | Talya | BQA026 | Resolving tensions over water scarcity in Talya by constructing an elevated water tank | Approved by USAID | Implementation on-going | Full compliance with ERAC/EMMP during the construction phase. | Final Environmental mitigation inspection visit is expected to be in November 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 | Implementation completed | Full compliance with ERAC/EMMP during the construction phase. Full Compliance with ERAC/EMMP during final Environmental compliance visit done in | |

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| | | | | | | March 2022. | |
| Beqaa | Ras Baalbeck - CWB | BQA030 | Expanding Cooperation Without Borders' current nursery operations by installing 1,400 m ² of greenhouses with a heating and cooling system to provide low-cost, high- | Approved by USAID | Implementation on-going | Partial compliance with ERAC/EMMP during the construction phase. Missing the license acquisition for borehole used by Beneficiary. | Final Environmental mitigation inspection visit is expected to be in March 2023 upon completion of the solar component. |

ANNEX M: LIST OF APPROVED COMMUNICATIONS DELIVERABLES

Audiovisuals

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| USAID's CSP Rehabilitates Streetlights to Enhance Safety and Security | USAID's CSP Rehabilitates Streetlights to Enhance Safety and Security - YouTube |
| CSP 2021 Achievements | USAID's Community Support Program -CSP 2021 Achievements - YouTube |
| USAID's CSP Improves Livelihoods and Promotes Tourism in Ain Ebel | USAID's CSP Improves Livelihoods and Promotes Tourism in Ain Ebel - YouTube |
| USAID's CSP Improves Agricultural Harvesting and Production Methods in Saidoun | USAID's CSP Improves Agricultural Harvesting and Production Methods in Saidoun -South Lebanon - YouTube |
| CSP Equips Saidoun Agricultural Cooperative for Success (Speech) | USAID's Community Support Program-CSP Equips Saidoun Agricultural Cooperative for Success - YouTube |
| USAID's CSP/USP Interns Stories | USAID's CSP/USP Interns Stories - YouTube |
| Four short videos during the social media campaign on the occasion of International Women's Day | International Women's Day #BreakTheBias- Manal Diab - YouTube International Women's Day #BreakTheBias- Dalal Mouallem - YouTube International Women's Day #BreakTheBias - Aya Hammoudi - YouTube International Women's Day #BreakTheBias- Marie-Belle - YouTube |
| Technical Education Awareness Videos المهنة للمهني# | المهنة للمهني - YouTube المهنة للمهني - YouTube المهنة للمهني - YouTube المهنة للمهني - YouTube USAID's CSP enhances the Technical and Vocational Education in Lebanon - YouTube |
| USAID's CSP Enhances the Recyclables Waste Management in Koura | USAID's CSP Enhances the Recyclables Waste Management in Koura - YouTube |
| Sorting at Source Step by Step by USAID's CSP | Sorting at Source Step by Step by USAID's CSP - YouTube |
| Sorting At Source Awareness Raising by USAID's CSP | Sorting At Source Awareness Raising by USAID's CSP - YouTube |
| USAID's CSP participation in innovation contests | USAID's CSP Solar Solutions to Counter the Collapse of Essential Services in Lebanon - YouTube USAID's CSP Digital Database for the Recyclable Waste Collectors in Lebanon - YouTube USAID's CSP Online Data Collection Tools Using QR Code - YouTube |

Media Interviews Links

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| Mariam TV-TO2 and TO3 | https://www.facebook.com/CSPLebanon/videos/2830021667298047/ |
| TO4 awareness campaign: Maryam TV, Tele Liban, MTV, Al Jadeed, Radio Liban Libre, Voix du Liban | https://www.facebook.com/CSPLebanon/videos/839322120358388/ https://www.facebook.com/CSPLebanon/posts/pfbid0tWSzqE6yUSVWQit6PTJCE2uWetC7iZyebXyfIxxk7WDEUQfx5cdQm4pRMuXMdcUWUI |

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| | https://www.facebook.com/CSPLebanon/videos/910661102935613/ https://www.facebook.com/CSPLebanon/videos/962579644618946/ https://www.facebook.com/watch/live/?ref=watch_permalink&v=1023097364959425 مشروع تنمية القوى العاملة في برنامج دعم المجتمع المحلي، مع مديرة وحدة تطوير القوى العاملة خديجة ززعع و مدير المئح محمد شحادة (vdl.com.lb) |
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Newsletters

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| October 2021 | https://csplebanon.org/wp-content/uploads/2021/09/Lebanon-CSP-Newsletter_JulAug2021.pdf |
| December 2021 | https://csplebanon.org/wp-content/uploads/2021/12/December_Newsletter2021.pdf |
| February 2022 | https://csplebanon.org/wp-content/uploads/2022/03/febnewsletter2022_ENG.pdf |
| May 2022 | https://csplebanon.org/wp-content/uploads/2022/05/eng_APRnewsletter2022.pdf |
| July 2022 | https://csplebanon.org/wp-content/uploads/2022/07/USAID-CSP-Newsletter-July_2022_Eng.pdf |
| September 2022 | https://csplebanon.org/wp-content/uploads/2022/10/USAID-CSP-Newsletter_September-2022_Eng.pdf |

Press Releases

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| The USAID Community Support Program Celebrates the Completion of Internships for Twenty-Four Students | https://csplebanon.org/pressreleases/the-usaid-community-support-program-celebrates-the-completion-of-internships-for-twenty-four-students/ |
| USAID Enhances Workforce Development in Lebanon by Supporting Access to Quality Technical and Vocational Education | https://csplebanon.org/pressreleases/usaaid-enhances-workforce-development-in-lebanon-by-supporting-access-to-quality-technical-and-vocational-education/ |
| The USAID Community Support Program Helps Municipalities Collect and Sell Recyclables | https://csplebanon.org/pressreleases/the-usaid-community-support-program-helps-municipalities-collect-and-sell-recyclables/ |
| USAID Celebrates Efforts to Improve Perception towards the Technical and Vocational Education Sector in Lebanon | https://csplebanon.org/pressreleases/usaaid-celebrates-efforts-to-improve-perception-towards-the-technical-and-vocational-education-sector-in-lebanon/ |

Storymaps

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| October - December 2021 | https://storymaps.arcgis.com/stories/a05a219b4b0d4a1985a552006722c3c4 |
| January-March 2022 | https://storymaps.arcgis.com/stories/eba4c3d99fa3470d802f6d8c0cb00a15 |
| April-June 2022 | https://storymaps.arcgis.com/stories/44755453ca314875b2988f16a4c8531a |

Transforming Lives Stories

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| Lebanon CSP Transforming Lives – Manal Diab | https://csplebanon.org/stories/lebanon-csp-transforming-lives-manal-diab/ |
| Lebanon CSP Transforming Lives – Ain Ebel | https://csplebanon.org/stories/lebanon-csp-transforming-lives-ain-ebel/ |
| Lebanon CSP Transforming Lives – Dalal Mouallem | https://csplebanon.org/stories/2299/ |
| Lebanon CSP Transforming Lives – El Qrayeh | https://csplebanon.org/stories/lebanon-csp-transforming-lives-el-qrayeh/ |

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| Lebanon CSP Transforming Lives – Mohamed Danab | https://csplebanon.org/stories/lebanon-csp-transforming-lives-mohamed-danab/ |
| Lebanon CSP Transforming Lives – Support to Ainata el Arz | https://csplebanon.org/stories/lebanon-csp-transforming-lives-support-to-ainata-el-arz/ |
| Lebanon CSP Transforming Lives -Improving Employment Opportunities | https://csplebanon.org/stories/lebanon-csp-transforming-lives-improving-employment-opportunities/ |
| Lebanon CSP Transforming Lives-Female-Led Cooperative Expands Sales to Big Outlets | https://csplebanon.org/stories/female-led-cooperative-in-north-lebanon-expands-sales-to-big-outlets/ |

ANNEX N: OFAC LICENSE

Please refer to the email attachment labeled: 'Annex N: OFAC License.'