

**USAID/Lebanon**

**FY 2000**

**Results Review**

**and**

**Resource Request**

**(R4)**

## **Please Note:**

The attached results information is from the FY 2000 Results Review and Resource Request ("R4"), and was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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## *Table of Contents*

<b>I. Overview And Factors Affecting Program Performance</b>	.....	1
<b>II. Progress Toward Objectives</b>	.....	5
Strategic Objective 1: Reconstruction and Expanded Economic Opportunity	.....	5
Special Objective 2: Increased Effectiveness of Selected Institutions Which Support Democracy	.....	20
Special Objective 5: Improved Environmental Practices	.....	29
<b>III. Status of the Management Contract</b>	.....	40
<b>IV. Resource Request</b>	.....	42

## *Annexes*

- Annex A:** Status and Proposed Changes to IRs and Indicators
- Annex B:** FY1998 - FY2000 Program Budget Request Tables
- Annex C:** FY1998 - FY2001 Workforce Resource Allocation Tables
- Annex D:** FY1998 - FY2000 Operating Expense Tables
- Annex E:** Global Field Support Request Table
- Annex F:** Foreign National Voluntary Separation Account
- Annex G:** USAID/Lebanon Strategic Framework
- Annex H:** USAID/Lebanon Proposed Strategic Framework

## **PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

The civil war that engulfed Lebanon from 1975 to 1991 resulted in many thousands of deaths, destruction of much of the country's infrastructure and economy, as well as marginalization of the government and public management systems. The strife caused massive suffering, flight, and impoverishment of the Lebanese people. It is important to the United States that Lebanon rebuild into a stable, responsible, and prosperous partner that shares our goals of peace, democratic society, and a market economy. The United States assistance program is designed to assure that we contribute to these goals. This was reaffirmed in December 1996, when the Secretary of State hosted the Friends of Lebanon Conference and announced a six-fold increase in economic support fund assistance to Lebanon. In March, 1997, USAID conditionally approved a 1997-2002 Country Development Strategy of \$60 million and posted a USAID Representative to Lebanon, for the first time since 1989.

The USAID/Lebanon program presents unique challenges that are faced by few USAID missions. The country strategy calls for a highly visible integrated development program with multiple objectives and partners. Yet, Lebanon remains a high-threat post with severe limitations on the numbers and movement of USAID personnel. Travel into and out of Lebanon for USAID personnel is uncertain, and may only be accomplished by U.S. military helicopter from Cyprus to the embassy compound. US personnel work and live on the compound, and all trips outside are accomplished with multiple vehicles and a team of armed bodyguards. Several key areas of the country where USAID has programs, are usually deemed too dangerous for USDHs to travel. Initially, program, financial and acquisition assistance was provided from USAID/W. Beginning in FY 98, all support functions shifted to the field. Assistance in program management, financial management, and acquisition is provided by USAID/Amman, with some administrative support being provided by USAID/WB/G. This arrangement is experimental, but appears to be working. It permits USAID/Lebanon to operate with a staff of only two professionals, in addition to the USAID Representative.

The country strategy was developed in coordination with USAID's NGO partners in Lebanon, the Country Team, the Government of Lebanon (GOL), and USAID/W. It is based upon one Strategic Objective (*Reconstruction and Expanded Economic Opportunity*), and two Special Objectives, (*Increased Effectiveness of Selected Institutions Which Support Democracy*), and (*Improved Environmental Practices*). Given that the new strategy shifted the program from a mix of humanitarian and developmental activities to a total emphasis on sustainable development, the immediate challenge has been, with the arrival of the USAID Representative in late-May, to complete the country strategy; put in place all of the major grants and contracts necessary to implement the program; and complete all of the administrative and logistical requirements of an expanded staff and presence. This required the signing of some

23 grants and contracts by the end of FY 97; complete renovation and upgrading of office space and equipment; coordination with the GOL and donor community; and integration into the Country Team as an effective leader of the U.S. assistance program. All of this has been accomplished, and the renewed presence of USAID has drawn interest from the GOL, media, donor community, and private sector that far exceeds the size of the program, particularly when compared to total donor support.

The USAID program contributes directly to five of the goals contained in the current Mission Program Plan (MPP), namely: Lebanon's Continued Participation in the Peace Process; an independent Lebanon and continued implementation of the Ta'if Accord; support for human rights and democratic institutions, and fair competition and equal treatment for U.S. investors and products. This R4 document will provide input for the new MPP which is under preparation.

***SO 1: Reconstruction and Expanded Economic Opportunity:*** This SO is the flagship of the program, and the major activity within the SO is the Rural Community Development Clusters. This activity consists of five cooperative agreements to five US NGOs to provide assistance to 30 clusters, consisting presently of 226 rural villages with a total population estimated at over 600,000. Assistance includes basic infrastructure; income-producing activities; civic participation (particularly by women); and environmental activities. The NGOs work with local citizen groups, local government and community-based organizations. Each NGO is responsible for development of its clusters for the life of the strategy. Community clusters are located in all areas of Lebanon identified by the Higher Relief Committee as poor, or very poor. Three of the clusters, comprising twenty villages, are located inside the Israeli "security zone". Four of the cooperative agreements were signed in September, 1997, and those NGOs have already commenced or completed activities in the clusters. The fifth cooperative agreement is to be signed in February, and the NGO has already commenced organizational activities. The total value of the five grants is \$30 million.

Building upon successful programs in microenterprise credit--USAID programs currently provide 90% of all microenterprise lending in Lebanon--a new \$3.1 million cooperative agreement will expand existing programs, with a target of over 29,000 loans over the life-of-strategy. Based upon the results of a microenterprise lending workshop, jointly funded by the World Bank, the Lebanese Bankers' Association and USAID, additional activities through participating banks are anticipated in FY 98. These programs are national in scope, and concentrate upon increasing incomes and empowering poor women.

USAID/Lebanon has a special relationship with the Lebanese American University (LAU) and the American University of Beirut (AUB). A \$738,000 cooperative agreement has permitted LAU's Center for Sponsored Research and Development (CSRD) to embark upon a program of outreach to the business community, which began with a conference on quality management, conducted in January, and seven courses on quality and international certification during February-March. A schedule of conferences on diverse subjects will commence in June. For its part, in addition to its programs in environmental technology (see

below), AUB assumed responsibility for a \$650,000 activity designed to help rebuild the Lebanese dairy industry. This activity supports a \$6 million USDA GSM103 program to import 3,000 pregnant dairy cows. The first shipment of 750 cattle arrived in November. AUB received and quarantined the cattle; provided nutritional and veterinary care; trained the beneficiaries; and delivered the cattle to farmers--many of them in the rural community development clusters. Milk production is substantially higher than projected by the suppliers, and the Ministry of Agriculture, based upon the success of the program, has requested and received FY 98 USDA loan guarantees of \$15 million, in part to expand the program.

USAID has worked closely with the Central Bank to create an environment for the expansion of investment. A \$1 million program, begun in FY 97, to draft regulatory language has resulted in a draft law and regulations; however, the contemplated assistance to implement the regulatory body has been slowed by the GOL's lengthy review of the legislation. Nevertheless, the high quality of work done by the consultants, under a Global Bureau requirements contract, has led to a request from the Beirut Stock Exchange for assistance to privatize the exchange; design a trading floor that will better utilize the computerized trading system being provided by France; and to develop and implement a skills development program for the exchange staff.

Lebanon's economic factors influence various elements of USAID's program. During the past year, the country's rising debt and budget deficits, slowing growth rate, and popular displeasure with high unemployment have raised anxiety among business and government leaders. The GOL continues to experience a deterioration in its fiscal well-being, and policy initiatives often appear arbitrary. This has created receptivity to looking at a broader range of economic policy options. After many months of discussion, the GOL agreed to cooperate with a comprehensive economic policy assessment, and the initial phase will be completed in March. Hopefully, this will lead to broad GOL policy dialog with the private sector, and structural adjustment.

The USAID program retained the successful Small Grants Program, and awarded \$325,000 in grants to eight local NGOs to provide critical support to their programs. These grants provide outreach to a diverse group of community-based organizations that provide needed services to poor Lebanese of all confessions in all regions of Lebanon, while strengthening the organizations themselves. Current plans are to modestly expand the program in FY 98.

**SpO 2: Increased Effectiveness of Selected Institutions Which Support Democracy:** Sixteen years of civil war virtually destroyed the institutions of government, and the peace left Lebanon with a negotiated sharing of power, based upon the estimated population of the three major confessions. In a system that was always highly centralized--there have been no municipal elections since 1963--power sharing by a troika has not resulted in either a strong executive, parliament, or institutions. Given the recent history of violence and Lebanese sensitivity to perceptions of foreign influence in internal affairs, USAID has concentrated upon assisting existing institutions of government in improved governance. A successful program with the Parliament and three major control agencies, through a US NGO, has led to

requests from the Ministry of Municipalities and Rural Affairs for assistance in implementing decentralization, once municipal elections take place in May, 1998. This request will soon be funded with a \$3 million cooperative agreement that will assist the Ministry and up to 20 pilot municipalities (linked to the rural community development clusters) in public administration. At the same time, a democracy and governance assessment is being conducted by a team fielded by the Global Bureau Center for Democracy and Governance. This assessment will lead to other activities and policy dialog under this special objective.

***SpO 5: Improved Environmental Practices:*** In a war of unspeakable brutality, it is ironic that one of its great tragedies was the environmental degradation of a country known throughout recorded history for its pristine beauty. Abandonment of agricultural lands resulted in erosion and loss of ground cover; while the coastline was converted into a metropolis for virtually its entire length, with no provision for treatment of organic and industrial wastes. Migration to the cities resulted in high levels of air pollution caused by industrial and vehicle emissions. Beginning in 1994, USAID provided \$4 million to AUB for the development of a core laboratory and a graduate environmental program. The laboratory is now providing US EPA standard testing of pollution and water resources to the government and private sector, and researching treatment solutions for Lebanon's most pressing problems. In September, 1997, 34 graduate students enrolled in the first graduate program in environmental engineering.

A major emphasis of the rural community development clusters is improvement of the local environment and the restoration of sustainable agriculture--in the hope that these practices will be adopted by other communities with support from the GOL and other donors. All five NGOs have identified environmental activities, and are already implementing them. In FY 98, additional funding (\$1 million) will be shared by the NGOs, specifically for the implementation of environmental activities. AUB has submitted a proposal to support these efforts by augmenting its water resources analysis capability, and conducting targeted agricultural and market research to identify high-return crops in the clusters. Environmental assessments of community clusters have already been performed by a team from the Global Bureau's Environmental Center, which also developed kits for the cluster NGOs to perform assessments in the remaining twenty-six clusters. (Although the assistance program to Lebanon has "notwithstanding authority," environmental assessments are nevertheless being performed in the clusters, to avoid harm and identify appropriate environmental activities.)

Finally, a recently completed study, also by the Environmental Center, identified key areas for additional USAID involvement in environment, and the Mission has elected to address the problem of wastewater treatment in rural areas by testing appropriate technology, low-cost options in as many of the community development clusters as funding will permit; and to engage the GOL in policy dialog to adopt with its own funds these approaches.

## PART II: PROGRESS TOWARD OBJECTIVES

### *Strategic Objective 1: Reconstruction and Expanded Economic Opportunity*

When the country strategy was rewritten in early 1997, most activities under the old phase-out strategy were due to terminate by the end of the year. Given that virtually all activities contemplated under the new strategy had yet to be designed, the review granted only conditional approval of the strategy, pending the development of baselines, targets and performance measures. The requirement to develop these was contained in the cable approving the strategy, which constituted the management contract. Most baselines and targets could not be developed until cooperative agreements for new activities had been awarded, particularly in the case of the rural community development clusters. Because the new microenterprise activity was basically an extension of current activities, targets and performance measurement was simplified. Most activities were either awarded in September, 1997, or since. As of this writing, the oldest of the new cooperative agreements are only three months into implementation, and, with few exceptions, it is too early to track significant performance against targets. The major accomplishment toward achieving the objective and the intermediate results has been simply getting the cooperative agreements and contracts completed and the NGOs and contractors in place and working. However, given that the implementation mechanisms for achieving the objective and all intermediate results are now in place, the prospects for longer term performance appear to be good. *During the past year, progress toward achieving this objective met expectations.*

When the country strategy was presented, it originally contained a fourth special objective, Improved National Policies, which was deleted in the review. The management contract called for the completion of a limited economic policy assessment, to be conducted during the course of the year. Policy dialog and related activities that resulted from the economic policy assessment were to be incorporated into the remaining strategic and special objectives. In August, discussions with the GOL led the Mission to recommend that the assessment be expanded to a much more comprehensive effort that could lead to needed structural adjustment. The commencement of the assessment was delayed until February by extended discussions with the GOL over the parameters of the assessment. If the assessment leads to the policy initiatives anticipated, a new intermediate result 1.3, "Improved Economic Policies," should be added before the next R4 review.

At the time of the country strategy review, a small activity to explore the feasibility of drafting and implementing legislation for the regulation of the Beirut Stock Exchange was in progress. Subsequently, a request was received from the GOL, and the activity was expanded to draft legislation and operating regulations, and to implement the creation of the regulatory

body itself. At present, the law and regulations have been drafted, but the activity may be slowed by the slow journey of the law through the GOL to ultimate passage by Parliament. Nevertheless, the high quality of assistance provided by the consultants has resulted in requests from the Beirut Stock exchange for assistance in privatization of the exchange; design of the trading floor; and skills development. These requests, if approved, would lead to a cost-effective expansion of the activity. During the strategy review, no indicators were discussed or approved for what was, then, a very small exploratory activity. During this R4 review, a decision needs to be made regarding the inclusion of an indicator or indicators to capture this result. The Mission proposes that an intermediate result (1.4), "Expanded Capital Markets," be added.

Similarly, at the time of the country strategy review, USAID was contemplating the funding of an activity to support a request from the GOL for a \$6 million USDA GSM103 loan guarantee for the purchase of 3,000 dairy cattle to help revitalize the dairy industry in Lebanon. The country team had expressed concern that the Ministry of Agriculture did not possess the institutional strength to successfully implement the program, a similar program of cattle imports by IFAD having experienced significant problems. Subsequent to the strategy review, USAID approved an activity through AUB, described in Part I. The GOL has requested and received notification of a new \$15 million GSM loan guarantee in FY 98. It is likely that the GOL will request additional support from USAID. The Mission has informed the Ministry of Agriculture that additional support, if any, would be partial, and conditioned upon a viable plan for the GOL to assume the majority of costs through a sustainable program utilizing income from the sale of the cattle to beneficiaries. The strategy contains no measure for this result, and a decision needs to be made regarding a proposed additional intermediate result (1.5), shown below.

Proposed new intermediate results are:

*IR 1.3: Improved Economic Policies*

*IR 1.4: Expanded Capital Markets*

*IR 1.5: Improved Dairy Production*

Indicators for IRs 1.3 and 1.4 will be developed with the cooperating entities if these proposals are approved. A proposed indicator for IR 1.5 is contained in Annex A, which describes adjustments between current and proposed performance measures.

***Intermediate Result 1.1, Selected Rural Communities Revitalized:*** Five NGOs are presently working in 29 clusters, comprising 226 rural villages. Each has prepared baselines, targets and performance measures that encompass those required by the strategy, but actually go far beyond the indicators in the strategy. A consolidated electronic reporting system has been established to track performance on a monthly basis, and all NGOs are reporting. Each NGO has set up committees of beneficiaries, local officials, and community-based organizations to

choose activities and develop a plan for implementation. To date, 133 activities have been identified, and are either being designed or implemented in 85 villages. Customer feedback in the communities has confirmed that the mix of basic infrastructure, income-producing activities, civic participation, and environmental activities is appropriate. It is significant that after USAID announced this portion of the program, the World Bank began design of a \$90 million rural municipal development project, and the GOL announced plans for massive increased assistance to rural communities. A number of business associations and private companies have approached both USAID and the NGOs to express interest in establishing business linkages with income-producing activities in the clusters. Although donor coordination in Lebanon is generally good, with scheduled bi-monthly meetings of the UN and bilateral donors, the poor performance of a multi-donor, UNDP-led assistance effort in the Bekaa valley drug-eradication areas led UNDP Administrator Gus Speth, to request the USAID Administrator to direct more aid to that area. Accordingly, three of the NGOs are working in 53 villages, covering virtually all of the Baalbek-Hermel region. It is notable that though many of the clusters are within areas heavily populated by supporters of groups hostile to the United States, the NGOs have experienced few problems, and cooperation from citizens sympathetic to these groups has been excellent.

Although it is very early in the strategy period, the level of performance to date of the NGOs would indicate that at least some of the intermediate results will be achieved through FY 2000, most notably improved potable water supply and expansion of cultivation/irrigation. At the same time, it appears from the plans and targets prepared by the NGOs that additional intermediate indicators should be identified prior to the next R4 review. The only impediment to achievement of this IR within the strategy period may be the resource level. Community revitalization is a subjective term, but it appears that even though over two-thirds of all resources planned during the strategy period will be provided for this component, needs will outstrip resources. It should be noted that, should funding become available, the program was designed to accommodate a significant increase in funding levels, with no increase in staff resources. Were that to occur, most resources would go to the existing clusters.

A new activity planned for FY 98, which best fits within this intermediate result, will utilize the Global Bureau's War Victims Fund, matched by USAID/Lebanon funding, to provide \$600,000 in support of a DOD-supported civic affairs de-mining program with the Lebanese Armed Forces (LAF). This activity is included under this IR because, though identification of mined areas is incomplete, many of the known areas containing unexploded mines and other ordnance are in or adjacent to the rural community development clusters. Supporting this activity will, over time, make these areas safe and open additional land for agriculture and other productive uses. Although planning is still in process, it is contemplated that a grant will be made to a US NGO to assist a consortium of universities and community-based organizations to develop a national program that will focus on public awareness and information, while the DOD/LAF effort will focus on the removal of mines. A new indicator is recommended to capture the results of this activity.

***Intermediate Result 1.2, Small and Microenterprise Enhanced:*** At the time of the strategy approval, two grants for microenterprise credit were in effect, though both were due to expire in early 1998. It was anticipated that microenterprise activity would be expanded by making two new grants, and that targets and performance measures be developed based upon those grants. Though only one grant of \$3.1 million was awarded, and the Mission still anticipates awarding at least one additional grant, this IR has made significant progress. A national microfinance institution is now legally operating, making loans, expanding customer service, creating new beneficiary groups, and making progress toward self-sufficiency. Baselines, targets and performance measures have been established, and are being achieved, with 256 new women's groups being organized for lending and savings. The loan repayment rate is nearly 100%. The other existing grant, while exceeding the grant targets, cannot expend all funds by the March, 1998 end date. The NGO has requested an extension of the existing grant.

Following a microenterprise workshop, jointly funded by USAID, the World Bank, and the Lebanese Banker's Association, the Mission has been advised that it will be receiving from US NGOs two unsolicited proposals for micro-lending. Customer feedback played a significant part in designing into the new lending program credit windows that offer larger credits than those generally offered under the group-lending model. Yet, it also confirmed, contrary to criticism from sources within the GOL, that the basic group-lending model and loan amounts are sound; and that these programs are particularly appropriate for and beneficial to women. While this model is viable and effective, one of the anticipated unsolicited proposals will likely propose a completely different approach, through the commercial banking system, which has already been field-tested by the NGO and offers great promise. Preliminary discussions have already been held with the Global Bureau Economic Growth Center to access up to \$1 million of the Prime Fund, which the Mission would match for this activity.

Overall, progress toward the achievement of this intermediate result is satisfactory. It is too early to project whether the annual targets will be exceeded and the result achieved in FY 2000, but all indications are that the result will be achieved within the longer strategy period. If additional funds can be obtained from the Prime Fund, resource levels allocated for this intermediate result will be adequate.

***Intermediate Result 1.3, Business/University Linkages Established:*** This intermediate result was based upon an anticipated cooperative agreement with LAU. At the time, it was thought that a major component of the proposal would be a business incubator. When the proposal was received and reviewed, it was judged that the business incubator was neither cost effective or likely to achieve either desirable or measurable results. However, the indicators for this IR were already designed around the business incubator. The cooperative agreement, awarded in September, 1997, funds a two-year program of research and development conferences, training in quality management and international certification and distance education. The Mission recommends that an indicator, "persons participated in outreach

activities," be incorporated at the objective level, and that, as discussed above, IR 1.3 be changed to "Improved Economic Policies."

LAU, under an earlier grant, had adequate time and resources to prepare for a rapid start to implementation of its new cooperative agreement, but reacted slowly. The Mission was initially unhappy with results, but implementation has now improved, with one quality management conference held in January, and seven training workshops scheduled for February-March. However, there remains concern about the cost-effectiveness of the LAU program, and the opportunity-cost. It is anticipated that LAU will soon present a proposal for additional funding, and it will be carefully reviewed by USAID against LAU's performance and the value of proposed activities compared to other requirements.

***Environmental Compliance:*** For the last several years, Lebanon has been accorded "notwithstanding" authority in the Foreign Appropriations Act. The General Counsel has determined that this applies to 22 CFR 216. Nevertheless, four pilot environmental assessments have been performed in four representative community development clusters, and kits have been prepared to permit the respective NGOs to perform environmental assessments in the remaining community clusters. The purpose of these environmental assessment is substantive compliance with 22 CFR 216 and the identification of environmental activities.

## PERFORMANCE DATA TABLE

<b>LEBANON FY 2000 R4</b>				
<b>Strategic Objective 1: RECONSTRUCTION AND EXPANDED ECONOMIC OPPORTUNITY</b>				
<b>Indicator 1.1: Number of targeted communities revitalized</b>				
<b>Unit of Measure:</b> Composite of factors to be determined, involving occupancy, services, and economic activity.		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Surveys by cooperating NGOs or GOL agencies.				
<b>Comments:</b> As implementing NGOs advance in their work, USAID will work with them to develop a composite indicator based on experience.	<b>Baseline</b>			
	<b>0</b>	<b>1998</b>	<b>15%</b>	
		<b>1999</b>	<b>30%</b>	
		<b>2000</b>	<b>60%</b>	
		<b>2001</b>	<b>80%</b>	
	<b>Target</b>	<b>2002</b>	<b>100%</b> <b>(222)</b>	

## PERFORMANCE DATA TABLE

LEBANON	Date/Month SO approved: 3/21/97			
<b>STRATEGIC OBJECTIVE 1: RECONSTRUCTION AND EXPANDED ECONOMIC OPPORTUNITY</b>				
<b>Indicator 1.2:</b> Number of informal sector loans delivered				
<b>Unit of Measure:</b> Number of loans provided to low income entrepreneurs (measured by 2 units: Number of loans outstanding at the end of the reporting period = beneficiary level; and annual total number of loans issued (transactions))		<b>Year</b>	<b>Planned</b> Loans out/total transactions	<b>Actual</b>
<b>Source:</b> NGOs and banks				
<p><b>Comments:</b> Poverty lending program statistics are readily available and shown here; new small business loan program is to be designed and will have measures and sources identified at that time.</p> <p>Baseline figure is based on existing program of Catholic Relief Services (CRS) and Save the Children (SCF). CRS' program will end in 1998, but SCF, with additional funding, will continue to expand the activity.</p>	<b>Baseline</b>			
	Loans out/ total transactions			
	3,543/4000	1997		3,543
	3,543/4000	1998	2,560/6180	
		1999	3,470/8586	
		2000	4,440/11097	
	<b>Target</b>	2001	4,730 /28139	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.1: Selected Rural Communities Revitalized</b>				
<b>Indicator 1.1.1: Number of families resettled in target communities</b>				
<b>Unit of Measure:</b> Homes rebuilt and occupied by families displaced during war.		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Ministry of Displaced data, validated by NGOs				
<b>Comments:</b> Baseline and targets to be set by cooperating NGOs during FY 98, Information based upon pre-war levels of population being compiled by NGOs.				
	<b>Baseline</b>			
		1998		
		1999		
		2000		
	<b>Target</b>	2001		

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.1: Selected Rural Communities Revitalized</b>				
<b>Indicator 1.1.2: Incremental number of hectares irrigated/cultivated with USAID assistance</b>				
<b>Unit of Measure:</b> Hectares in cultivation.		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Farmers in communities reporting to NGOs and shared reporting system.				
<p><b>Comments:</b> Targets are based on NGOs' proposals and initial community surveys. They may be adjusted (probably upward) by the next R4.</p> <p>Activity is beginning, with NGOs planning activities in all 30 clusters/ 220 villages and already designing or executing 133 activities in 85 villages.</p> <p>A shared data reporting system is in operation, and progress data for the next R4 will be provided through it.</p>				
	<b>Baseline</b>	1997		
	<b>0</b>	1998	<b>4,107</b>	
		1999	<b>10,311</b>	
		2000	<b>16,498</b>	
		2001	<b>22,721</b>	
	<b>Target</b>	<b>2002</b>	<b>28,589</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>		Date/Month SO approved: 3/21/97		
<b>INTERMEDIATE RESULT 1.1: Selected Rural Communities Revitalized</b>				
<b>Indicator 1.1.3: Number of families with improved potable water supply</b>				
<b>Unit of Measure:</b> Number of beneficiary families with piped water consumed in homes located in USAID-supported rural communities		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> NGO surveys and shared reporting system				
<p><b>Comments:</b> Targets are based on NGOs' proposals and initial community surveys. They may be adjusted (probably upward) by the next R4.</p> <p>Activity is beginning, with NGOs planning activities in all 30 clusters/ 220 villages and already executing 133 activities in 85villages.</p> <p>A shared data reporting system is in operation, and progress data for the next R4 will be provided through it.</p>				
	<b>Baseline</b>			
	<b>0</b>	<b>1997</b>		
		<b>1998</b>	<b>4,871</b>	
		<b>1999</b>	<b>7,909</b>	
		<b>2000</b>	<b>10,945</b>	
		<b>2001</b>	<b>13,982</b>	
	<b>Target</b>	<b>2002</b>	<b>16,364</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.2: Small and microenterprise enhanced</b>				
<b>Indicator 1.2.1: Number of clients served</b>				
<b>Unit of Measure:</b> Individuals or groups served by USAID-supported lending programs		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> NGOs [future: banks engaged in program]				
<p><b>Comments:</b> We are presently measuring women's lending and savings groups rather than individuals. The Small Enterprise program is to be designed early in 1998; units and sources will be refined as needed at that time.</p>				
	<b>Baseline</b>			
		1997		299 groups
	299	1998	256 groups	
		1999	347 groups	
		2000	444 groups	
	<b>Target</b>	<b>2001</b>	<b>473 groups</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.2: Small and Microenterprise Enhanced</b>				
<b>Indicator 1.2.2: Loan repayment rate</b>				
<b>Unit of Measure:</b> Percentage paid of scheduled loan repayment		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> NGOs [future: and banks]				
<b>Comments:</b> We are presently measuring activity with women's lending and savings groups rather than individuals. The Small Enterprise program is to be designed early in 1998; units and sources will be refined as needed at that time.				
	<b>Baseline</b>	1997		99.8%
	99.8%	1998	99.6%	
		1999	99.6%	
		2000	99.6%	
	<b>Target</b>	<b>2001</b>	<b>99.6%</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.2: Small and Microenterprise Enhanced</b>				
<b>Indicator 1.2.3: Lender profitability ratio</b>				
<b>Unit of Measure:</b> percentage		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> NGO reports (microfinance)				
<p><b>Comments:</b> This measures the performance of the sponsor of women's lending and savings groups. The Small Enterprise program is to be designed early in 1998; units and sources will be refined as needed at that time.</p>				
	<b>Baseline</b>			
		1997		40.48%
	40.48%	1998	59.25%	
		1999	81.01%	
		2000	97.10%	
	<b>Target</b>	<b>2001</b>	<b>104.19%</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.3: Business/University Linkages Established</b>				
<b>Indicator 1.3.1: Number of firms in LAU business incubator</b>	<b>PROPOSED FOR ELIMINATION</b>			
<b>Unit of Measure:</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b>				
<b>Comments:</b>  Business outreach activity is now research conferences, training of business leaders, and technical seminars.	<b>Baseline</b>			
	<b>Target</b>			

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>INTERMEDIATE RESULT 1.3: Business/University Linkages Established</b>				
<b>Indicator 1.1.3.2: Gross sales of firms in business incubator</b>	<b>PROPOSED FOR ELIMINATION</b>			
<b>Unit of Measure:</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b>				
<b>Comments:</b>  Business outreach activity is now research conferences, training of business leaders, and technical seminars.	<b>Baseline</b>			
	<b>Target</b>			

***Special Objective 2: Increased Effectiveness of Selected Institutions Which Support Democracy***

***During the past year, progress toward achieving this objective met expectations.*** When the country strategy was approved, this special objective and the results indicators were based entirely upon the four-year effort of a single NGO, working with the Parliament, the control boards, namely the Civil Service Board (CSB), Central Inspections Board (CIB), and General Accounting Office (GAO) and Office of the Minister of State for Administrative Reform (OMSAR). The Ministry of Finance (MOF) had become an additional counterpart for one sub-activity. During the civil war, the physical structures of all of these institutions were either damaged or destroyed, workers were unpaid for months or simply left, records were destroyed, and the institutions themselves either ceased to function or lost credibility. The point of entry for this activity has been the installation of basic modern information systems (word processing, electronic mail, data bases) to simply put key agencies of the GOL back in business and improve their efficiency and effectiveness.

In the process of meeting these needs, a number of other benefits have occurred. Outdated and cumbersome procedures have been streamlined; and staff have been trained in use and maintenance of office automation and information systems (data bases, tracking systems for cases, laws, and other actions). Senior civil servants and Parliament members and their staffs have travelled to the US for policy dialogues to learn about government reengineering, customer service, quality management, transparency of decision-making, and other contemporary public sector management values and concepts. USAID was asked by the Minister for Administrative Reform to work on information technology policy, civil service reforms, and financial planning and management. In the Parliament, information systems and two senior members' study trip to visit US federal and state-level legislatures have opened the door to rationalizing the work of key committees, moving toward opening their work to public hearings; installing an electronic voting system; and setting up for the first time a data base of existing laws that improves the quality (and minimizes conflicts and duplication) of law-making. The progress of bills through the committees and debates can now be tracked electronically.

More specifically, these are significant results from the last year's efforts, with special focus on the control boards:

- Using the first-ever updated, accurate data base of all GOL employees, the Civil Service Board can better and more quickly meet needs of line ministries and specialized agencies by processing in hours or days, rather than weeks or months ( or not at all) examination results, appointments, retirements, transfers, promotions, and all other matters of personnel administration. The CSB has also established an Internet web site, where potential employees can learn of job openings, check the results of their examinations, and the public can learn of other work of the Board. It is now anticipated that within one year the GOL will adopt the modern personnel performance evaluation system designed by CLD/SUNY.

- The Central Inspections Board (CIB) is responsible for administrative oversight and coordination, as well as the organization and execution of public tenders. It has now established permanent inspection commissions composed of financial, administrative, and engineering inspectors in various GOL ministries and agencies. The Board has cleared up the backlog of inspections that occurred during the vacancy in the chairmanship (1996-97). The capacity of the Board to exert oversight has been enhanced by its case decisions data base and case tracking system, as well as decrees that reinforced its autonomy and protection against political influence. The CIB has also established a web site, which can be used by citizens to file complaints about government programs and behavior of officials.
- The Government Accounting Office (GAO) is responsible for pre- and post-audit administrative control, and has jurisdiction over government employees and accounts. It also provides consultative services to Ministries and other government agencies. Most post-audit functions ceased as a result of the war. With the introduction of automation, the GAO is able to draw on a new legal database, a case tracking system, and basic office automation to take a more active role and manage a larger case load.

In the next phase, the focus will shift away from assisting the control boards, as discussed below. USAID assistance has helped restore them and give them new autonomy, effectiveness and legitimacy.

An unexpected request, which was accommodated during the past year under the cooperative agreement with CLD/SUNY, was the GOL's need for support to formulate a standard budget approach (allowing analysis of programs as well as global line items). The first standardized, automated budget system for the GOL has 4 components: (1) A central component to be installed in the Ministry of Finance; (2) an Agency component to be installed in each Ministry and national entity (50 systems in about 40 institutions) ; (3) an auditing component to be installed in the GAO, and (4) a formulation and oversight component for the Parliament. The Ministry of Finance is completing testing of the system offered by CLD/SUNY, and final acceptance is expected by Spring of 1998. At the same time, the Office of the Minister of State for Administrative Reform (OMSAR) is procuring systems installation proposals for the agency components. This system may be extended for use by local government, and can contribute not only to efficiency, but to effectiveness and openness of governance. CLD/SUNY will phase out of this work shortly.

The transparency afforded by websites installed in the Parliament and key agencies are an innovation in Lebanon, and the Speaker of the Parliament has indicated that he wants even more transparency and constituent services through the Internet. Recently, a pilot activity with the Tripoli Bar Association, at its request, established a website that ties the association to the system of legal gazettes, provides a local area network and e-mail, and permits lawyers in this regional center to have instant access to Parliament and the control boards.

Subsequent to the approval of the country strategy, it was determined that while assistance to the control boards had been successful, support from other donors, namely the World Bank, was available for them. As stated earlier, they are at a level of proficiency which argues for termination of USAID support. As the grant to the NGO was set to end in March, 1998, a decision was made to phase out of work with the control boards, and to concentrate future assistance on the Parliament and support for the Ministry of Municipalities and Rural Affairs (MOMRA), following municipal elections in mid-1998, and to implement pilot programs in selected municipal governments chosen from the USAID rural community development clusters. The cooperation will include creating essential information systems, training elected and appointed officials, and putting decentralization into practice. Work with the Parliament will continue as it moves into a new building and takes on an expanded role in responding to constituents and oversight of budgets and programs. USAID will continue to support Parliament to improve its performance in public policy, budget analysis and ratification, executive oversight, and constituent services through institutional support, strengthening of key committees, and strengthening of the leadership and key committee members.

MOMRA is a relatively new ministry, which shares responsibility for oversight of local government with the Ministry of Interior. There have been no municipal elections since 1963, and at present, over 40% of municipal councils are dissolved. Once municipal elections are held, the municipal councils will have increased responsibility, but will still be plagued by excessive administrative and financial controls, deficiencies in human resources, inadequate or nonexistent administrative and information systems, and inadequate financial systems. Extensive consultations with, and feedback from, MOMRA, other donors, Members of Parliament, local municipal leaders, and NGOs make a convincing argument that assistance to improve the capability of the GOL to serve the new municipal councils. Improvement of the capabilities of the municipal councils themselves, will be one of the most significant challenges for Lebanon during the strategy period. Accordingly, a new cooperative agreement with CLD/SUNY will provide assistance to improve the capabilities of MOMRA to serve the municipalities, and will attempt to eliminate the above mentioned shortcomings of local government in up to 20 pilot municipalities during the strategy period.

Accordingly, the Mission is proposing that the following intermediate results be added to this special objective:

*IR 2.1: MOMRA has developed qualified human resources and information systems to provide technical assistance and coordination, and is able to disseminate relevant information to municipalities in an effective and timely fashion.*

*IR 2.2: Key central agencies have developed information systems relevant to local government budgeting, administrative and financial oversight functions; and simplified procedures/transactions related to local government.*

*IR 2.3: Pilot municipalities have developed budget and planning capabilities and modern information systems to facilitate communications with relevant central government agencies, and are providing constituent services effectively and fairly.*

*IR 2.4: Parliament is informed on policy options, served by organized/qualified staff utilizing modern information systems; conducting business transparently; and communicating with constituents in a timely fashion.*

***Indicators for these proposed IRs are provided in Annex A.***

The 1997 country strategy review and cable required the Mission to conduct a democracy and governance assessment. Due to various considerations, it was not possible to schedule the assessment until March, 1998. The review will examine five areas: Consensus; Rule of Law; Competition; Inclusion; and Good Governance. Based upon this review, an analysis of the current situation and the USAID program, the assessment may make recommendations for adjustments to the country strategy and program. It is possible that the assessment may result in additional activities under this special objective; however, given the limited staff and capacity of the program to absorb new activities, it is recommended that careful consideration be given to any additions, and that they be limited to one activity.

The performance targets pertaining to the control boards will be met by FY 2000. The prognosis for achieving the objective within the strategy period, at the resource level contemplated, is good--with the caveat that an additional activity, as yet unidentified, may be added in FY 99.

***Environmental Compliance:*** For the last several years, Lebanon has been accorded "notwithstanding" authority in the Foreign Appropriations Act. The General Counsel has determined that this applies to 22 CFR 216. There are no environmental compliance issues that pertain to this special objective.

## PERFORMANCE DATA TABLE

<b>LEBANON</b> FY 2000 R4	Date/Month SO approved: 3/21/97			
<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY</b>				
<b>Indicator 2.1: Percent of Parliament's Focus Committees' recommendations approved in GOL budget</b>				
<b>Unit of Measure: Percent</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Bill and budget content tracking system established by CLD/SUNY. (Interviews and annual reports).				
<p><b>Comments:</b> This indicator will show how the Parliament, through the Budget and Administrative committees' work, takes a more active role in budget formulation, rather than rubber stamping what the Council of Ministers presents.</p> <p>The Budget Committee holds an average of 30 sessions to study the budget. More than 50 members from outside the Budget Committee attend the committee meetings. The recommendations for change are measured by the number of articles modified or deleted from the government's proposed budget by the time it is finally voted in the full session of Parliament.</p>				
	<b>Baseline</b>			
		1997		42%
	42%	1998	50%	
		1999	50%	
		2000	50%	
	<b>Target</b>	<b>2001</b>	<b>50%</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON FY2000 R4</b>		Date/Month SO approved: 3/21/97		
<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY</b>				
<b>Indicator 2.2: Progress on GOL-wide budget system resulting from Information Technology Policy Report</b>				
<b>Unit of Measure:</b> Budget software developed and accepted based on modern GOL specifications (qualitatively assessed on an annual basis)		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> CLD/SUNY, Ministry of Finance, and Parliament annual reports.				
<p><b>Comments:</b> The first standardized, automated budget system for the GOL has 4 components: (1) A central component to be installed in the Ministry of Finance; (2) an Agency component to be installed in each Ministry and national entity (50 systems in about 40 institutions); (3) an auditing component to be installed in the GAO, and (4) a formulation and oversight component for the Parliament. The Ministry of Finance is completing testing of the system offered by CLD/SUNY, and final acceptance is expected by Spring of 1998. At the same time, the Office of the Minister of State for Administrative Reform (OMSAR) is procuring systems installation proposals for the agency components.</p> <p>This system may be extended for use by local government, and while the measure here is delivery of the software, the activity will also monitor the pace of installation and utilization of this system, which will contribute not only to efficiency, but to effectiveness and openness of governance.</p>				
	<b>Baseline</b>			
	0	1997		
	<b>Target</b>	1998	1	1

## PERFORMANCE DATA TABLE

<b>LEBANON</b>		Date/Month SO approved: 3/21/97		
<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY</b>				
<b>Indicator 2.3: Percent of CSB operations conducted electronically</b>				
<b>Unit of Measure:</b> Percent of reports, correspondence, and interagency communications		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> CSB reports and records summarized by CLD/SUNY	<b>Baseline</b>			
<b>Comments:</b> Using the first-ever updated, accurate data base of all GOL employees, the Civil Service Board can better and more quickly meet needs of line ministries and specialized agencies by processing in hours or days, rather than weeks or months ( or not at all) examination results, appointments, retirements, transfers, promotions, and all other matters of personnel administration. The CSB is also responsible to ensure that quasi-governmental agencies and large municipalities follow the rules when hiring employees. This is less than 10% of the CSB operations, which will soon be automated with a minimum of outside assistance.	0	1995		
		1996		50%
		1997		85%
		1998	90%	
	<b>Target</b>	<b>1999</b>	<b>100%</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>		Date/Month SO approved: 3/21/97			
<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY</b>					
<b>Indicator 2.4: Number of CIB inspections that become cases</b>					
<b>Unit of Measure:</b> Number of cases processed		<b>Year</b>	<b>Planned</b>	<b>Actual</b>	
<b>Source:</b> CLD/SUNY and CIB joint tracking system	<b>Baseline</b>			.	
<p><b>Comments:</b> The Central Inspections Board (CIB) is responsible for administrative oversight and coordination, as well as the organization and execution of public tenders. It has established permanent inspection commissions composed of financial, administrative, and engineering inspectors in various GOL ministries and agencies.</p> <p>The previous Chairman of the CIB retired in early 1996, and a new Chairman was appointed in November 1997. During that period the Board could not legally rule on any of the files submitted as completed by the inspectors. In the last two months of 1997 the backlog was largely cleared up and the Board took over 200 decisions. The capacity of the Board to exert oversight has been enhanced by its information technology as well as decrees that reinforced its autonomy and protection against political influence.</p>	760	1995			
			1996-97		1088
			1998	1500 cases	.
	<b>Target</b>	<b>1999</b>	<b>2000 cases</b>		

## PERFORMANCE DATA TABLE

<b>LEBANON</b>		Date/Month SO approved: 3/21/97			
<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY</b>					
<b>Indicator 2.5: Number of GAO cases reaching decision</b>					
<b>Unit of Measure:</b> Number		<b>Year</b>	<b>Planned</b>	<b>Actual</b>	
<b>Source:</b> CLD/SUNY and GAO joint tracking system	<b>Baseline</b>				
<p><b>Comments:</b> The Government Accounting Office (GAO) is responsible for pre- and post-audit administrative control, and has jurisdiction over government employees and accounts. It also provides consultative services to Ministries and other government agencies. Most post-audit functions ceased as a result of the war. In 1995, for the first time in years, the GAO issued three reports dealing with “free” schools, government automobiles, and income taxes.</p> <p>With the introduction of automation, the GAO is able to draw on new data bases, a case tracking system, and basic office automation to take a more active role and manage a larger case load, leading to more decisions and judgements on GOL financial management issues.</p>		1995			
		1996		1309	
		1997		1700	
		1998	2000		
		<b>Target</b>	<b>1999</b>	<b>2500</b>	

### ***Special Objective 5: Improved Environmental Practices***

As indicated in the Overview, pre-war Lebanon still enjoyed a reputation for clean air and water, and a diverse, physically beautiful land resource where agriculture was in harmony with the environment. During the civil war, massive migration to the cities resulted in abandonment of agricultural lands and unrestrained building along the coastal zone and in the mountains overlooking Beirut and its suburbs. Lebanon is one of the few countries in the Middle East with sufficient rainfall, but erosion, untreated wastes, and consequent pollution of aquifers has dramatically altered the viability of that resource. Agricultural areas that have traditionally been in harmony with the environment, and have sustained themselves for thousands of years, are now abandoned wastelands. The automobile has proliferated as urban populations have exploded, giving the coastal cities severe problems with air pollution. This special objective was incorporated into the country strategy as a result of feedback from a November, 1996 workshop with NGO partners from Lebanon, and a validation assessment that was performed in February, 1997. The activities that support it consisted, at that time, of the three-year-old program with AUB to strengthen its environmental research programs and laboratories, and the (then) prospective environmental activities under the rural community development clusters. With a recent grant to AUB, the environmental core laboratory is fully operational, and indeed began offering in 1997 some 35 EPA-standard tests of water and soil. Improvements planned in 1998 will permit a three-fold increase in the volume of testing, and give the laboratory the capacity to test air samples. This is the only analytical laboratory in Lebanon able to measure the whole array of environmental contaminants at trace levels. With a new graduate program in environmental sciences, AUB should have increasing impact on a range of environmental problems and issues. The relevant performance measures for this objective have been achieved, with 2 research projects completed by the core laboratory in 1997; 3,000 spot checks of water quality conducted; and 417 hazardous substance samples analyzed.

At the time of the strategy review, a generic indicator (*3.5: Land area in rural communities restored to or placed in environmentally managed use*), meant to apply to environmental improvements in the then unidentified rural community development clusters, was approved, with the caveat contained in the cable that baselines, targets and performance measures would have to be developed. These have now been developed; and while four of the NGOs have been operating only four months, and one will sign its cooperative agreement in February, there are already new lands being placed in environmentally managed use. More importantly, the NGOs have identified sustainable agricultural activities that will restore marginal or abandoned lands to production, and have worked with local committees and community-based organizations to identify specific environmental activities. An environmental team from the Global Bureau Environmental Center worked with the local communities and the NGOs to complete four environmental assessments within four clusters that represent exemplar geographic/climatic/topographic zones in Lebanon. From this, kits were developed to enable the NGOs to perform environmental assessments in each cluster. From these will come

further refinement of proposed infrastructure and income-generating activities, as well as the identification of environmental activities.

A second team from the Environmental Center held two workshops of environmental leaders, government agencies, universities and NGOs, as well as desk reviews of prior environmental studies. The purpose of this effort was to recommend to USAID possible areas of additional involvement under this special objective. The report was reviewed in USAID/W and at the Mission, and offered six possible areas of involvement by USAID that could have a significant and long-lasting effect. After careful consideration, the Mission has selected low-cost waste disposal in rural areas. This activity would introduce low-tech/low-cost collection and treatment of wastewater, as well as sanitary land-fills in the rural community development clusters. It fits well with the work in the rural development clusters, draws on expertise that has been enhanced at AUB, and is consistent with expected resource levels. The activity would utilize environmental assessments that are already contemplated, have maximum involvement of local partners that already exist, and have a strong potential for replication in all rural areas through national policy reform. The intent is to influence GOL plans for waste management by demonstrating reduced construction and operating costs, while having an immediate and beneficial result in the pilot clusters and watersheds.

***During the past year, progress toward achieving this objective met expectations.*** However, what began as a special objective with limited anticipated results has now developed, as a result of the above mentioned workshops and report, into a more substantial program. It is recommended that the following three intermediate results be added, with the indicators found in the strategic framework:

- IR 5.1: AUB provides environmental testing services to GOL and private sector.*
- IR 5.2: Land areas in rural community clusters are placed in environmentally managed use.*
- IR 5.3: Appropriate solid waste and wastewater treatment methodologies introduced.*

*The indicators for these IRs are contained in Annex A.*

Substantial achievement of IR 5.1 should be achieved by FY 2000. Significant achievement of IR 5.2 will be achieved by the end of FY 2000. The prognosis for achieving this objective within the strategy period and resource levels without further adjustment is excellent.

***Environmental Compliance:*** For the last several years, Lebanon has been accorded "notwithstanding" authority in the Foreign Appropriations Act. The General Counsel has determined that this applies to 22 CFR 216. Nevertheless, the USAID/Lebanon program is making every effort to comply with the substantive requirements of 22 CFR 216.

## PERFORMANCE DATA TABLE

LEBANON FY 2000 R4	Date/Month SO approved: 3/21/97			
<b>SPECIAL OBJECTIVE 3 (now 5): IMPROVED ENVIRONMENTAL PRACTICES</b>				
<b>Indicator 5.1: Number of technical assistance activities conducted by the AUB Environmental Program</b>				
<b>Unit of Measure:</b> Number		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Records of Vice President for External programs				
<p><b>Comments:</b> This indicator is dependent on GOL interest and, more problematic, the availability of funding to fully compensate AUB for technical studies, monitoring of environmental conditions, training of public sector employees, and advisory services. The University is undertaking research projects with other grant funding in such areas as trace metals in potable water and plants, pesticides in potable water, and screening for lead toxicity in children. The results of such research are available for use by public officials, but such uses are not easily tracked or available to the USAID reporting system.</p>				
	<b>Baseline</b>			
	0	1997		
		1998	5	
		1999	10	
		2000	20	
	<b>Target</b>	<b>2001</b>	<b>25</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved:			3/21/97
<b>SPECIAL OBJECTIVE 3 (now 5): IMPROVED ENVIRONMENTAL PRACTICES</b>				
<b>Indicator 5.2: Level of utilization of the Core Environmental Lab</b>				
<b>Unit of Measure:</b> Number of students from different AUB faculties conducting tests or experiments in CEL.		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Lab schedules and AUB reports				
<p><b>Comments:</b> This one of three environmental laboratories at AUB (the others are Environmental Engineering and GIS) that have been upgraded with equipment and staff development using USAID funding.</p> <p>Two faculty-graduate student research activities, both by the Agriculture and Food Sciences faculty, were carried out last year. More work by other faculties is planned.</p>				
	<b>Baseline</b>	1997		2
	2	1998	9	
		1999	12	
	<b>Target</b>	<b>2000</b>	<b>14</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>		Date/Month SO approved: 3/21/97		
<b>SPECIAL OBJECTIVE 3 (now 5): IMPROVED ENVIRONMENTAL PRACTICES</b>				
<b>Indicator 5.3: Number of spot-check samples of water quality</b>				
<b>Unit of Measure:</b> samples recorded		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Engineering Lab records	<b>Baseline</b>			
<p><b>Comments:</b> The number of samples to be collected in 1996 and 1997 are higher than in subsequent years because it is necessary to first establish a proper statistical base. Once this is done, AUB will collect a smaller number of samples in the following years to do longitudinal analysis.</p> <p>AUB will prepare duplicate matches of all its samples in the first two years. In the following years it will spot-check 10% of its samples to assure quality. If accuracy is below U.S. EPA standards, AUB will provide supplemental training to sample collectors.</p>	<b>0</b>	1995		
		1996	2000	2000
		1997	3000	3000
		1998	300-500	
		1999	300-500	
	<b>Target</b>	<b>2000</b>	<b>300-500</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>		Date/Month SO approved: 3/21/97		
<b>SPECIAL OBJECTIVE 3 (now 5): IMPROVED ENVIRONMENTAL PRACTICES</b>				
<b>Indicator 5.4: Number of samples monitoring hazardous substances</b>				
<b>Unit of Measure:</b> Number per year		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> AUB				
<p><b>Comments:</b> Similarly to the approach used with Indicator 3.3., the number of samples to be collected in 1996 and 1997 is higher than in subsequent years because it is necessary to first establish a proper statistical base. Once this is done, AUB will collect a smaller number of samples in the following years to do longitudinal analysis.</p> <p>AUB will prepare duplicate matches of all its samples in the first two years. In the following years it will spot-check 10% of its samples to assure quality. If accuracy is below U.S. EPA standards, AUB will provide supplemental training to sample collectors.</p>	<b>Baseline</b>			
	0	1996		0
		1997	700	417
		1998	200-300	
		1999	200-300	
	<b>Target</b>	<b>2000</b>	<b>200-300</b>	

## PERFORMANCE DATA TABLE

<b>LEBANON</b>	Date/Month SO approved: 3/21/97			
<b>SPECIAL OBJECTIVE 3 (now 5): IMPROVED ENVIRONMENTAL PRACTICES</b>				
<b>Indicator 5.5: Land area in rural communities restored to or placed in environmentally managed use PROPOSED FOR CHANGE TO I.R.</b>				
<b>Unit of Measure:</b> Annual percentage increase		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> NGOs				
<b>Comments:</b> See narrative: Mission proposes that this become an intermediate result with 2 indicators, one for land in cultivation and one for land in environmental management.				
	<b>Baseline</b>			
	0	1997		
		1998		
		1999		
		2000		
		2001		
	<b>Target</b>	2002		

# **ANNEX A:**

## **Status and Proposed Changes to IRs and Indicators**

Lebanon R4 FY 2000: Part II Annex A

Status and Proposed Changes to IRs and Indicators

<u>Existing measures</u>	<u>Proposed Changes</u>
<p><b><i>SO 1: Reconstruction and Expanded Economic Opportunity:</i></b>  <b>Indicator 1.1:</b> Number of targeted communities revitalized  <b>Indicator 1.2:</b> Number of informal sector loans delivered</p> <p><b>IR 1.1:</b> Selected Rural Communities Revitalized  <b>Indicator 1.1.1:</b> Number of families resettled in target communities  <b>Indicator 1.1.2:</b> Incremental number of hectares irrigated/cultivated with USAID assistance  <b>Indicator 1.1.3:</b> Number of families with improved potable water supply</p> <p><b>IR 1.2:</b> Small and microenterprise enhanced  <b>Indicator 1.2.1:</b> Number of clients served  <b>Indicator 1.2.2:</b> Loan repayment rate  <b>Indicator 1.2.3:</b> Lender profitability ratio</p> <p><b>IR 1.3:</b> Business/University Linkages Established  <b>Indicator 1.3.1:</b> Number of firms in LAU business incubator  <b>Indicator 1.3.2:</b> Gross sales of firms in business incubator</p>	<p><u>Propose additional IRs/Indicators:</u>  <b><i>IR 1.3: Improved Economic Policies (indicators to be identified)</i></b>  <b><i>IR 1.4: Expanded Capital Market (indicators to be identified)</i></b>  <b><i>IR 1.5: Improved Dairy Production</i></b>  <i>1.5.1 Total volume of milk produced per year from USDA cows</i></p> <p><u>Propose to replace IR 1.3 and indicators with one objective level indicator:</u>  <i>1.3: Number of businesspersons trained in quality management and ISO 9000 quality standards</i></p>

<u>Existing measures</u>	<u>Proposed Changes</u>
<p><b><i>Special Objective 2: Increased Effectiveness of Selected Institutions Which Support Democracy</i></b></p> <p><b>Indicator 2.1:</b> Percent of Parliament's Focus Committees' recommendations approved in GOL budget</p> <p><b>Indicator 2.2:</b> Progress on GOL-wide budget system resulting from Information Technology Policy Report</p> <p><b>Indicator 2.3:</b> Percent of CSB operations conducted electronically</p> <p><b>Indicator 2.4:</b> Number of CIB inspections that become cases</p> <p><b>Indicator 2.5:</b> Number of GAO cases in which decisions are rendered</p>	<p><u>Incorporated in Proposed changes to IR/Indicators shown below (2.4)</u></p> <p><u>Drop reporting on indicators 2.2 - 2.5 after FY 1999</u></p> <p><u>Proposed Intermediate Results/indicators</u> to reflect new focus on local government:</p> <p><b><i>IR 2.1: MOMRA providing technical assistance and information to municipalities</i></b></p> <p><i>2.1.1: MOMRA employees provide training/ technical assistance to municipalities.</i></p> <p><i>2.1.2 :Information System is operative.</i></p> <p><b><i>IR 2.2: Improved operation of central agencies to support local government budgeting, administrative and financial management.</i></b></p> <p><i>2.2.1: Central agencies/ministries disseminating information related to local government.</i></p> <p><i>2.2.2: Local government and citizens are using this information.</i></p> <p><b><i>IR 2.3: Pilot municipalities are able to interact with central government agencies, and provide services effectively and fairly.</i></b></p> <p><i>2.3.1: Municipalities have adopted and use the automated budget system.</i></p> <p><i>2.3.2: Time used to complete transactions is reduced</i></p>

<u>Existing measures</u>	<u>Proposed Changes</u>
<i>SO2 Cont.</i>	<p><b><i>IR 2.4: Parliament is informed on various policy options offered by qualified staff and able to oversee government budget.</i></b></p> <p><i>2.4.1: Professional staff analyses delivered to members of Parliament and committees.</i></p> <p><i>2.4.2: Members of Parliament use bill drafting services</i></p> <p><i>2.4.3: Members of Parliament use the automated budget system</i></p> <p><i>2.4.4: Percent of Parliament's Focus Committees' recommendations approved in GOL budget</i></p>
<i>Special Objective 3 - Enhanced Capacity of US-Based Universities to Support Lebanon's Development</i>	<i>Eliminated (made part of other objectives) during 1996-97 strategy revision.</i>
<i>Special Objective 4: Improved National Policies</i>	<i>Eliminated (made part of other objectives) during 1996-97 strategy revision.</i>

<u>Existing measures</u>	<u>Proposed Changes</u>
<p><b><i>Special Objective 3: Improved Environmental Practices</i></b>  <b><i>Indicator 3.1: Number of technical assistance activities conducted by the AUB Environmental Program</i></b>  <b><i>Indicator 3.2: Level of utilization of the core Environmental Lab</i></b>  <b><i>Indicator 3.3: Number of spot-check samples of water quality</i></b>  <b><i>Indicator 3.4: Number of samples monitoring hazardous substances</i></b></p>	<p><u><i>Should be numbered SpO5.</i></u>   <u><i>Propose to revise measurement of the new SpO as follows:</i></u>  <i>Establish IRs and indicators:</i>  <b><i>IR 5.1: AUB provides environmental testing services to GOL and private sector.</i></b>  <i>(with indicators at left re-numbered as 5.1.1 through 5.1.4)</i>  <b><i>I.R 5.2: Land areas in rural community clusters are placed in environmentally managed use.</i></b>      5.2.1 <i>Number hectares restored to sustainable agriculture</i>      5.2.1 <i>Number hectares dedicated to environmental use</i>  <b><i>IR 5.3 Appropriate solid waste and wastewater treatment methodologies introduced</i></b>      5.3.1 <i>Number of villages with acceptable solid waste treatment</i>      5.3.2 <i>Reduction in basic oxygen demand (BOD) at key demonstration sites</i></p>

### **PART III STATUS OF THE MANAGEMENT CONTRACT**

In Part II, there are repeated references to assessments and required statements of baselines, targets and performance measures that were required by the strategy review cable/management contract to be accomplished during the reporting period. In addition, there were other requirements to elaborate the narrative on certain sections of the strategy. In most cases, these were to be submitted by the end of FY 97. However, all were dependent upon the completion of assessments and/or procurement actions. As often occurs, the bulk of procurements were not completed until the very end of the fiscal year, thereby causing action plans and assessments to be postponed, and action plans delayed. By the time of the R4 review, all assessments will have been completed, but not all recommendations of the assessments will have been published. In the case of the economic policy assessment and the democracy and governance assessment, recommendations could affect next year's R4, with the addition of IRs and indicators.

Baselines, targets and performance measures have been developed for all strategic and special objectives. Additionally, as discussed in Part II, the Mission is recommending the addition of or amendment to intermediate results in all three objectives. A brief summary of changes and recommendations follows, and is depicted in a matrix in Annex A.

#### ***Strategic Objective 1: Reconstruction and Expanded Economic Opportunity***

As required in the management contract, the indicators for IR 1.3 have been revised. This constitutes the only change, at this time, to either intermediate results or indicators in this strategic objective. The baselines, targets and performance measures have been provided in the performance data tables. Mission has noted, in Part II, that during the first year of implementation, it is likely that more refined and accurate indicators or intermediate results will be needed to measure the present rural development cluster activities. In addition, Part II provides the rationale for adding IRs for improved economic policies, expanded capital markets, and improved dairy production. The Mission looks forward to discussion of these proposals, and seeks USAID/W concurrence on them.

#### ***Special Objective 2: Increased Effectiveness of Selected Institutions Which Support Democracy***

The management contract required that the Mission provide narrative language that would better describe results and impacts to date; clarify the approach to gender, particularly in the area of local governance; and specify the linkage with policy initiatives. It should be pointed out that the democracy and governance assessment will have just been completed at the time

of the R4 review. Nevertheless, the narrative in Part II describes the results and impacts achieved to date. At this time, there are no clear linkages between this special objective and other policy initiatives, but it is anticipated that distinct policy initiatives may arise from the assessment. Any activities identified would not be funded in FY 98.

The Mission is recommending that reporting on indicators pertaining to the control boards be discontinued after FY 1999, but that four new intermediate results be adopted with appropriate indicators. These proposed intermediate results are discussed in more detail in Part II.

***Special Objective 5: Improved Environmental Practices***

At the time of the strategy review, USAID had been working for three years with the AUB environmental program, which was the basis for the adoption of this special objective. However, it was understood that additional environmental activities would be undertaken in the rural community development clusters, neither the clusters or the activities having been identified. Additionally, the review cable/management contract called for an assessment of environmental needs, policies and priorities to identify significant areas of potential activity under SpO5; more information on environmental activities proposed for the rural development clusters; and that the mission develop/review baselines, targets and performance measures. All of the above were accomplished, with the exception of the last, which was cancelled due to a temporary security situation that did not permit the consultants to enter Lebanon. The Mission has developed baselines, targets and performance measures, in accord with the approved strategy. However, it is recommended that, as discussed in Part II, this R4 review approve the addition of three intermediate results and appropriate indicators for the second and third.

***Proposed additional intermediate results and supporting indicators are presented in Annex A.***

## **PART IV: RESOURCE REQUEST**

### **Overview**

The Lebanon program is the result of pledges made at the Friends of Lebanon Conference, but the hosting of the conference by the United States grew out of concerns raised by the Grapes of Wrath hostilities in April, 1996. Until then, the US assistance effort was being phased out. The hostilities served as a reminder that Lebanon plays an important role in the achievement of regional peace, and that its continued recovery from civil war and regional conflict is fragile. The \$12 million per year in ESF, projected over the five-year strategy period, is a modest contribution to Lebanon's recovery, particularly given Lebanon's role in the Middle East; its influence upon the peace process; and the small share (less than 5%) that US assistance comprises of total donor assistance. Moreover, the USAID/Lebanon program is consistent with Agency goals of sustainable economic growth and agriculture, democracy building, and environmental protection. The program was designed with inputs from the country team and NGO partners, and promotes US national policy objectives for Lebanon. The latter include promoting peace in the region; and the creation of a democratic society with a market-driven economy. The program is almost entirely implemented through grants to NGOs and community-based organizations (95%), with the remainder implemented through Global field support.

It is not anticipated that ESF levels will fall below the projected level, nor are there other than modest expectations with regard to the allocation of DA funding from Global Bureau resources. Should Israel effect a withdrawal from its self-declared security zone in southern Lebanon, it is possible that additional ESF resources would be allocated to Lebanon. Should this occur, the USAID program has the capacity to absorb at least a doubling of current levels, with no additional staff or OE resources beyond the projections that are contained in the tables and were agreed upon during the strategy review.

### **Financial Plan**

Funding levels needed to achieve planned progress on the strategic objectives through FY 2000 are detailed in the Budget Request by Program/Country table provided in Annex B. It should be noted that amounts from Global field support, namely \$1 million from the Prime Fund and \$300,000 from the War Victims Fund, are prospective.

### **Prioritization of Objectives and Sensitivity Analysis**

The Lebanon program is highly integrated, with synergy between the three objectives. The highest priority is SO 1, Reconstruction and Expanded Economic Opportunity; and within that SO, the Rural Community Development Clusters are the single most important activity. This activity, however, is supported by the other SpOs. SpO 2, Support to Democratic Institutions, contains a single activity that will enable the Ministry of Municipalities and Rural Affairs to better serve the local governments and contribute resources to basic infrastructure in the rural development clusters. The activity will also strengthen local government in up to 20 of the clusters. SpO 5, Improved Environmental Practices, will contribute approximately three-quarters of its programmed resources to environmental activities in the clusters and may lead to national policies that will benefit all rural communities. The AUB environmental program, water resources center, and agricultural research program will have a direct impact on SO 1 and the rural community development clusters by providing research and critical testing services. The microenterprise lending activities, while not confined to the clusters, are the main source of credit for income-producing activities within the clusters. Even support to the USDA GSM103 dairy loan has a direct impact on the clusters, as several NGOs have purchased cattle and are implementing income-generating demonstration projects that also stress sustainable agriculture and alternative energy.

The program defined in the country strategy is being implemented by cooperative agreements and contracts that have only been in place for a matter of months. However, successful NGO activities in rural reconstruction, microenterprise lending, public administration, and environment pre-date the strategy. All of the new activities in these areas are either already meeting targets, or are expected to, once all of the cooperative agreements are signed. At this time, there are no activities within the program that are not meeting targets.

Should resources be reduced, priority should be given to maintaining resource levels applicable to the rural community development clusters, under SO 1 and SpO 5. Since these activities represent two-thirds of all resources, substantial reduction of resource levels would eliminate virtually all other activities in SO 1 and SpO 5, and all activities under SpO 2. Resources permitting, the support to municipal governance, under SpO2 is the next highest priority and has significant impact on the rural community development clusters. A decision to reduce or eliminate activities with the American universities would have considerable political fall-out, and could affect Congressional support for the program, and this may ultimately have greater impact on resource allocation than programmatic considerations.

### **Linkage With Centrally Funded Mechanisms**

USAID/Lebanon is a small, integrated development program with a *very* small staff. In order to ease the burden on staff resources imposed by the procurement process, two decisions were made early in the implementation of the new strategy. First, every effort would be made to

initiate grants for the life of the strategy, necessitating only annual amendments to replenish funding. Second, all contracting for technical assistance would, to the extent possible, be accomplished through centrally funded mechanisms. To date, buy-ins have been used to acquire expertise for the Capital Markets activity from PEDS III; the economic policy assessment, from PEDS III; and for two packages of environmental expertise from EPIQ and GreenCom. The democracy and governance assessment is being funded by the G/DG Center, with OE support from the Mission. Without these mechanisms, it would be very difficult for the Lebanon program to function, and the burden on the Regional Contracting Office in Amman would be unmanageable.

In FY 98, the Mission is requesting funding from the Prime Fund (\$1,000,000), which the Mission will match, for what promises to be an innovative program in microenterprise financing through commercial banks. A second request has been made to the War Victims Fund (\$300,000), which the Mission will also match, to help launch, in cooperation with DOD, a national de-mining program. This request may be renewed in subsequent years, subject to demand and conditioned upon successful implementation.

### **Workforce and Operating Expenses**

Obviously, USAID/Lebanon is working with a very small staff, particularly given the number of objectives and the complexity of the program. During the strategy review in 1997, it was agreed that the Mission be permitted to add two professional FSN staff by FY 99. At this time, the Mission believes that only one FSN professional will be required, and plans to hire an individual during the last quarter of FY 98. By the end of the second quarter of FY 98, a second phase of office renovations and equipment upgrades are anticipated to be completed to accommodate the additional FSN and provide work space for TDY support personnel from Amman, West Bank/Gaza, and USAID/W.

During FY 97, following consultation with the Bureau, the Representative's bodyguard force was increased to a level of six, which permits movement without resort to other resources. (The bodyguards are part of the State Department's FTE, and are supervised and equipped by the RSO. USAID funding is provided for salaries, benefits, uniforms, and non-lethal equipment, by cost reimbursement.) It should be noted that bodyguards are a necessity in the high-threat security environment of Lebanon, and their salaries and benefits make up almost one-quarter of OE costs. ICASS costs are also largely driven by security needs. All US staff live and work on the Embassy compound, protected by a large security force whose costs comprise two-thirds of the total ICASS bill.

The workforce and OE levels projected for FY 99 and 2000 are adequate to accomplish the objectives of the program and support responsibilities, excluding ICASS. This judgment takes into account a large FSN salary increase that has not yet taken effect, but will be retroactive to October 1, 1997. The increase, the first in several years, will also affect ICASS costs, which were not included in the OE levels that were provided by the Bureau. The salary

increase will result in a 60 per cent increase in the ICASS allocation in FY 98, raising it to \$242,314. In FY 99, this figure should be reduced somewhat, with the addition of a PAO to USIS and the consequent reduction to the Mission's ICASS allocation.

At this time, the Mission's requirement under the Voluntary Foreign National Separation Account has no unfunded liabilities from prior years. The Mission, thanks to forward planning with the Bureau in FY 97, will be able to meet requirements within the OE allocation, even with the salary increase

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# **ANNEXES**

# **ANNEX B:**

## **FY1998 - FY2000 Program Budget Request Tables**

USAID FY 1998 Budget Request by Program/Country

11-Nov-98  
12:56 PM

Country/Program: Lebanon  
Scenario: Base Level

S.O. #, Title		FY 1998																Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO				
S.O. 1 Reconstruction and Expanded Economic Opportunity																			
ESF	Bilateral	2,900	2,625			2,325					300			3,000	12,000	3,875	1		
DA	Field Spt		1,300			1,000					300			500	1,700				
Total		2,900	3,925	0		3,325	0	0	0	0	600	0	0	3,500	13,700	3,875			
I.R. 1.1 Selected Rural Communities Revitalized																			
ESF	Bilateral	7,700	7,000			7,000						0		5,000	30,000	8,000	1		
DA	Field Spt		0																
Total		7,700	7,000	0		7,000	0	0	0	0	0	0	0	5,000	30,000	8,000			
Sp. O. 2 Increased Effectiveness of Selected Institutions Which Support Democracy																			
ESF	Bilateral	1,500	100											500	4,000	1,000	1		
DA	Field Spt		0										100	100	100	0			
Total		1,500	100	0		0	0	0	0	0	0	0	100	600	4,100	1,000			
Sp. O. 5 Improved Environmental practices																			
ESF	Bilateral	1,200	2,375									2,375		600	14,000	6,125	1		
DA	Field Spt		0																
Total		1,200	2,375	0		0	0	0	0	0	0	2,375	0	600	14,000	6,125			
	Bilateral		0													0	XX		
	Field Spt		0													0			
Total		0	0	0		0	0	0	0	0	0	0	0			0			
	Bilateral		0													0	XX		
	Field Spt		0													0			
Total		0	0	0		0	0	0	0	0	0	0	0			0			
	Bilateral		0													0			
	Field Spt		0													0			
Total		0	0	0		0	0	0	0	0	0	0	0			0			
Total Bilateral		13,300	12,100	0		9,325	0	0	0	0	300	2,375	0	9,100	60,000				
Total Field Support		0	1,300	0		1,000	0	0	0	0	300	0	100	600	1,800				
<b>TOTAL PROGRAM</b>		<b>13,300</b>	<b>13,400</b>			<b>10,325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>2,375</b>	<b>100</b>	<b>9,700</b>	<b>61,800</b>	<b>12,000</b>			

Econ Growth	1,000
[Of which Microenterpris	1,000
HCD	
PHN	300
Environment	0
[Of which Biodiversity]	0
Democracy	100
Humanitarian	0

Econ Growth	9,325
[Of which Microenterprise	1,000
HCD	300
PHN	0
Environment	3,375
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	12,000	0
FY 2002 Target Program Level	0	0
FY 2003 Target Program Level	0	0

Program Funding

USAID FY 1999 Budget Request by Program/Country

11-Nov-98  
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Country/Program: Lebanon  
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	FY 1999										Est. Expend. FY 99	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.	
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G					
S.O. 1 Reconstruction and Expanded Economic Opportunity																			
ESF	Bilateral		2,525	2,500			2,300									2,000	12,000	3,875	1
DA	Field Spt		800	200												800	1,700		
Total			3,325	2,700	0		2,300	0	0	0	0	400	0	0	2,800	13,700	3,875		
I.R. 1.1 Selected Rural Communities Revitalized																			
ESF	Bilateral		9,700	7,000			7,000									10,000	30,000	1,000	1
DA	Field Spt			0												10,000	30,000		
Total			9,700	7,000	0		7,000	0	0	0	0	0	0	0	10,000	30,000	1,000		
Sp. O. 2 Increased Effectiveness of Selected Institutions Which Support Democracy																			
ESF	Bilateral		1,000	1,000										1,000	1,000	4,000	1,000	1	
DA	Field Spt			0												100	0		
Total			1,000	1,000	0		0	0	0	0	0	0	1,000	1,000	4,100	1,000			
Sp. O. 5 Improved Environmental practices																			
ESF	Bilateral		2,975	1,500												2,500	14,000	6,125	1
DA	Field Spt			0															
Total			2,975	1,500	0		0	0	0	0	0	1,500	0	2,500	14,000	6,125			
Bilateral				0													0	XX	
Field Spt				0													0	XX	
Total			0	0	0		0	0	0	0	0	0	0	0	0	0	0		
Bilateral				0														0	
Field Spt				0														0	
Total			0	0	0		0	0	0	0	0	0	0	0	0	0	0		
Bilateral				0														0	
Field Spt				0														0	
Total			0	0	0		0	0	0	0	0	0	0	0	0	0	0		
Total Bilateral			16,200	12,000	0		9,300	0	0	0	0	200	1,500	1,000	15,500	60,000			
Total Field Support			800	200	0		0	0	0	0	200	0	0	0	800	1,800			
<b>TOTAL PROGRAM</b>			<b>17,000</b>	<b>12,200</b>	<b>0</b>		<b>9,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>1,500</b>	<b>1,000</b>	<b>16,300</b>	<b>61,800</b>	<b>12,000</b>			

FY 1999 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	0
HCD	200
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	9,300
[Of which Microenterprise	2,000
HCD	200
PHN	0
Environment	1,500
[Of which Biodiversity]	0
Democracy	1,000
Humanitarian	0

FY 2001 Target Program Level	12,000	0
FY 2002 Target Program Level	0	0
FY 2003 Target Program Level	0	0

Program Funding

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

11-Nov-98  
12:56 PM

Country/Program: Lebanon  
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	FY 2000										Est. Expend. FY 00	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.		
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G						
S.O. 1 Reconstruction and Expanded Economic Opportunity																				
ESF	Bilateral		3,025	1,700			1,500										3,000	12,000	3,875	1
DA	Field Spt		200	200													200	1,700		
Total			3,225	1,900	0		1,500	0	0	0	0	0	0	0	0	0	3,200	13,700	3,875	
I.R. 1.1 Selected Rural Communities Revitalized																				
ESF	Bilateral		6,700	8,300			7,300						1,000				10,000	30,000	1,000	1
DA	Field Spt			0																
Total			6,700	8,300	0		7,300	0	0	0	0	0	1,000	0	0	0	10,000	30,000	1,000	
Sp. O. 2 Increased Effectiveness of Selected Institutions Which Support Democracy																				
ESF	Bilateral		1,000	1,000										1,000			1,000	4,000	1,000	1
DA	Field Spt			0														100	0	
Total			1,000	1,000	0		0	0	0	0	0	0	0	1,000	0	0	1,000	4,000	1,000	
Sp. O. 5 Improved Environmental practices																				
ESF	Bilateral		1,975	1,000									1,000				2,500	4,000	6,125	XX
DA	Field Spt			0																
Total			1,975	1,000	0		0	0	0	0	0	0	1,000	0	0	0	2,500	4,000	6,125	
	Bilateral			0															0	XX
	Field Spt			0															0	
Total			0	0	0		0	0	0	0	0	0	0	0	0	0			0	
	Bilateral			0															0	XX
	Field Spt			0															0	
Total			0	0	0		0	0	0	0	0	0	0	0	0	0			0	
	Bilateral			0															0	
	Field Spt			0															0	
Total			0	0	0		0	0	0	0	0	0	0	0	0	0			0	
Total Bilateral			12,700	12,000	0		8,800	0	0	0	0	200	2,000	1,000	16,500	60,000				
Total Field Support			200	200	0		0	0	0	0	200	0	0	0	200	1,800				
<b>TOTAL PROGRAM</b>			<b>12,900</b>	<b>12,200</b>	<b>0</b>		<b>8,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>2,000</b>	<b>1,000</b>	<b>16,700</b>	<b>61,800</b>			<b>12,000</b>		

FY 2000 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	0
HCD	200
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2000 Request Sector Totals -- ESF	
Econ Growth	8,800
[Of which Microenterprise	0
HCD	200
PHN	0
Environment	2,000
[Of which Biodiversity]	0
Democracy	1,000
Humanitarian	0

FY 2001 Target Program Level	12,000	0
FY 2002 Target Program Level	0	0
FY 2003 Target Program Level	0	0

# **ANNEX C:**

## **FY1998 - FY2001 Workforce Resource Allocation Tables**

Lebanon FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff					Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 5		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal			All Other
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	1							1							0	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program						0.5	0.5	1	1				1		2	3
								0							0	0
Total Staff Levels	1	0	0	0	0	0.5	0.5	2	2	0	0	0	0	1	3	5
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Lebanon FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff					Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 5		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal			All Other
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	1							1							0	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program							1	1	2	1			1	2	4	4
								0						0	0	0
Total Staff Levels	1	0	0	0	0	1	1	3	2	0	0	0	0	1	3	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Lebanon FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff					Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 5		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal			All Other
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	1							1							0	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program							1	1	2	1			1	2	4	4
								0						0	0	0
Total Staff Levels	1	0	0	0	0	1	1	3	2	0	0	0	0	1	3	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Lebanon FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0							0	0
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
Total Staff Levels	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Lebanon FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 5		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	1							1							0	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program								2	1				1	2	4	
								0						0	0	
Total Staff Levels	1	0	0	0	0	1	1	3	2	0	0	0	1	3	6	
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Lebanon FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff					Total Mgmt.	Grand Total Staff	
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 5		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal			All Other
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program								0							0	0
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	1							1							0	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program							1	1	2	1			1	2	4	4
								0						0	0	0
Total Staff Levels	1	0	0	0	0	1	1	3	2	0	0	0	0	1	3	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

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Lebanon Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	0.5	0.5	2	1	0	0	0	0	1	2	4
Total OE Funded Staff	1	0	0	0	0	0.5	0.5	2	1	0	0	0	0	1	2	4
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FY 1998</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.5</b>	<b>0.5</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>5</b>

FY 1999 Target:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Total OE Funded Staff	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FY 1999 Target</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>

FY 1999 Request:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Total OE Funded Staff	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FY 1999 Request</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>

FY 2000 Target:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Total OE Funded Staff	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FY 2000 Target</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>

FY 2000 Request:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Total OE Funded Staff	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FY 2000 Request</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>

FY 2001 Estimate:																
U.S. Direct Hire	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Total OE Funded Staff	1	0	0	0	0	1	1	3	1	0	0	0	0	1	2	5
Program Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total FY 2001 Estimate</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>

Backstops

MISSION :

Lebanon

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.				
03 EXO				
04 Controller				
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO				
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.				
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO				
95 IDI				
Other*				
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

\*please list occupations covered by other if there are any

# **ANNEX D:**

## **FY1998 - FY2000 Operating Expense Tables**

Operating Expense

Org. Title: USAID/Lebanon Org. No: 23268 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNE	39		39	39		39	39		39	39		39	39		39
	Subtotal OC 11.1	39	0	39	39	0	39	39	0	39	39	0	39	39	0	39
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH	20		20	20		20			0	20		20	20		20
	Subtotal OC 11.5	20	0	20	20	0	20	0	0	0	20	0	20	20	0	20
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	48		48	73		73	73		73	80		80	80		80
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	48	0	48	73	0	73	73	0	73	80	0	80	80	0	80
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits	9		9	9		9	9		9	9		9	9		9
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH	8		8	3		3	3		3	3		3	3		3
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC	7		7	7		7	7		7	7		7	7		7
12.1	Other FN PSC Benefits	28		28	30		30	30		30	33		33	33		33
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	52	0	52	49	0	49	49	0	49	52	0	52	52	0	52
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0			0			0			0			0
13	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0			0			0			0			0
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0



Operating Expense

Org. Title: USAID/Lebanon Org. No: 23268 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	ADP Hardware Lease			0		0			0			0			0	
23.3	Commercial Time Sharing			0		0			0			0			0	
23.3	Postal Fees (Other than APO Mail)			0		0			0			0			0	
23.3	Other Mail Service Costs	1		1	2	2	2	2	2	3	3	3	3	3	3	
23.3	Courier Services	1		1	1	1	1	1	1	1	1	1	1	1	1	
	Subtotal OC 23.3	31	0	31	39	0	39	39	0	39	40	0	40	40	0	40
24	Printing and Reproduction			0		0			0			0			0	
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0		0			0			0			0	
25.1	Management & Professional Support Services			0		0			0			0			0	
25.1	Engineering & Technical Services			0		0			0			0			0	
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0		0			0			0			0	
25.2	Residential Security Guard Services			0		0			0			0			0	
25.2	Official Residential Expenses			0		0			0			0			0	
25.2	Representation Allowances	1		1	1	1	1	1	1	1	1	1	1	1	1	
25.2	Non-Federal Audits			0		0			0			0			0	
25.2	Grievances/Investigations			0		0			0			0			0	
25.2	Insurance and Vehicle Registration Fees	1		1	1	1	1	1	1	1	1	1	1	1	1	
25.2	Vehicle Rental			0		0			0			0			0	
25.2	Manpower Contracts	157		157	175	175	190	190	190	190	190	190	190	190	190	
25.2	Records Declassification & Other Records Services			0		0			0			0			0	
25.2	Recruiting activities			0		0			0			0			0	
25.2	Penalty Interest Payments			0		0			0			0			0	
25.2	Other Miscellaneous Services			0		0			0			0			0	
25.2	Staff training contracts			0		0			0			0			0	
25.2	ADP related contracts	3		3	3	3	3	3	3	3	3	3	3	3	3	
	Subtotal OC 25.2	162	0	162	180	0	180	195	0	195	192	0	192	192	0	192
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	205		205	230	230	230	230	240	240	240	240	240	240	240	
25.3	All Other Services from Other Gov't. accounts			0		0			0			0			0	
	Subtotal OC 25.3	205	0	205	230	0	230	230	0	230	240	0	240	240	0	240
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0		0			0			0			0	
25.4	Residential Building Maintenance	5		5	5	5	5	5	5	5	5	5	5	5	5	
	Subtotal OC 25.4	5	0	5	5	0	5	5	0	5	5	0	5	5	0	5

Operating Expense

Org. Title: USAID/Lebanon Org. No: 23268 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total												
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0	3		3	3		3
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0	1		1	1		1	1		1	1		1
25.7	Vehicle Repair and Maintenance	3		3	5		5	5		5	6		6	6		6
25.7	Residential Furniture/Equip. Repair and Maintenance	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 25.7	4	0	4	7	0	7	7	0	7	11	0	11	11	0	11
25.8	Subsistence and support of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials	8		8	9		9	9		9	10		10	10		10
	Subtotal OC 26.0	8	0	8	9	0	9	9	0	9	10	0	10	10	0	10
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31	Purchase of Office Furniture/Equip.	10		10			0			0	2		2	2		2
31	Purchase of Vehicles			0			0			0			0			0
31	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31	ADP Hardware purchases	12		12			0			0	3		3	3		3
	Subtotal OC 31.0	22	0	22	0	0	0	0	0	0	5	0	5	5	0	5
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)			0			0			0			0			0
32	Purchase of fixed equipment for buildings			0			0			0			0			0
32	Building Renovations/Alterations - Office	30		30			0			0			0			0
32	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	30	0	30	0	0	0	0	0	0	0	0	0	0	0	0
42	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL BUDGET</b>		<b>679</b>	<b>0</b>	<b>679</b>	<b>707</b>	<b>0</b>	<b>707</b>	<b>702</b>	<b>0</b>	<b>702</b>	<b>752</b>	<b>0</b>	<b>752</b>	<b>752</b>	<b>0</b>	<b>752</b>
Dollars Used for Local Currency Purchases		_____			_____			_____			_____			_____		
Exchange Rate Used in Computations		_____	_____		_____	_____		_____	_____		_____	_____		_____	_____	

oe-23268

# **ANNEX E:**

## **Global Field Support Request Tables**

## GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998		FY 1999		FY 2000	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 1	PEDS III	HIGH	4	325	0	275	0	1,000	0
SO 1	PRIME FUND	HIGH	24	1,000	0	0	0	0	0
SO 1	WAR VICTIMS FUND	HIGH	12	300	0	200	0	200	0
SO 1	PEDS III	HIGH	12	500	0	0	0	0	0
SpO 2	DG	HIGH	1	100	0	0	0	0	0
<b>GRAND TOTAL Lebanon</b>				2,225	0	475	0	1,200	0

\* For Priorities use high, medium-high, medium, medium-low, low  
r4tab1.wk5

# **ANNEX F:**

## **Foreign National Voluntary Separation Account**

TRUST FUNDS & FSN SEPARATION FUND

Orgno: 23268  
 Org. Title: Lebanon

Foreign National Voluntary Separation Account

Action	FY 97			FY 98			FY 99		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	35.3		35.3	15.0		15.0	10.0		10.0
Withdrawals	6.8		6.8			0.0			0.0

Unfunded Liability (if any)  
 at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

# **ANNEX G:**

## **USAID/Lebanon Strategic Framework**

# **ANNEX H:**

## **USAID/Lebanon Proposed Strategic Framework**

## USAID/LEBANON PROPOSED RESULTS FRAMEWORK

<b>STRATEGIC OBJECTIVE 1</b> <b>Reconstruction and Expanded Economic Opportunity</b>
<b><i>Indicators:</i></b>
1.1 Number of targeted communities revitalized
1.2 Number of informal sector loans delivered
<b><i>Intermediate Results:</i></b>
1.1 Selected rural communities revitalized
1.2 Small/microenterprise enhanced
1.3 Improved Economic Policies
1.4 Expanded Capital Market
1.5 Improved Dairy Production

<b>SPECIAL OBJECTIVE 2</b> <b>Increased Effectiveness of Selected Institutions Which Support Democracy</b>
<b><i>Intermediate Results:</i></b>
2.1 MOMRA providing technical assistance and information to municipalities agencies to support local government budgeting, administrative and financial management
2.2 Improved operation of key central agencies to support local government budgeting, administrative and financial management.
2.3 Pilot municipalities are able to interact with central agencies and provide services effectively/fairly
2.4 Parliament is informed on various policy options offered by qualified staff and able to oversee government budget

<b>SPECIAL OBJECTIVE 5</b> <b>Improved Environmental Practices</b>
<b><i>Intermediate Results:</i></b>
5.1 AUB provides environmental testing to GOL and private sector
5.2 Land areas in rural community clusters are placed in environmentally managed use.
5.3 Appropriate solid waste/waste water treatment methodologies introduced

**STRATEGIC OBJECTIVE 1**  
**Reconstruction and Expanded Economic Opportunity**  
*Indicators:*  
1.1 Number of targeted communities revitalized  
1.2 Number of informal sector loans delivered

**INTERMEDIATE RESULT 1.1**  
Selected rural communities revitalized  
*Indicators:*  
1.1.1 Number of families resettled in target communities  
1.1.2 Incremental number of hectares irrigated/cultivated with USAID assistance  
1.1.3 Number of families with improved potable water supply

**INTERMEDIATE RESULT 1.2**  
Small and microenterprise enhanced  
*Indicators:*  
1.2.1 Number of clients served  
1.2.2 Loan repayment rate  
1.2.3 Lender profitability ratio

**INTERMEDIATE RESULT 1.3**  
Improved Economic Policies  
*Indicators*  
To be identified

**INTERMEDIATE RESULT 1.4**  
Expanded Capital Market  
*Indicators*  
To be identified

**INTERMEDIATE RESULT 1.5**  
Improved Dairy Production  
*Indicators*  
1.5.1 Total volume of milk produced per year from USDA cows

**SPECIAL OBJECTIVE 2**  
**Increased Effectiveness of Selected Institutions Which Support Democracy**  
*Intermediate Results:*

**INTERMEDIATE RESULT 2.1**  
MOMRA providing technical assistance and information to municipalities.

***Indicators:***

2.1.1 MOMRA employees provide training and technical assistance to municipalities.  
2.1.2 Information System is operative.

**INTERMEDIATE RESULT 2.2**  
Improved operation of key central agencies to support local government budgeting, administrative and financial management.

***Indicators:***

2.2.1 Central agencies/ministries disseminating information related to local government.  
2.2.2 Local government and citizens are using this information.

**INTERMEDIATE RESULT 2.3**  
Pilot municipalities are able to interact with central agencies and provide services effectively/fairly.

***Indicators:***

2.3.1 Municipalities have adopted and use the automated budget system.  
2.3.2 Time used to complete transactions is reduced.

**INTERMEDIATE RESULT 2.4**  
Parliament is informed on various policy options offered by qualified staff and able to oversee government budget.

***Indicators:***

2.4.1 Professional staff analyses delivered to members of Parliament and Committees.  
2.4.2 Members of Parliament use bill drafting services.  
2.4.3 Members of Parliament use the automated budget system.  
2.4.4 Percent of Parliament's Focus Committees' recommendations approved in GOL budget.

**SPECIAL OBJECTIVE 5**  
**Improved Environmental Practices**  
*Intermediate Results:*

**INTERMEDIATE RESULT 5.1**  
AUB provides environmental testing to GOL and private sector.

***Indicators:***

- 5.1.1 Number of technical assistance activities conducted by the AUB Environmental Program.
- 5.1.2 Level of utilization of the Core Environmental Lab.
- 5.1.3 Number of spot-check samples of water quality.
- 5.1.4 Number of samples monitoring hazardous substances.

**INTERMEDIATE RESULT 5.2**  
Land areas in rural community clusters are placed in environmentally managed use.

***Indicators:***

- 5.2.1 Number of hectares restored to sustainable agriculture
- 5.2.2 Number of hectares dedicated to environmental use.

**INTERMEDIATE RESULT 5.3**  
Appropriate solid waste/ waste water treatment methodologies introduced.

***Indicators:***

- 5.3.1 Number of villages with acceptable solid waste treatment.
- 5.3.2 Reduction in basic oxygen demand (BOD) at key demonstration sites.

USAID/LEBANON

Strategy Cable

and

Action Plan