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# Lebanon Water and Wastewater Sector Support

QUARTERLY REPORT: OCTOBER 1, 2009—DECEMBER 31, 2009

January, 2010

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# LEBANON WATER AND WASTEWATER SECTOR SUPPORT

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Support

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# 1. OUTLINE

## Summary Table of Results

### Project Start Up and Progress

#### ADMIN, OPS AND LOGISTICS START-UP SCHEDULE – KEY MILESTONES

	November (M2)				Dec. (M3)	Planned Q2		
	W1	W2	W3	W4		Jan. (M4)	Feb. (M5)	Apr. (M6)
Mobilize Start-Up Team Leader	▲							
Identify and rent LWWSS Beirut office	▲							
Procure office equipment				▲				
Mobilize DAI IT Specialist/Systems Administrator						▲		
Finalize office technical and operational needs		▲						
Prepare draft personnel and project policies and procedures manual			▲					
Mobilize LWWSS Key Personnel (Chief of Party and Senior Advisor)		▲						
Consult with Lebanese lawyers to ensure policy compliance with Lebanese law		▲						
Hold start-up meeting with USAID		▲						
Mobilize long-term staff					▲			
Interview and select staff for remaining admin positions			▲					
Set Up Project Oracle system and TAMIS						▲		
Train local staff in admin, finance and HR procedures						▲		
Finalize Project Grants Manual						▲		
Finalize and submit Branding and Marking Plan			▲					
Finalize / submit Subcontractor Management Plan		▲						

▲ ACTIVITY COMPLETED

## **2. CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS**

### **Project Objectives**

Building on recent support to the water and wastewater sector through infrastructure projects and through the Lebanon Water Policy Program (LWPP), this project aims to continue partnering with the four Water Establishments (WEs) and the Ministry of Energy and Water (MOEW) to strengthen their capacity to deliver quality services at sustainable costs.

The Lebanon Water and Wastewater Sector Support Program (LWWSS), implemented by Development Alternatives Inc. (DAI), will provide technical assistance and related resources (e.g., technical equipment) to the four WEs and the MOEW in order to:

- Build the capacity of their staff
- Increase their managerial, administrative, technical, financial, and operational efficiencies
- Improve the quality of water and wastewater services
- Expand access to water and sanitation services
- Improve capital investment planning and asset management
- Undertake limited and selected urgent and critical infrastructure projects

The LWWSS program will build on, and be implemented in close coordination with other USAID and donor-supported projects in the sector that aim to improve and expand water and wastewater services.

### **Overview at the End of the Quarter**

LWWSS continues to search for candidates for the DCOP and Institutional Training Specialist. Qualified candidates with the requisite education or training and years of relevant experience are difficult to recruit in the Lebanon manpower market due to the impact of Gulf State recruitment in the same market with the ability to offer salaries much higher than allowable under this USAID contract. While USAID has shown willingness to approve higher salaries, even this additional consideration has not significantly enhanced the recruitment process. DAI continues to seek top level candidates available in Lebanon within the salary guidelines approved by USAID.

LWWSS has carried out meetings with WE Directors General and the two Directors General at the MOEW along with meetings with other donors. Since donor coordination is so integral to the preparation and implementation of the initial assessment report, the list of meetings with other donors is included in this report, below:

Meeting with Donor or GOL Official	Date	Attendees	Brief Synopsis of Meeting
GTZ	Dec 7, 2009	Manfred Scheu, Nabil Chemaly, Younes Hassib, Amal Chammas, Sam Coxson, Bassam Jaber	Introduced LWWSS to GTZ staff and briefly discussed areas of cooperation and goal of avoiding duplication
World Bank	Dec 7, 2009	Manfred Scheu, Sam Coxson, Bassam Jaber, Mohammed Benouahi, Claire Kfourri	Introduced LWWSS to WB representatives and discussed key direction of program (capacity building, TA and Tng.) with some equipment and small infrastructure provided
European Investment Bank	Dec 8, 2009	Sam Coxson, Rami Wehbeh, Alastair Kerr	Introduced LWWSS and discussed potential areas of mutual interest and possible collaboration
Wastewater Best Practices Conference	Dec 9, 2009	Sam Coxson, Bassam Jaber and Roger Patrick	Met as many other donors and program representatives as possible; introduction to current thinking on wastewater management issues
Fadi George Comair	Dec 15, 2009	Sam Coxson, Bassam Jaber and Roger Patrick	Introduced LWWSS to the Director General and solicited areas where LWWSS could work with his division of the MOEW
Mahmoud Baroud	Dec 15, 2009	Sam Coxson, Bassam Jaber and Roger Patrick	Introduced LWWSS to the Director General and discussed ways in which LWWSS could assist his division of MOEW
EU	Dec 16, 2009	Peter Christiaens, Mia Fatima Dubois Boussaid, Charles Abdallah, Sam Coxson, Bassam Jaber, Roger Patrick	Introduced LWWSS to the EU representatives and discussed major areas where each program is involved and the need to avoid duplication while finding areas of collaboration
Cooperazione Italiana	Dec 18, 2009	Laura Carpino, Hassan Bittar, Jacopo Monzini, Bassam Jaber, Sam Coxson	Introduced LWWSS to Cooperazione Italiana staff and discussed their programs and possible areas of collaboration, flexibility of LWWSS and the need to avoid duplication

CDR	Dec 22, 2009	Dr. Wafaa Charafeddine, Funding Division Director and Mr. Ibrahim Chahrour, Planning and Programming Division Director, Bassam Jaber and Sam Coxson	Introduced LWWSS to both Directors and discussed coordination and assistance to the WEs. Both stressed sustainability in assistance and the need to coordinate assistance with other donors.
AfD	Dec 30, 2009	Mr. Denis Cassat, Director for AfD Lebanon, Bassam Jaber, Sam Coxson	Introduced LWWSS to the new Director. Mr. Cassat requested a follow-up meeting with him and other staff on January 14 <sup>th</sup> to go into more detailed discussions of the AfD program and potential collaboration and coordination.

### **3. CHAPTER II: PROGRESS TO DATE BASED ON RESULTS INDICATORS**

#### **A. Specific Objective One—Initial Assessment Report Data Gathering**

The first objective of project activity has been mobilization and staffing up to carry out the Initial Assessment Report (IAR), the High Priority Intervention Program (HPIP), and the Life of Project Work Plan, all due at the end of month four of the project. The basic data for these reports continues to be collected and confirmed. Information on three of the four WEs provides us with a patchwork of progress in general areas such as increased revenue, middle-level management capacities to manage against established performance benchmarks and reduction in costs, particularly in non-revenue water (NRW.)

Early observations indicate a need for ongoing and vigorous coordination of activities planning with other donor programs, specifically GTZ, EU, AfD, and Italian Cooperazione. Additionally, close coordination and collaboration with the MOEW is needed to assist both the WEs and the MOEW in their reform efforts.

#### **B. Specific Objective Two—High Priority Intervention Program (HPIP)**

Under component one, development of the initial assessment report, a second objective is to develop in conjunction with the Directors General of the four WEs, a prioritized list of projects from which to determine recommendations to USAID for funding. As a part

of the HPIP, LWWSS will evaluate the feasibility and cost estimates of each proposed priority project. During this quarter we have solicited from each WE Director General and its staff a prioritized list of projects and any accompanying work done on project feasibility, and design within the WEs overall system operations.

## **4. CHAPTER III: USE OF FUNDS DURING THE QUARTER**

### **Quarterly Expense Summary**

## 5. CHAPTER IV: CONTRACT DELIVERABLES

During this start-up quarter, LWWSS has submitted to USAID the following deliverables:

- Start Up Plan
- Subcontractor Management Plan
- Minutes of the Kick-Off Meeting

## 6. CHAPTER V: CHALLENGES, PROBLEMS, ISSUES

During this quarter there were problems encountered in meeting with and obtaining information for the Beka'a Valley Water Establishment. The acting Director General is also a full-time employee of the MOEW. There is no second in command that can provide the data and information that our project needs. LWWSS will continue to meet with and gain data and information from the current acting Director General. However, until there is staff at the WE headquarters office we can work with, progress in developing program activities with the WE will impossible to carry out.

## 7. Chapter VI: Staff and STTA During Quarter

During this quarter the following personnel worked in LWWSS either as permanent employees or as STTA.

### STTA

Name	Specialty	Component	Arrival	Departure
Suan Hanson	Start Up Manager	All	10/30/09	12/11/09
Christopher Seeley	Technical Team Leader	IAR	12/10/09	12/20/09
Roger Patrick	Consultant	IAR	12/10/09	12/20/09
Gabriel Bayram	Office Remodel Specialist	All	11/25/09	12/15/09

## LT TA

Name	Specialty	Component	Tenure
Samuel Coxson	COP	All	LOP-Full Time
Bassam Jaber	Sr. Advisor to Project	All	LOP-Half Time
Anita Habib	Office Manager	Admin.	LOP-Full Time
Abbass Ghoussa	Project Accountant	Admin.	LOP-Full Time
Bassem Ghayda	Project Engineer	Five and Six	LOP-Full Time
Nada Naufal Akl	Customer Service and Communications	Seven	LOP-Full Time

## 8. Chapter VII: Major Activities Planned for Next Quarter

During the first month of the next quarter LWWSS will complete the IAR and the HPIP and submit it to USAID for review and comment.

Following submission of the IAR and HPIP, LWWSS will begin meetings with the four WEs and other major donors to develop its first year work plan (October, 2009—September, 2010). In addition to the work plan five other plans will be submitted to USAID in the next quarter. The five are:

- Subcontractor Management Plan
- Construction Quality Control Plan
- Performance Monitoring Plan
- Annual Training Plan
- Annual Procurement Plan

In addition to the above mentioned plans, LWWSS will work with each WE and the MOEW to develop the year one work plan. Not only will LWWSS seek input from the Director Generals of the WEs, but it will also meet with and coordinate with other major donors.

## **7. APPENDICES**

### **Appendix A: Glossary of Acronyms**

AfD	French Development Assistance
BMLWE	Beirut and Mount Lebanon Water Establishment
CDR	Commission for Development and Reconstruction
DG	Director General
COP	Chief of Party
COTR	Contract Officer Technical Representative
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
EA	Environmental Assessment
EU	European Union
HPIP	High Priority Intervention Program
GOL	Government of Lebanon
GTZ	German technical assistance agency
IAR	Initial Assessment Report
LWWSS	Lebanon Water and Wastewater Sector Support
MD	Mission Director
MOEW	Ministry of Energy and Water
MOU	Memorandum of Understanding
USAID	United States Agency for International Development
WE	Water Establishment