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## USAID Diverting Waste by Encouraging Reuse and Recycling (DAWERR) Activity

### QUARTERLY PERFORMANCE REPORT

QUARTER 1 – FISCAL YEAR 2021 (OCTOBER 1 – DECEMBER 31, 2020) / DAWERR  
QUARTER 2

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## ACRONYMS AND ABBREVIATIONS

ANERA	American Near East Refugee Aid
BCC	Behavior Change Communication
CBO	Community based Organization
CDR	Council for Development and Reconstruction
CLA	Collaborating, Learning and Adapting
CO	Contracting Officer
COR	Contracting Officer's Representative
COVID-19	Novel Coronavirus Disease 2019
CSO	Community Supported Organization
DAWERR	Diverting Waste by Encouraging Reuse and Recycling
DRI	Democracy Reporting International
EOI	Expression of Interest
ELARD	Earth Link and Advanced Resources Development
FY	Fiscal Year
KAP	Knowledge, Attitudes, and Practices
LLC	Limited Liability Company
LRI	Lebanon Reforestation Initiative
NIMBY	Not In My Back Yard
MEL	Monitoring, Evaluation and Learning
MOE	Ministry of Environment
OMSAR	Office of the Minister for Administrative Reform
PO	Purchase Order
Q	Quarter
SI	Social Impact
SM	Strategic Material
SOW	Scope of Work
STTA	Short-Term Technical Assistance
SWM	Solid Waste Management
TOR	Terms of Reference
UNDP	United Nations Development Program
UOM	Union of Municipalities
USAID	United States Agency for International Development
VAT	Value-Added Tax

# I PROJECT DESCRIPTION

## I.1 INTRODUCTION

On June 30, 2020, USAID/Lebanon awarded ECODIT the USAID Diverting Waste by Encouraging Reuse and Recycling (DAWERR) Activity (the Activity), to establish sustainable and replicable integrated solid waste diversion and valorization solutions in rural areas of Lebanon. The Activity aligns with USAID/Lebanon's desire to introduce financially sustainable solutions that increase the reuse, recycling, and monetization of solid waste to reduce the amount of solid waste that goes to landfills. The Activity's period of performance is August 1, 2020 to July 31, 2025.

This Quarterly Performance Report describes the progress on all activities as defined in the Year 1 Annual Work Plan covering the period from October 1, 2020 to December 31, 2020 (Quarter [Q] 1 Fiscal Year [FY] 2021/DAWERR Q2), including all deliverables submitted during the reporting period. It also highlights the challenges encountered and activities planned for the next quarter.

## I.2 ACTIVITY BACKGROUND

Solid Waste Management (SWM) in Lebanon has been poorly addressed through temporary fixes and emergency plans, such as rudimentary dumpsites, burning rubbish, and non-sanitary landfills. A survey conducted in 2016 indicated that 5.7 million cubic meters of municipal solid waste are in 617 different dump sites across Lebanon. Of these, only 55 percent were operational (UNDP, 2017).<sup>1</sup> Unfortunately, short-term solutions were instituted instead of developing and implementing an integrated, sustainable strategy. These solutions did not encourage the reduction, reuse, recycling, and management of waste to protect human health and the environment. Solid waste disposal has led to episodic disputes between communities over landfill use that, in some cases, have fueled intercommunal tensions. The public's not-in-my-backyard sentiments have delayed or scrapped master plans for landfills and solid waste treatment facilities near towns and villages.

The central government has promised change but has struggled to deliver much-needed reforms of essential services and has shifted the burden of providing many SWM services to municipalities and non-governmental service providers. Although empowered by law to deliver many essential services, the vast majority of Lebanon's municipalities, particularly those in smaller and rural communities, lack the financial and human resources as well as the technical capacity to fulfill this mandate alone. Specifically, they do not have the know-how to plan, develop, and execute an Integrated SWM solution following principles of good governance. Democracy Reporting International (DRI) reports that 87 percent of Lebanese municipalities manage their own waste in one way or another. Of these, 93 percent are involved in waste collection. However, assessing the stages and technicalities of the SWM cycle, municipalities are less and less able to meet their responsibilities. A lack of resources is not their only challenge. Ineffective laws and regulations as well as the lack of central governance also play a part (DRI, 2019).<sup>2</sup> Although the newly enacted Integrated SWM Law No. 80 dated October 10, 2018, favors the decentralization principle of SWM, it also entrusts central government authorities with significant power to run SWM projects. The regulatory role of the National Solid Waste Management Authority, which has yet to be established,

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<sup>1</sup> Updated Master Plan for the Closure and Rehabilitation of Uncontrolled Dumpsites Throughout the Country of Lebanon, UN Development Program, 2017.

<sup>2</sup> Public Service Provision in Lebanese Municipal Unions: National Survey Report, DRI, 2019.

Are Lebanese municipalities delivering? Survey results on solid waste management, public safety, and citizen outreach at the local level, DRI, 2019.

applies only to centrally run projects, omitting the necessity of institutional linkages between local authorities and the national regulatory body (DRI, 2019).<sup>3</sup>

The central government’s discretionary power over the Independent Municipal Fund, one of the main income sources for municipalities, and burdensome levels of administrative and financial oversight also prevent municipalities from properly exercising their legal authority. Municipalities receive a share of the Independent Municipal Fund, but it is always several years late. Owing to the severe devaluation of the Lebanese pound since October 2019, this means municipalities get too little too late.

*Exhibit 1* outlines key challenges and opportunities for Lebanon’s SWM sector at the operational, capacity, and knowledge, attitudes, and practices (KAPs) levels. DAWERR will address these challenges and seize opportunities.

**EXHIBIT 1. KEY CHALLENGES AND OPPORTUNITIES FOR LEBANON’S SWM SECTOR**

	<b>Challenges</b>	<b>Opportunities</b>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Poor sorting at source, resulting in commingled, multi-stream collected waste</li> <li>• Insufficient waste management infrastructure</li> <li>• Absence of well-developed integrated value chains for recyclable materials</li> <li>• Low-cost recovery of existing SWM systems</li> </ul>	<ul style="list-style-type: none"> <li>• Rural settings offer infinite sources of the carbon-rich biomass required to optimize the composting of organic waste</li> <li>• As prices of imported goods increase, recycling and resource recovery will become more economically feasible</li> <li>• Many households are willing to support local municipal SWM improvements by contributing an average yearly fee<sup>4</sup></li> </ul>
<b>Capacity</b>	<ul style="list-style-type: none"> <li>• Many municipalities and unions lack the human resources and the technical and financial capabilities to manage SWM projects</li> </ul>	<ul style="list-style-type: none"> <li>• Many municipalities and unions of municipalities are committed to taking care of their MSW problem</li> </ul>
<b>KAPs</b>	<ul style="list-style-type: none"> <li>• The public distrusts the government and waste management initiatives</li> <li>• Community engagement in the SWM sector is lacking</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community awareness after several solid waste crises</li> </ul>

**1.3 ACTIVITY OBJECTIVES**

The DAWERR Activity has three objectives:

1. Build the capacity and commitment of municipalities to provide improved SWM services either directly or indirectly;
2. Empower communities to sort at the source and participate actively in various stages of the recycling value chains; and
3. Develop successful business models that create green economic opportunities and generate net incomes along the value chains.

<sup>3</sup> [Solid Waste Management in Lebanon: Lessons for Decentralization](#), DRI, 2019.

<sup>4</sup> [Decentralization of SWM Services in Rural Lebanon: Barriers and Opportunities](#), Mary Abel al Ahad, Ali Chalak, Souha Fares, Patil Mardigian, Rima R Habib, 2020.



## I.4 GEOGRAPHIC FOCUS AND TARGET BENEFICIARIES

To achieve its goal and objectives, DAWERR aims to pilot SWM solutions at the municipal level in municipalities covering the following three types of current SWM services:

- A. *Service Type A*: SWM services covered by central government plans administered by the Council for Development and Reconstruction (CDR), such as Beirut and Mount Lebanon with the exception of the district of Jbeil, which contracted RAMCO and Cityblu for the collection and transportation of solid waste, including street sweeping;
- B. *Service Type B*: SWM services administered by municipalities or union of municipalities (UOM) with established European Union (EU)-funded Materials Recovery Facility (MRFs); and
- C. *Service Type C*: Municipalities or UOM outside Service Types A and B.

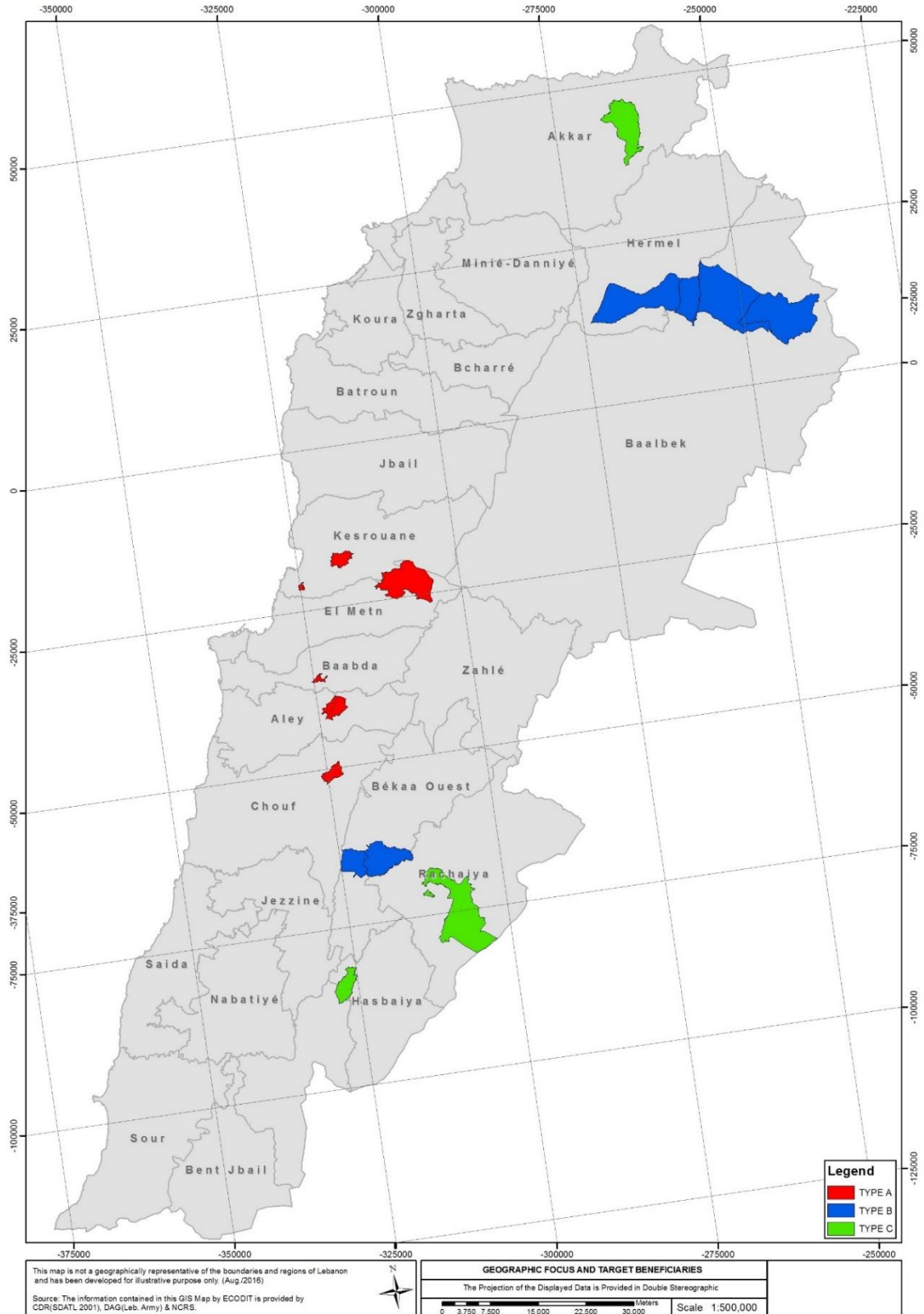
*Exhibit 2* lists nine possible candidate geographic areas by service type, candidate municipalities for Year 1 pilots, population, and an overview of current or recent SWM initiatives by these municipalities. *Exhibit 3* is a map showing the candidate geographic areas.

### EXHIBIT 2. PRELIMINARY CANDIDATE GEOGRAPHIC AREAS, AND CANDIDATE MUNICIPALITIES FOR THE PILOTS

Service Type	Candidate Geographic Area	Candidate Municipality for the Pilot	Population Size (estimate)	Current Initiatives		
				SS	CMRF	PC
A	Aley and Baabda district	1. Majdel Baana	7,000–12,000	X	X	
		2. Chanay	2,000	X		
		3. Roueisset El Ballout	3,000	X	X	X
	Chouf District	4. Batloun	3,000	X	X	X
		Kesserwan	5. Achkout	5,000–8,000	X	
	Baskinta & Neighboring municipalities	6. Aintoura	4,000	X	X	X
		7. Baskinta	10,000	X		
B	UOM of the Lake (Bouhayra)	8. Qaraoun	10,000	X	X	
		9. Aitanit	3,000	X	X	X
	Fakiha, El Ain, Ras Baalbeck Cluster	10. Ras Baalbeck	9,000			X
C	UOM of Akkar Al Chamali	11. Kobayat	15,000	X		
	Marjeyoun Hasbaya Rihan Cluster	12. Kawkaba	1,200	X	X	
	UOM of Jabal el Cheikh	13. Rachaya	9,000	X	X	

\* SS = Sorting at Source; CMRF = Clean Materials Recovery Facility; PC = Primitive Composting; UOM = Union of Municipalities

**EXHIBIT 3. GEOGRAPHIC SPREAD OF PRELIMINARY CANDIDATE GEOGRAPHIC AREAS FOR YEAR 1 PILOTS**



## **1.5 OVERALL APPROACH FOR THE LIFE OF THE ACTIVITY**

To address challenges and harness opportunities in Lebanon’s SWM sector, DAWERR will develop sustainable composting value chains for organic waste and strengthen existing recycling value chains for recyclable materials in select municipalities, initially as pilots. It will then support replication in other municipalities across Lebanon, building on lessons learned from the pilots. Additionally, the Activity will implement integrated SWM solutions for unions or clusters of municipalities in area types A, B, and C (see 1.4 above).

## **2 PROGRESS ON YEAR I ACTIVITIES**

This section describes the progress on activities under the Performance Work Statement during Q1 FY2021 as well as intermediate interventions to respond to the August 4, 2020, Beirut port explosion that caused city-wide devastation and generated huge amounts of different types of waste. We reprinted below all Year I Annual Work Plan activities for reference only and provided details under activities implemented during the reporting period – see section 3 for approval dates from USAID regarding related deliverables.

### **2.1 YEAR I ACTIVITIES UNDER THE PERFORMANCE WORK STATEMENT**

This section describes the progress on DAWERR Q1 FY2021 activities under each of the Activity’s three key objectives as well as cross-cutting activities.

#### **Objective 1: Build capacity and commitment of municipalities to provide improved SWM services directly or indirectly.**

##### ***1.1 Select Target Municipalities for the Year I Pilots***

###### **1.1.1 Liaise with the Ministry of Environment (MOE) and Office of the Minister of State for Administrative Reform**

As part of its efforts to coordinate with other donors and agencies, DAWERR developed a register of donors and agencies working in the SWM sector within the nine candidate geographic areas and specifically the 13 candidate municipalities for the pilots. To avoid duplicating efforts and to seek potential collaboration with other stakeholders, DAWERR conducted meetings with the following government agencies and donors: Ministry of Environment (MOE), Office of the Minister of State for Administrative Reform (OMSAR), United Nations Development Program (UNDP), Lebanon Reforestation Initiative (LRI), Agency for Technical Cooperation and Development (ACTED), the European Union (EU), the American Near East Refugee Aid (ANERA), Mercy Corps, and International and Fabric-Aid. During these meetings, DAWERR learned about the areas and types of interventions implemented by these stakeholders, the challenges that they encountered, their successes, and discussed potential collaboration. DAWERR is preparing a summary report compiling all key takeaways from these meetings and will submit it to USAID COR in January 2021.

On December 8, 2020, DAWERR SWM Specialist attended an online event for “the Closing Dumpsites in Tyre, Lebanon” project, organized by the International Solid Waste Association (ISWA) and the Climate and Clean Air Coalition (CCAC). During the event, CCAC shared preliminary results of the project with all participants and discussed potential areas of collaboration to continue working in the region and move towards integrated sustainable SWM solutions.

1.1.2 Develop Selection Criteria

Supported by the Municipal Engagement Specialist/short-term technical assistance (STTA), the DAWERR team is finalizing the evaluation criteria (see Exhibit 4) and selection process for municipalities showing their interest in DAWERR Year I pilots by submitting expressions of interest (EOIs) – see Activity 1.1.3.

**EXHIBIT 4. DRAFT SELECTION CRITERIA AND SUB-CRITERIA FOR THE PILOTS**

<b>Selection Criteria</b>	<b>Sub-criteria</b>
1. Capacity and commitment of the municipality to engage the community and the private sector in the proposed pilot	Civil society engagement
	Public-private partnerships
	Beneficiaries and gender
2. Capacity of the municipality and potential partners to implement practical and sustainable SWM solutions	Technical capacity and resources to implement the proposed pilot
	Collaboration with neighboring municipalities
	Ability of the municipality to engage constructively with the government to secure necessary permits
	Previous and current SWM Initiatives
3. Capacity of the municipality and potential partners to operate, manage, and financially sustain the proposed pilot	Operation and management
	Financial sustainability
	Transparency

1.1.3 Conduct “Roadshow” to “Advertise” the Activity and Invite Expressions of Interest (EOIs) from Municipalities to Implement the Proposed Pilot

On December 2, 2020, DAWERR submitted to USAID the roadshow plan describing target areas, locations, key messages, and a call for EOIs from municipalities. Specifically, DAWERR designed the EOI to collect the following information from each interested municipality:

1. Municipality and Partners Information
2. Willingness and Commitment [to participate in the DAWERR Activity]
3. Operation, Management and Potential Sustainability [of the proposed pilot]
4. Access to Land [to host the proposed pilot] and Availability of Equipment
5. Previous and Current Solid Waste Management Initiatives

As part of the roadshow plan, DAWERR developed a leaflet in both Arabic and English (see Annex 1) which gives an overview of DAWERR Year I pilots and will be distributed to the municipalities and their representatives.

DAWERR started the implementation of the roadshow during the week of December 15, 2020 taking into consideration COVID-19 safety measures and restrictions. Specifically, DAWERR conducted separate individual virtual meetings with the mayors of the 13 candidate municipalities for the pilots. During these meetings the DAWERR team briefed the mayors about the objectives of the Activity, informed them about the call for EOI for YI pilots and collected necessary information (email, focal point details, etc.). As a follow up to those meetings, DAWERR shared the leaflet and EOI in both Arabic and English with the candidate municipalities via email and/or WhatsApp. DAWERR agreed with the mayors to organize physical meetings after the holidays, taking into consideration COVID-19 safety measures.

1.1.4 Screen Applicant Municipalities and Select Six Target Municipalities for the Initial Pilots

On December 29, 2020, DAWERR received the first EOI from Chanay Municipality (Aley district). DAWERR will review it and prepare a list of clarifications needed from the municipality. DAWERR also will receive additional EOIs in Q2 FY2021 and screen applications on a rolling basis. DAWERR will submit to USAID the report presenting the six target municipalities for the proposed pilots, including methodology and criteria used to select them in Q2 FY2021.

## **1.2 Implement the Proposed Pilots in Selected Municipalities**

### **1.2.1 Prepare Implementation Plan for the Pilots**

The DAWERR team started preparing the detailed implementation plan for Y1 pilots including technical support and monitoring over time, and will submit it to USAID in February 2021. DAWERR will elaborate and tailor implementation modalities to each selected municipality based on their specific needs and available resources.

## **2.3 Disseminate SWM Best Practices and Information on the Activity's Progress**

### **2.3.1 Design and Build a Virtual Platform for the Activity**

This quarter, DAWERR created a Facebook page (@DAWERRLebanon) and an Instagram Account (@Dawerr\_Lebanon) on social media. The team shared the design of the pages with USAID on December 8, 2020, and received clearance from the USAID Outreach Specialist on the same day. DAWERR launched the social media platforms on December 9, 2020, and activated the [info@dawerr.org](mailto:info@dawerr.org) email and a mobile number to receive calls and WhatsApp messages. DAWERR's WhatsApp application was also linked to the Activity's Facebook page to answer all inquiries received through that channel. The DAWERR team is regularly updating the Activity's social media pages with related news and updates.

### **2.3.2 Manage Day-to-Day Communications about the Activity**

Following DAWERR's emergency response to the devastating explosion at the port of Beirut on August 4, DAWERR submitted a success story to USAID (see Annex 1), highlighting the outcomes of Compost Baladi's emergency response intervention to recover as many trees as possible; clearing the roads of wood branches and materials that could be hazardous to areas and communities; and diverting wood biomass from landfills.

As part of the roadshow plan, DAWERR prepared a leaflet for the Activity in both Arabic and English featuring an introduction to the activity, a brief about its objectives, and a clear message to municipalities and civil society to encourage them to join the year I Pilots.

As part of the Activity's promotional materials, DAWERR developed two roll-up banners (see Annex 3) in English and Arabic following USAID's branding and marking requirements. The banners were shared with USAID for clearance.

Moreover, DAWERR is finalizing the activity's factsheet in English and Arabic and will submit it to USAID in early January 2021.

## **Objective 3: Develop Successful Business Models that Create Green Economic Opportunities and Generate Net Incomes Along the Value Chains**

### **3.1 Provide Incentives and Make Business Case for Source Separation and Recycling**

#### **3.1.1 Pilot Innovative Incentives and Showcase their Impacts**

DAWERR started reviewing the list of illustrative incentives for source separation and recycling for various stakeholders (see Exhibit 5) and will refine the list concomitantly with the selection and implementation of the pilots. DAWERR also initiated the preparation of a database of green businesses (including recycling companies) and organizations in Lebanon to assess who is doing what in which RVC.

**EXHIBIT 5. ILLUSTRATIVE INCENTIVES TO SECURE BUY-IN FROM STAKEHOLDERS**

<b>CATEGORY</b>	<b>STAKEHOLDERS</b>	<b>POSSIBLE INCENTIVES</b>
<b>Beneficiaries</b>	Community members	Cost-saving from product consumption and waste reduction. Sense of pride and civic duty. Avoid penalty or shaming by municipality, neighbors. Revenues from the sale of branded waste bags. Discounts on garbage bags. Discounts on compost. Collective/group incentives such as the reduction in municipal fees in a neighborhood/street.
	Municipalities	Serve the community and promote local development. Save on operating costs. Reduce liabilities from dumping. Recognition awards.
<b>Value Chain Operators</b>	CBOs, cooperatives	Viable business models with revenue streams and jobs. Creating social impact.
	Social enterprises	Franchise and novel business models. Access to sub-processors. Market growth.
	Farmers	Clearing biomass from their fields and orchards. Using quality local organic compost.
	Local contractors	Access to new, green construction opportunities.
	Recycling industries	Access to more and better-quality raw material. Reduced transportation costs.
	Private SWM contractors	Facilities receive less material requiring disposal. Reduced burden of securing disposal sites (land disposal of residual inerts may mitigate NIMBY syndrome).
	Other donors	Risk sharing. Increased project reach.
<b>Financers/ Investors</b>	Crowdfunding	Contribution to solving the waste problem.
	Corporate sponsors	Corporate social responsibility (CSR) Investment. Seed grants. Brand placement. Advertising space.
	Venture capitalists	Secure social impact investments. Reduced investment risks.
	Private investors	De-risked waste sector investment. Opportunity to invest frozen money.
	Cement factories	Access to affordable alternative fuels.
	Fertilizer trading cos.	Substitute diminishing trade with local manufacturing revenue source.

3.1.2 Develop Business Models Under the Pilots

**3.2 Develop Digital Clearinghouse Market for Source-Separated Recyclables**

3.2.1 Launch the Digital Clearinghouse Market

**3.3 Enable and Grow Innovation, Sustainability, and Access to Green Finance and Investments**

3.3.1 Conduct Innovation Capacity-Building Events in Each Target Region

DAWERR initiated the design of the ideation and hackathon workshops and will conduct an assessment to identify potential participants in the capacity-building events as the Private Sector Engagement Specialist joins the team on January 5, 2021.

### 3.3.2 Work on Maximizing the Financial Sustainability of the Pilots

## 2.2 PROGRESS ON CROSS-CUTTING ACTIVITIES

### GENDER STRATEGY AND ACTION PLAN

On November 4, 2020, DAWERR conducted a meeting with Social Impact (SI) Gender Specialist who provided general guidelines and recommendations related to the USAID National Gender assessment (developed by SI) and shared the Compliance with People with Disability Tool Kit with the DAWERR team. The team revised the YI Annual Work Plan to include this guidance.

Moreover, the SI Gender Specialist shared a draft Terms of Reference (TOR) as a guide for DAWERR to finalize the scope of work (SOW) for a gender specialist (STTA) to develop the gender strategy and action plan for the Activity. DAWERR advertised the SOW on its website and Daleel Madani, screened applications and selected three candidates to interview in Q2 FY2021.

### GRANTS UNDER CONTRACT

DAWERR is currently revising the Grants Manual to address USAID's comments and will submit the final version for USAID approval in early January 2021.

## 2.3 PROGRESS ON EMERGENCY RESPONSE TO BEIRUT EXPLOSION

Following the August 4<sup>th</sup> Beirut port explosion, the USAID/Lebanon Local Development Office launched a call for USAID implementing partners to respond to the crisis under existing mechanisms and budgets. The call specified immediate and medium-term interventions focused on collecting rubble recyclables (glass and broken trees) and channeling them to material recovery facilities or temporary storage sites pending development of such facilities. ECODIT immediately engaged with our consortium members to respond to the crisis, in coordination with the USAID/Community Support Program.

### MEDIUM TERM INTERVENTION

As reported previously, ECODIT LLC mobilized its local subcontractor, ECODIT Liban, to conduct a rapid comparative analysis of available options for managing (recycling/recovering or disposal) the broken glass generated by the Beirut explosion. Concomitantly, DAWERR initiated discussions with an international leading glass manufacturing firm to provide international expertise on management options.

Within the framework of the analysis, ECODIT Liban inspected five sites where the bulk of the generated broken glass is stored including the Bakalian and the Slaughterhouse (see Exhibit 6), Audi - Kettaneh, Mar Mkhayel - Train Station, Sin El Fil, and Roumieh next to the quarries – Roumieh low sides.

### EXHIBIT 6. CONSTRUCTION AND DEMOLITION WASTE IN BAKALIAN



Additionally, ECODIT Liban conducted several field visits to the zones which suffered from high structural damage including Marfaa (port area), Medawar, and Rmeil, and visited several sites to assess if broken glass waste is present including Sin-El-Fil (next to Habtoor), Sed-El-Bauchrieh (next to Société Générale), El-Adliyah, and the Airport road (next to Rassoul-Azam hospital).

To collect first-hand accounts and data, and assess who is doing what on the ground, ECODIT Liban conducted interviews with the Order of Engineers and Architects (OEA), UN-Habitat, UNDP, Cedar Environmental, Municipality of Beirut, Arc-En-Ciel (AEC), Rubble to Mountains (AUB Neighborhood Initiative, UN-Habitat, Development Ink and LRI), Lebanese Armed Forces, Kobaitry Golden Glass (Glass recycling facility), Abdallah Rizk (Planned Glass Factory in Bekaa), Concrete Mixing Industries, and CDR.

Based on the data and information compiled from the interviews, site visits, and literature review, ECODIT Liban reported the following important observations:

- a. The main entities/consortia that are taking on the ground actions include (1) UNDP, (2) Rubble-to-Mountains, (3) and Arc-En-Ciel. Those entities expressed high interest to synergize their current and future work with DAWERR.
- b. Based on visual inspection, Bakalian site is to be potentially contaminated with asbestos fiber. Accordingly, there is a need to engage a Hazardous Waste Management expert or a firm to confirm the presence of asbestos and propose adequate management solutions.
- c. The municipality of Beirut expressed its immediate and urgent need for rehabilitation of the municipal solid waste sorting and processing facilities (Karantina and Coral Composting Facilities).

Immediately after ECODIT Liban flagged the potential presence of asbestos contamination in Bakalian, ECODIT LLC informed USAID COR, prepared and published the Terms of Reference to engage a company with international asbestos expertise to do a rapid assessment related to asbestos management in Bakalian based on sampling. ECODIT LLC received a proposal from ELARD, and executed the related Purchase Order (PO) following USAID COR approval of the submitted Environmental Review and Assessment Checklists (ERAC) and Environmental Mitigation and Monitoring Plan (EMMP).

In addition, ECODIT LLC mobilized Compost Baladi, another local subcontractor, to assist ELARD in managing excavators and water cisterns to collect the samples. Both subcontractors were mobilized on



the ground on December 22, 2020, to collect the first sample from the construction and demolition waste (CDW) stockpile in Bakalian (see Exhibit 7).

#### **EXHIBIT 7. EXCAVATORS OPERATING IN BAKALIAN**



In total, the team collected 11 samples from the stockpiles and four samples of potentially asbestos-containing bulky materials identified around the stockpiles from December 22 – 31, 2020. The samples were gradually sent to an accredited laboratory in Canada. The preliminary results of the four samples of bulky materials and three samples from the glass stockpile showed that asbestos containing cement products are present in three of the samples. According to the hazardous waste management expert, Bakalian site was deemed asbestos contaminated and requires appropriate management. The results of the remaining samples from different stockpiles will come out in Q2 FY2021. ELARD will prepare a report which includes the assessment's findings and recommendations for the management of asbestos-contaminated material. The DAWERR team will review the report and submit the final version to the COR in Q2 FY2021.

Following the COR's concurrence, DAWERR informed the Ministry of Environment and Rubble to Mountain Consortia about the asbestos presence in Bakalian and requested they treat this information with high importance and take the necessary actions to protect public health, and the wellbeing of people in the local environment and those living near the site.

Furthermore, ECODIT LLC executed a PO with Strategic Materials (SM), the international glass manufacturing/recycling company that will assist ECODIT Liban in finalizing the rapid comparative analysis, and organized a kickoff meeting with SM on December 11, 2020. SM will submit a draft input in early January 2021. Accordingly, ECODIT Liban will be able to finalize the Rapid Analysis in Q2 FY2021.

#### **2.4 PROGRESS ON MEL**

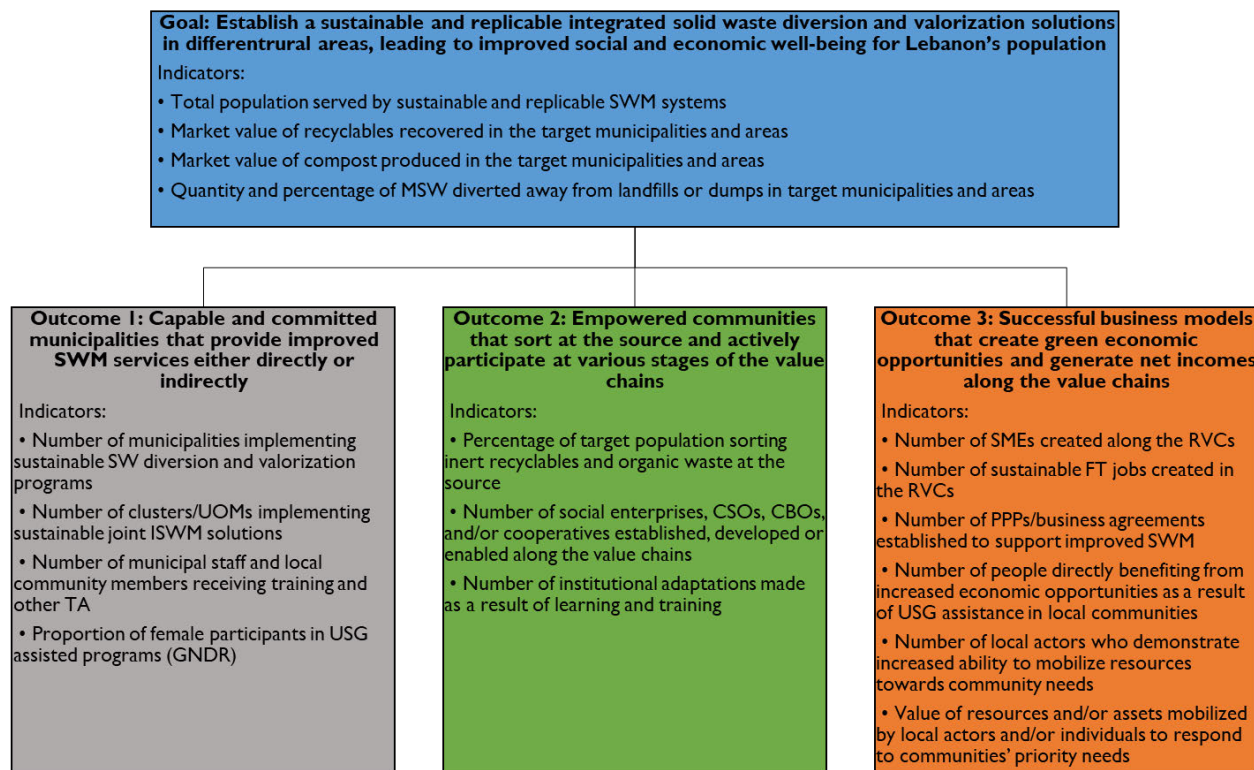
During this quarter, DAWERR submitted the revised version of both its MEL Plan and CLA and Adaptive Management Strategy to USAID and SI. Specifically, the revision on the MEL Plan included a thorough review process of the LOA targets (set in the award contract). As a result, we were able to develop and finalize annual and quarterly targets' calculations based on the planned activities that can be achieved each year. A detailed methodology was added to each indicator's reference sheet after an extensive indicator selection and development process taking into consideration the Community Development Project (CDP) framework which DAWERR falls under.

DAWERR finalized all data collection tools (both quantitative and qualitative) to capture results attributed to the project’s interventions and still working on the indicators’ performance tracking tables (pivot tables) which will facilitate data modeling and analysis as well as reporting accurate results in respect to USAID’s data quality requirements. Data collection process will kick-off in the upcoming quarter.

CLA Activities: DAWERR MEL specialist participated in four virtual events on Positive Youth Development (PYD) conducted by SI during this quarter. Various assignments were prepared and submitted to fulfill requests, actively participate, and best represent DAWERR in these events. CLA tools are also being developed to conduct monthly partner meetings and quarterly pause and reflect sessions as stated in our CLA strategy.

Given that the DAWERR MEL plan and CLA strategy are not approved yet, we adopted a proactive approach in trying to finalize all related and pending tasks while we await approval, and we will make the relevant adjustments once we receive additional recommendations/feedback from USAID and SI. DAWERR will be reporting on the indicators in accordance with the approved results framework (see Exhibit 8) and Indicator Tracking Table.

**EXHIBIT 8. DAWERR RESULTS FRAMEWORK**



**3 DELIVERABLES SUBMITTED**

Exhibit 9 below lists all deliverables submitted during this quarter.

**EXHIBIT 9. DELIVERABLES SUBMITTED TO USAID**

<b>Deliverable</b>	<b>Initial Submission</b>	<b>USAID Feedback</b>
Quarterly Progress Report	October 15, 2020,	USAID COR provided feedback on October 30, 2020. DAWERR submitted a revised version on November 4, 2020, and received COR approval the same day.
Year I Annual Workplan	September 15, 2020	USAID COR provided feedback on October 19, 2020, and called for a co-creation discussion meeting which took place on Thursday, November 12, 2020. Following the meeting, the DAWERR team revised the document and submitted a revised final version on November 20, 2020. USAID COR reviewed the final revised version and provided approval on November 25, 2020.
Quarterly Accrual Report	September 20, 2020	USAID COR acknowledged receipt and requested submission of 24-month projected expenditures (October 1, 2020 – September 30, 2022) which was submitted on September 30, 2020
MEL Plan	September 30, 2020	DAWERR received USAID COR and SI combined comments on November 25, 2020. DAWERR revised the MEL Plan based on the comments and submitted a revised version on December 14, 2020, for USAID COR and SI review
Communication, Learning and Adapting, and Adaptive Management Strategy	September 30, 2020	DAWERR received USAID COR and SI combined comments on November 25, 2020. DAWERR revised the CLA based on the comments and submitted a revised version on December 15, 2020 for USAID COR and SI review
Subcontracts Management Plan	September 30, 2020	Subcontracts Management Plan, DAWERR submitted a revised version of the plan addressing USAID comments on December 2, 2020.
Grants Manual	September 30, 2020	DAWERR submitted a revised version of the Grants Manual on November 18, 2020.  DAWERR received USAID feedback on December 11, 2020 and will resubmit the final version early Q2 FY2021.
Roadshow plan	December 2, 2020	DAWERR received USAID comments on December 3, 2020, and submitted a revised version the same day. USAID COR provided concurrence on December 4, 2020
DAWERR Leaflet	December 2, 2020	DAWERR received USAID comments on December 4, 2020 and submitted a revised English version of the leaflet on December 8, 2020. USAID provided clearance on the same day. The Arabic version was translated and submitted to USAID on December 16, 2020. USAID cleared it on December 17, 2020

## 4 ADMINISTRATION, CONTRACTS, AND FINANCE

### 4.1 ADMINISTRATION

#### REGISTRATION

ECODIT LLC was still awaiting authenticated documents from the Department of State, that are required to register a representative office or branch of ECODIT LLC in Lebanon. We have since explored alternative forms of registration and have received confirmation from the DAWERR CO that we can proceed with implementing DAWERR through a locally established LLC that would be solely owned by ECODIT LLC. In early Q2 FY2021, we will start the registration of a local LLC that will be owned solely by ECODIT LLC and will apply for a VAT exemption once registered.

#### STAFFING/LONG-TERM TECHNICAL ASSISTANCE

To date, ECODIT LLC has engaged five Long Term Technical Assistance (LTTA) personnel listed in Exhibit 10 and is completing the recruitment of the various remaining DAWERR positions. ECODIT is providing regular updates on recruitment to USAID in the weekly update.

#### EXHIBIT 10. DAWERR STAFF ENGAGED TO DATE

Position	Name	Starting date
MEL Specialist	[REDACTED]	September 15, 2020
Local Development Lead	[REDACTED]	October 2, 2020
Solid Waste Management Specialist	[REDACTED]	November 1, 2020
Communications and BCC Specialist	[REDACTED]	November 20, 2020
Finance and Administrative Manager	[REDACTED]	December 1, 2020

#### CONSULTANTS/STTA

During this quarter, the Municipal Engagement Specialist, [REDACTED], provided input to design the roadshow plan and assisted the DAWERR team in developing the selection criteria for screening the municipalities. Once the EOI forms are received from the municipalities, [REDACTED] will take part in the evaluation and selection of the municipalities to implement the pilots. [REDACTED] will assist in developing the capitalization material on best practices in SWM.

### 4.2 CONTRACTS

#### CONTRACT MODIFICATION

ECODIT is awaiting a contract modification from USAID to amend the acronym of the Activity to “DAWERR” and waive the monthly report.

#### KEY PROCUREMENTS

DAWERR procured 10 laptops and 11 phones for the DAWERR team and finalized the procurement of staff group insurance.

## SUBCONTRACTS

Under the Emergency response, ECODIT executed POs with ELARD, Compost Baladi, and Strategic Materials (see Section 2.3)

### 4.3 FINANCE

DAWERR will initiate the VAT exemption process following ECODIT LLC's registration in Lebanon.

## 5 SIGNIFICANT EVENTS AND PERFORMANCE CHALLENGES

COVID-19 remains the main challenge in implementing DAWERR activities. This quarter, the Lebanese government imposed two weeks of lockdown. To minimize the delays in implementing the roadshow plan, DAWERR adopted virtual meetings to reach out to 13 candidate municipalities and shared the EOI form and leaflet via email/ WhatsApp. Section 6 includes more details on our mitigation actions in case of a lockdown in Q2 FY2021.

## 6 GEOGRAPHIC DATA REPORTING

### 6.1 GEOGRAPHIC REPORTING ON DAWERR ACTIVITIES

Once the six pilot municipalities are selected, DAWERR will collect and report spatial data using Geographic Information System (GIS).

### 6.2 GEOGRAPHIC REPORTING ON EMERGENCY RESPONSE

Exhibit II lists the coordinates of the various sites visited under the emergency response (ER) interventions.

#### EXHIBIT II. SITES INSPECTED BY ECODIT LIBAN UNDER THE ER INTERVENTION

Governorate	District	Town	Location/Sites	Longitude	Latitude
Beirut	Beirut	El Medawar	Bakalian (Quarantina)	35.531861	33.900095
Beirut	Beirut	Mar Mikhael	Train station	35.523405	33.900985
Beirut	Beirut	Beirut Central District (BCD)	Normandy, the dumpsite	35.501713	33.903567
Beirut	Beirut	Aadliyah		35.520846	33.878192
Mount Lebanon	Metn	Roumie	Next to the quarries (Roumie low sides)	35.59942	33.8865
Mount Lebanon	Metn	Sin El Fil	Next to Habtoor	35.53505	33.876962
Mount Lebanon	Metn	Sad el Baouchrieh	Next to bank Société Générale	35.559504	33.882118
Mount Lebanon	Baabda	Borj el Brajneh	Airport road, next to Al Rassoul Azam hospital	35.502659	33.839587

## 7 PROGRESS AGAINST WORKPLAN PLAN

**EXHIBIT 12. DAWERR PROGRESS OF ACTIVITIES TOWARDS THE APPROVED WORKPLAN FOR YEAR I**

Year I Annual Work Plan	Status of Activities and Updates	Oct-20 M3	Nov-20 M4	Dec-20 M5
<b>Start up and Management Activities</b>				
Prepare and submit Mobilization Plan	Report submitted			
Prepare and submit Communication and Outreach plan	Report submitted			
Prepare and submit Final Staffing Plan	Report submitted			
Prepare and submit Procurement Plan	Report submitted			
Prepare and submit Year I Annual Work Plan	Report submitted			
Prepare and submit Activity Monitoring, Evaluation and Learning (MEL) Plan	Report submitted			
Prepare and submit a Collaborating, Learning and Adapting (CLA) and Adaptive Management Strategy	Report submitted			

Develop and submit Quarterly (Q) Performance Reports	Reports submitted			
Develop and submit Quarterly Financial reports	Reports submitted			
Develop and submit Quarterly Accrual reports	Reports submitted			
Develop and submit Grants Manual	Report submitted			
Prepare and submit Annual Performance Report	Report will be Submitted in Y2			
Prepare and Submit Security Plan	Report submitted			
Prepare and Submit Subcontract Management Plan	Report submitted			
Prepare and submit three-month/quarterly schedule of events	Reports submitted			
Prepare and submit Weekly Activity update	Updates submitted			
<b>Year I Activities under the PWS</b>				
<b>1.1 Select Target Municipalities for the Year I Pilots</b>				
1.1.1 Liaise with the Ministry of Environment (MoE) and Office of the Minister of State for Administrative Reform (OMSAR)	Ongoing			
1.1.2 Develop Selection Criteria	Selection criteria developed and a report for the evaluation and selection process will be submitted to USAID early January 21			

1.1.3 Conduct “roadshow” to “advertise” the Activity and invite EOIs from municipalities to implement the proposed pilots	Ongoing • Due to the lockdown physical meetings were rescheduled and replaced by virtual meetings with the candidate municipalities via a virtual platform.			
1.1.4 Screen Applicant Municipalities and Select Six Target Municipalities for the Initial Pilots	Due to the lockdown and based on the request of municipalities, the deadline to submit EOIs was extended to the end of January. Evaluation and Selection of the six municipalities will take place in February 2021 taking into consideration potential extended lockdown. The Report presenting the six target municipalities for the proposed pilots, including methodology and criteria used to select them, will be submitted in March 2021			
<b>1.2 Implement the Proposed Pilots in Selected Municipalities</b>	Implementation will start in March 21			
1.2.1 Prepare Implementation Plan for the Pilots	Implementation Plan for the pilots, including technical support and monitoring over time will be developed once the six municipalities are selected and will submitted next quarter			
<b>2.3: Disseminate SWM Best Practices and Information on the Activity’s Progress</b>	Ongoing			
2.3.1 Design and build a virtual platform for the Activity	Social media (Facebook page and Instagram) launched online			
2.3.2 Manage day-to-day Communications about the Activity	Success story entitled “Ensuring Safe Collection and Storage of Solid Waste in the Aftermath of the Beirut Port Explosion” submitted and approved by USAID			
<b>3.1 Provide Incentives and Make Business Case for Source Separation and Recycling</b>	These activities will start once municipalities selected and implementation initiated, on March 21			
3.1.1 Pilot Innovative Incentives and Showcase Their Impacts				
3.1.2 Develop Business Models Under the Pilots				



<b>3.3 Enable and Grow Innovation, Sustainability and Access to Green Finance and Investments</b>				
3.3.1 Conduct Innovation Capacity Building Events in Each Target Region				
<b>Cross Cutting Activities</b>				
Prepare and submit a Gender Strategy and Action Plan	DAWERR identified three candidates to interview in January 21, selecting the top candidate will be done in February 2021, and the Gender Strategy and Action Plan report will be submitted in Q2- FY 2021			
Grants Under Contracts	Grants Manual submitted			
<b>Emergency Response</b>				
Immediate Intervention	DAWERR Emergency Response Success Story submitted and approved			
Mid term Intervention	Asbestos and Shattered Glass reports will be submitted in January 21			

## 8 PLANNED ACTIVITIES FOR NEXT QUARTER

Exhibit 12 shows DAWERR planned activities for the next quarter and mitigation actions due to any potential lockdown in the country in Q2 FY2021.

**EXHIBIT 13. DAWERR PLANNED ACTIVITIES FOR THE NEXT QUARTER**

<b>DAWERR Activity</b>	<b>Planned Sub-activities</b>	<b>Mitigation Actions due to lockdown</b>
1.1.3 Conduct “roadshow” to “advertise” the Activity and invite EOIs from municipalities to implement the proposed pilots	<ul style="list-style-type: none"> <li>• Conduct meeting with all candidate municipalities</li> <li>• Collect EOIs</li> <li>• Screen EOIs</li> </ul>	<ul style="list-style-type: none"> <li>• Follow-up with the municipalities through phone calls</li> <li>• Organize a virtual meeting with the candidate municipalities via a virtual platform (Zoom).</li> </ul>
1.1.4 Screen Applicant Municipalities and Select Six Target Municipalities for the Initial Pilots	<ul style="list-style-type: none"> <li>• Conduct meetings with candidate municipalities</li> <li>• Conduct site visits in candidate geographic areas</li> <li>• Assess existing recycling activities at the municipal level in candidate geographic areas</li> <li>• Select the six municipalities for the pilots based on selection criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Replace physical meetings by virtual meetings - information and photos requested by DAWERR will be shared by municipalities via email/WhatsApp.</li> <li>• Reschedule site visits</li> <li>• DAWERR Evaluation committee to meet virtually to discuss evaluation results and select the six municipalities for the pilots</li> </ul>
1.2.1 Prepare Implementation Plan for the Pilots	<ul style="list-style-type: none"> <li>• Draft a template MOU between each selected municipality and the DAWERR Activity and submit for USAID approval</li> <li>• Reach agreement with municipalities and partners on a tailored implementation and operation modalities and identify responsibilities of each entity</li> <li>• Identify potential operators for a pilot station through solicitation and outreach to local CBOs, social enterprises (SEs), cooperatives, youth-led organizations, and other social entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• Share and sign MOUs with selected municipalities via emails/WhatsApp/ fax</li> <li>• Meet with selected municipalities and community representatives virtually to design tailored Implementation modalities and initiate the implementation of the pilot activities</li> <li>• Follow-up with the selected municipalities through phone calls and virtual meetings to identify potential operators and use media platform (Facebook and Instagram) and targeted community’s (Municipality/clubs/CSOs) social media platforms to outreach and solicit local CBOs, social enterprises (SEs), cooperatives, youth-led organizations, and other social entrepreneurs.</li> </ul>
1.2.2 Implement the proposed pilots in the Six Target Municipalities	<ul style="list-style-type: none"> <li>• Conduct environmental review and assessment for the pilots</li> <li>• Support and guide the selected municipalities to obtain necessary environmental approvals and/or permits.</li> </ul>	<ul style="list-style-type: none"> <li>• Request necessary information and documents for the proposed land via email/WhatsApp; reschedule sites inspection as needed.</li> <li>• Follow-up with municipalities through phone calls to prepare necessary documents; reschedule submission of documents to assigned ministries as needed</li> </ul>

DAWERR Activity	Planned Sub-activities	Mitigation Actions due to lockdown
	<ul style="list-style-type: none"> <li>Prepare the proposed land to host the pilot composting station based on preset specifications to facilitate the installation of the composting station (e.g., leveling the ground, ensure water and electricity etc.)</li> <li>Identify procurement needs, prepare the specification and launch required procurement process for needed equipment and conduct solicitation and selection of suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Share the requirements and specifications to prepare the proposed land with municipalities via email/WhatsApp; assist virtually the municipality in preparing the land and conduct site visits when situation permits.</li> <li>Follow-up with municipalities through phone calls and WhatsApp on available equipment tools (photos and description of available equipment will be shared via email/WhatsApp) and identify procurement needs.</li> </ul>
2.1.1 Develop and implement locally adapted approaches to engage local communities	<ul style="list-style-type: none"> <li>Conduct meetings with local social enterprises, local CSOs, and CBOs to solicit input and ideas on SWM solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct virtual meetings with local CSOs, and CBOs to solicit input and ideas on SWM solutions</li> </ul>
2.1.2 Engage with the Municipality, Community and other Stakeholders to Secure Commitment and Buy-in	<ul style="list-style-type: none"> <li>Start engaging with community influencers (religious leaders, political representatives, others)</li> <li>Start engaging with large producers of food waste through in-person meetings</li> </ul>	<ul style="list-style-type: none"> <li>Replace any planned in-person meetings by virtual meetings and conduct in-person meetings when situation permits</li> </ul>
2.2.1 Design and implement BCC Campaigns	<ul style="list-style-type: none"> <li>Conduct a baseline rapid knowledge, attitudes, and practices (KAP) survey</li> <li>Start preparing the BCC Strategy and Plan</li> </ul>	<ul style="list-style-type: none"> <li>Conduct KAP survey using a web-based survey (Survey Monkey tool) and send it to community members via email/WhatsApp</li> <li>Conduct virtually focus group discussions and interviews</li> </ul>
3.1.1 Pilot Innovative Incentives and Showcase Their Impacts	<ul style="list-style-type: none"> <li>Develop preliminary business models under the pilots including feasibility and sustainability considerations and decide on the introduction of fees/tariffs (when and how much) and finding buyers for compost products.</li> <li>Develop a training curriculum Undertake training/capacity-building activities for SE/private sector in business management and waste management so they can effectively operate the composting station.</li> </ul>	<ul style="list-style-type: none"> <li>Collect all needed information through phone calls and virtual meetings with each selected municipality.</li> </ul>
3.3.1 Conduct innovation capacity building events in each target region	<ul style="list-style-type: none"> <li>Finalize the design of the ideation and hackathon workshops</li> </ul>	<ul style="list-style-type: none"> <li>Use DAWERR's social media platform (Facebook and Instagram), its subcontractors and targeted</li> </ul>

<b>DAWERR Activity</b>	<b>Planned Sub-activities</b>	<b>Mitigation Actions due to lockdown</b>
	<ul style="list-style-type: none"> <li>• Conduct an assessment to identify potential participants in the capacity-building events</li> </ul>	community's (Municipality/clubs/CSOs) social media platforms to advertise and initiate this activity.
<b><i>Cross-Cutting Activities</i></b>		
Prepare a Gender Strategy and Action Plan	<ul style="list-style-type: none"> <li>• Selection of the Gender Specialist</li> <li>• Conduct KIIs and FGDs in selected municipalities</li> <li>• Prepare Gender Strategy and Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct KII and FGD will be virtually</li> <li>• Conduct all needed meetings virtually</li> </ul>

## ANNEXES

### ANNEX-I DAWERR EMERGENCY RESPONSE SUCCESS STORY



DAWERR ER Success  
Story.docx

## ANNEX-2 DAWERR LEAFLET



DAWERR Leaflet -  
English.pdf



DAWERR Leaflet -  
Arabic.pdf

**ANNEX-3 DAWERR ROLL UP BANNERS**



**USAID**  
FROM THE AMERICAN PEOPLE



**USAID**  
FROM THE AMERICAN PEOPLE



**USAID**  
FROM THE AMERICAN PEOPLE



**DAWERR**  
Diverting Waste by Encouraging Reuse and Recycling

**JOIN US  
IN TRANSFORMING  
LEBANON'S SOLID  
WASTE MANAGEMENT  
SECTOR!**

- ✓ Implementing sustainable improved municipal solid waste management services
- ✓ Establishing a successful business model that creates green economic opportunities
- ✓ Generating net income along the value chain for local communities

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**DAWERR**  
تحويل النفايات عن طريق تشجيع إعادة استخدامها وتدويرها

**معاً لتطوير قطاع  
إدارة النفايات الصلبة  
في لبنان!**

- ✓ إدارة النفايات عملية بطريقة متطورة وبشكل مستدام
- ✓ تحقيق نموذج أعمال ناجح يؤدي إلى خلق فرص اقتصادية صديقة للبيئة
- ✓ تأمين مداخيل للمجتمع المحلي في كافة مراحل عملية تدوير النفايات

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Diverting Waste by Encouraging Reuse and Recycling  
تحويل النفايات عن طريق إعادة استخدامها وتدويرها

**JOIN US IN TRANSFORMING  
LEBANON'S SOLID  
WASTE MANAGEMENT  
SECTOR!**



**JOIN US IN TRANSFORMING LEBANON'S SOLID  
WASTE MANAGEMENT SECTOR!**  
 معاً لتطوير قطاع إدارة النفايات الصلبة في لبنان!

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