

R4

USAID/LEBANON

Results Review and
Resource Request (R4)

15 March 2000

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") 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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Cover Memo

Changes to IR's and Indicators: There are no changes to IR's and indicators this year. In FY99, the mission received substantial assistance from OTI for an anti-corruption program that includes three new activities and provides additional resources for Local Government Support. As yet, new IR's and indicators have not been developed for the new activities, but will be developed this year.

Staff Changes: Changes in the operating procedures of the Regional Security Officer (RSO), as well as an increase in field trips of all staff, necessitate the addition of a driver and a coordinator to supervise the drivers, equipment and vehicle use and maintenance, and field trip advance preparation and implementation. These two positions will be added early this year, with no increase in overall projected OE expenditures.

OE: It is planned that the Beirut Air Bridge (BAB) will terminate operations in July. This will result in a savings in OE, which will be absorbed by other requirements, such as increased ICASS costs.

Security: Lebanon remains a critical threat post, although the security profile is slowly changing. US personnel still require multiple vehicles and armed bodyguards for most moves outside the embassy. However, it is anticipated that adult dependents may be permitted in 2000, and that possibility is reflected in the OE tables.

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R4 Part I: Overview/Factors Affecting Program Performance

R4 Part I: Overview and Factors Affecting Program Performance

The U.S. assistance program in Lebanon is a fully integrated development program with one strategic objective (*Reconstruction and Expanded Economic Opportunity--SO1*) and two special objectives (*Increased Effectiveness of Selected Institutions Which Support Democracy--SpO2*) and (*Improved Environmental Practices*). The current Country Development Strategy began in late FY97 and runs through FY02. During the first 18 months of implementation, the program has become a major instrument of U.S. policy, and while it is too soon to speculate on closeout or graduation, it appears that the strategy will achieve its objectives by the end of the strategy period without major managerial or resource adjustments. All strategic objectives are currently on track and exceeding targets.

Lebanon is a country still in transition from 16 years of civil war. It is a fragile democracy that is heavily influenced by Syrian political control and the presence of 30,000 Syrian troops and the Israeli occupation in the south. While two parliamentary and presidential elections have been held since the Ta'if Accords in 1989, the first municipal elections since 1963 were held only in 1998. While most day-to-day decisions are made by the Government of Lebanon (GOL), all major decisions are undertaken in consultation with the leaders of Syria. The mission of the country team in Lebanon presents additional unique problems, given that all U.S. personnel live and work on a heavily guarded compound; all travel outside the compound is accomplished only with multiple vehicles and armed bodyguards; some areas of the country remain occupied and/or in open conflict; and the threat level to official personnel remains critical. For these reasons, USAID/Lebanon operates with a staff of six, including the Mission Director, three Program Specialists, one secretary and a driver/bodyguard. USAID/ Amman provides support in financial management, legal and contracting, while USAID/WB/G provides administrative support. As the program has expanded to an active portfolio of 29 assistance instruments, so has the profile of the Mission. At this time, the only areas that are inaccessible are those in the occupied areas of southern Lebanon. The USAID program is well known in Lebanon, and has attracted from the media, GOL and other donors, much attention for its work in rural areas that have been traditionally neglected and economically deprived. Moreover, the program contributes directly to five of the goals in the Mission Program Plan (MPP). This R4 will be utilized to prepare the MPP.

SO1--Reconstruction and Expanded Economic Opportunity: The flagship of the program remains the SO1 activity, the ***Rural Community Development Clusters***, which focuses on the provision of basic infrastructure, income production, civic participation and environmental protection in 251 rural communities in 30 clusters, serving a population of 600,000. To date, over 650 sub-activities, in irrigation, water containment, roads, agricultural feeder roads, potable water, wastewater, agricultural production, agricultural processing, dairy farming, reforestation, cottage industry, clinics and schools have been undertaken or completed. Other donors and the GOL are studying the model, while the UNDP, GOL ministries and municipal governments have begun providing resources which leverage the USAID and local community contribution. Due largely to the success of the program and

key U.S. congressional support, Lebanon will receive in 2000 a USDA 416b grant of 73,000 metric tons of wheat, which will be monetized and used to augment the clusters by adding approximately 100 villages, primarily in southern Lebanon.

This activity is closely coordinated with the ***Dairy Improvement Activity***, which has utilized a USDA/GSM103 loan guarantee to import from the U.S. 3,350 pregnant dairy cows, train farmers in their care, and provide extension services. The activity has spawned more than 50 private sector dairy production and processing facilities in the Bekaa and north Lebanon, and is being expanded this year with a second loan guarantee that will provide for the import of an additional 5,000 cows. The USAID program's three ***microenterprise lending*** activities are believed to account for over 90% of all such lending in Lebanon. In the past year, 13,154 loans were made to 2,709 active clients, all women.

The fiscal situation led, in part, to the installation in, December 1998, of a new government committed to fiscal and economic reform. At the time the new government was installed, USAID had completed three sectoral ***economic strategies***, which were prepared by teams from the private and public sectors. The strategies identified 27 initiatives that needed to be undertaken to promote growth in the respective sectors. Over the past year, approximately half of these were undertaken, and additional initiatives will be tackled this year

SpO2--Increased Effectiveness of Selected Institutions Which Support Democracy:

The Mission's gamble that the municipal elections would take place in 1998, enabled USAID'S activity, ***Support to Local Government***, to enhance the capability of municipalities to deal with the emerging needs regarding the different services required by citizens. A package of hardware, software systems and technical assistance is being delivered to selected municipalities to enable local government to perform its functions efficiently. Through the Rural Community Development Clusters, this activity has been expanded from a planned 20, to 68 municipalities, which will serve as examples to the GOL and other donors. However, the possible folding of the Ministry of Municipalities and Rural Affairs into the Ministry of Interior has created some doubt about the commitment to decentralization at the ministerial level. In the meantime, the activity is moving forward, with more demand from municipal councils for the services than can be met with the resources available. In 1999, an OTI led anti-corruption assessment resulted in, among other programs, significant OTI commitments to the local government program. Currently, 81 municipalities, including Beirut, are receiving assistance, and this number ~~will increase this year~~ ~~with its program of~~ ***support to Parliament***. During the past year a new budget system was delivered to the GOL. The budget system was developed as a standardized system to improve efficiency and to reduce redundancy in the budget process. The budget system will be connected to the government ministries and agencies using advanced replication technology. The new government has taken a strong stance against corruption, which prompted the Mission to undertake with OTI the above mentioned assessment for an activity in ***anti-corruption***. The assessment was completed in March 1999. The anti-corruption activity began in July, and presently includes municipal development, a mass media campaign, investigative journalism training, and a planned small grants program.

Sp05--Improved Environmental Practices: Based upon an assessment undertaken in late-1997, the Mission undertook an activity to promote *innovative solid waste and wastewater treatment in rural communities*, by utilizing the Cluster NGOs. The purpose of these activities is to demonstrate to the GOL and other donors, solutions that are more effective and cost productive than those called for in national planning. To date, 14 small wastewater treatment plants and two solid waste treatment plants have been completed or are underway. One of the wastewater treatment plant appears to be particularly innovative and suitable for Lebanon, and could greatly expand the scope of what USAID is able to accomplish within the resources allocated.

Utilizing Leahy Fund resources, NADR funds, and ESF, the Mission initiated a *humanitarian demining activity*, which is closely mated with a DOD-funded military demining program. This activity established a *National Resource Center* at Balamand University; organized approximately 30 community based organizations in a national awareness program; mapped mine fields in five at-risk clusters; and sponsored an international demining conference on demining in the Arab world. With new Leahy funding, the program is expanding its scope to include a center where mine victims and their families will be employed and can access medical assistance more easily. The center will be located in Jezzine, an area previously occupied and one of the hardest hit by mine injuries and deaths.

In 1998, the environmental program with American University of Beirut (AUB) was expanded to include a *Water Resources Center*, responsible for surveying and mapping hydrologic resources and recommending better water usage for agriculture, environmental protection, and human consumption. AUB embarked on a pilot study in one of the rural community development clusters to make recommendations for *market-driven agricultural diversification*.

The Lebanon program has now logged two years of implementation. During the past year, all of the implementing NGOs and contractors have had the opportunity to produce solid results and to develop strong credentials with counterparts and beneficiaries in their areas of work. The USAID/Lebanon team, though still small, continues to consolidate its position with the government, the country team, and the general public. The variety, scope, and geographic diversity of USAID activities have enabled the USG to expand its influence in Lebanon and have helped further U.S. policy interests. The ANE Bureau experiment with implementation of a fully integrated development program with minimal staff resources and support from a 'virtual team' has operated long enough to be called a success. Staff limitations and "off-site" location of essential functions has not hindered implementation or accountability, and indeed has demonstrated agility that militates in favor of its replication in other small-to-medium sized programs, particularly in an environment of shrinking OE resources.

R4 Part II Results Review by SO

Text for SO a

Country/Organization: USAID Lebanon

Objective ID: 268-001-01

Objective Name: Reconstruction and expanded economic opportunity

Self Assessment: Exceeding Expectations

Self Assessment Narrative:

Primary Link to Strategic Agency Framework: 1.3 Economic Oppty for Rural/Urban Poor
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|---|
| <input type="checkbox"/> 1.1 Private Markets | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input checked="" type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input checked="" type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Humanitarian Assistance

Summary of the SO:

This strategic objective is the most complex in the program and contains a number of discrete activities. The Rural Community Development Clusters are the flagship of the

program and are designed to aid in the process of reconstruction by returning rural communities to economic and social viability. Local citizens, acting through committees, select and implement projects, and contribute at least 25% of the cost. Five U.S. Non-Governmental Organizations (NGOs) share implementation responsibilities with these local committees in 30 clusters comprised of 251 rural communities, running basic infrastructure, income-producing, civic participation, and environmental activities. We estimate that more than 600,000 people benefit from the program.

The Micro-Finance portfolio consists of three active credit programs implemented by three different NGOs. Initially, the activities concentrated on village banking targeted exclusively at women. While such lending continues to expand, two newer programs are focusing on slightly larger loans. One of the new programs is paired with a commercial bank, which has increased its capital participation to 50% of the total. A multilateral donor is currently contemplating lending to this program.

The Capital Market activity has assisted the Government of Lebanon (GOL) to develop capital markets, by providing technical assistance to draft a modern securities law. A second activity, to strengthen the clearance, settlement and depository functions of MidClear, the financial clearing-house, by designing and procuring appropriate software and hardware, was begun in 1998.

The Dairy Improvement activity, through a grant to American University of Beirut (AUB), supports an USDA General Sales Manager (GSM) 103 loan guarantee. U.S. dairy cattle are imported, quarantined, and delivered to farmers who receive training and extension services from AUB. Dairy production and associated industries, which declined during the civil war, are being rebuilt as a major agro-industry activity.

The Economic Policy Reform activity targets the structural reform of three fundamental economic sectors: agro-industry; finance and regional services; and tourism. This activity, implemented by Stanford Research Institute, developed three national sector strategies and identified 27 reform initiatives, of which 15 are now being implemented.

Finally, the Small Grants program enhances the capabilities of local NGOs by providing assistance for discrete activities that may be completed within one year. Since 1997, 22 grants have been made and, after a one-year hiatus caused by the need to finance rural community development in Jezzine subsequent to the withdrawal of occupying forces, the program will be renewed in FY 2000.

Key Results:

The projected result of this strategic objective is a significant contribution to the reconstruction and economic recovery of Lebanon in selected priority areas where USAID has sufficient resources and comparative advantage over the government or other donors. When USAID began working with rural communities, municipal governments and micro-finance, few donors were actively engaged in these areas. Given limited resources, a secondary objective of these efforts is their demonstration effect to the government and other donors, so they may be replicated. This principle applies to all activities, including economic policy and structural reform, though the most significant impact is expected in additional donor resources going to rural community development and support to local government.

Performance and Prospects:

Since the initiation of the program, in 1997, approximately 470 projects have been executed under the Rural Community Development component, and more than 200 projects will be completed in FY 2000. These projects include construction of agricultural roads, schools, bridges, clinics, irrigation systems, potable water sources, wastewater collection and treatment facilities, and development of income-generation activities. The Rural Community Development component will be continued in FY 2001. Under the Micro-Finance program, over 22,200 loans to women have been provided in the oldest program, while the programs begun in 1998 and 1999 have together made 769 loans. Under the Dairy Improvement activity, 3,168 pregnant dairy cows have been distributed to 1,000 farmers, resulting in an increase in their earnings. This program has also contributed to the development of 58 new dairy production facilities in the private sector. The Economic Reform activity has invigorated the private sector and resulted in concrete action to implement the initiatives identified in the strategies developed in 1998.

In restoring and revitalizing normal life in rural areas, the local communities and the newly elected municipal governments have been actively involved in the planning and implementation of the activities cited above. The program has earned a reputation for being able to react quickly, as in the case of the de-occupation of the "Jezzine Pocket," which is a template for the anticipated de-occupation of the remaining occupied South. Within two weeks of the withdrawal, USAID had formed committees and initiated 15 activities. Since starting in Jezzine, USAID has initiated over 50 activities, with nearly two-thirds completed.

USAID is already cooperating with other donors on planning for a general peace. The implementing NGOs have identified new villages, particularly in the occupied zone, which will be incorporated into the program, utilizing the monetized proceeds of a USDA 416b commodity grant of 73,000 metric tons of wheat. The 416b monetary generations will enable a 20% increase in the Rural Community Development Clusters program, which has gained the reputation as one of the most successful development programs in Lebanon.

The initial Dairy Improvement activity was completed in 1999. In FY 2000 and FY 2001, a new activity will support a new USDA GSM103 loan guarantee to import an additional 5,000 pregnant dairy cows from the U.S.. The program will continue to support small farm production; improve dairy stock; and revitalize dairy and associated industries.

Possible Adjustments to Plans:

For FY 2000, Congress has mandated that additional resources be provided to the American educational institutions in Lebanon, for scholarships and direct support. In FY 2000, \$3 million will be provided as directed, in addition to program support already planned. It is planned that this assistance will continue in FY2001, subject to the availability of funding. No other adjustments are planned at this time.

Other Donor Programs:

Virtually all major donors are involved in reconstruction and economic recovery, with the World Bank (WB) and European Union (EU) having the largest multilateral programs. Italy, Saudi Arabia and France lead bilateral programs, though most support is in trade finance in the form of loans. Most were used for large reconstruction projects in roads,

telecommunications, power, and other utilities. Since USAID began its program in rural community development, there has been a marked increase in funding to rural areas by the EU, World Bank, Italy, and the UNDP. USAID is engaged in formal and informal cooperation with these donors and international NGOs, and is increasingly jointly funding activities, where feasible. A donor coordination committee and several subcommittees meet regularly, and several new working groups are planned to cope with municipal development and the anticipated withdrawal of occupying forces in South Lebanon.

Major Contractors and Grantees:

USAID implements activities through U.S. and local organizations. The Rural Community Development Clusters activity is being implemented by five U.S. NGOs: Mercy Corps International, Young Men Christian Association (YMCA), Catholic Near East Welfare Agency (CNEWA), Cooperative Housing Foundation (CHF) and Creative Associates International Inc. (CAII). The Micro-finance program is being implemented by Save The Children, CHF, and the Makhzoumi Foundation. The Economic Policy Reform activity is implemented by Price Waterhouse/Stanford Research Institute and Lebanese American University (LAU). The MidClear activity is implemented by Price Waterhouse/Coopers/Metametrics and Baton Rouge International. All implementing NGOs interact with ministries and municipal governments, as needed. NGOs are encouraged to cooperate with other donors and to accept support from donors and local organizations. The implementing NGOs use an electronic consolidated reporting system, which tracks every activity and key indicator of results.

Performance Data Table

Objective Name: Reconstruction and Expanded Economic Opportunity			
Objective ID: 268-001-01			
Approved: 1998		Country/Organization: USAID Lebanon	
Result Name: Reconstruction and Expanded Economic Opportunity			
Indicator: Number of informal sector loans delivered			
Unit of Measure: Number of loans provided to low income entrepreneurs.	Year	Planned	Actual
Source: NGOs and banks		Loans out/total transactions	
Indicator/Description: Indicator measures the total number of beneficiaries at the end of the reporting period and the annual total number of loans issued (transactions).	1997	NA	NA
	1998	2,560/6,180	3,963/9,871
	1999	5,150/11,900	2,709/13,154
	2000	7,800/17,300	NA
	2001 (T)	8,340/40,730	NA
Comments: 1998 figures include results of program with Catholic Relief Services (CRS) that has closed out in December 1998. Actual results reflect the output of microcredit programs initiated by three NGO's: The small business loan program with CHF that has started effectively early 99, and will continue for two years; the microcredit program with Makhzoumi Foundation that started started mid-99; and the continuing group lending program with Save the Children (SCF).			

Performance Data Table

Objective Name: Reconstruction and Expanded Economic Opportunity			
Objective ID: 268-001-01			
Approved: 1998		Country/Organization: USAID Lebanon	
Result Name: IR 1.1: Selected Rural Communities Revitalized			
Indicator: IR 1.1.1: Incremental number of hectares irrigated; cultivated; improved; or accessed			
Unit of Measure: Hectares	Year	Planned	Actual
Source: NGO's shared reporting system	1998	5513	7838
Indicator/Description: Indicator reflects the results of a set of activities aimed at improving production in hectares of land under cultivation, or accessing new lands for cultivation through installation or rehabilitation of irrigation networks, opening/improving agricultural roads, and building terraces.	1999	5581	6625
	2000	5735	NA
	2001	5520	NA
	2002	4537	NA
	Target	26884	
	Total		
<p>Comments: Data is compiled by the five US NGO's in a consolidated reporting system developed with USAID. Report reflects impact by each type of activity through subindicators that provide consistency and reliability to the performance data under this P Performance is further evaluated and assessed through field trips to villages and areas where activities are conducted, and meetings with the beneficiaries.</p> <p>Targets are drawn from NGO's estimates based on their achievements and the progress of their work since they have started by end of 1997.</p>			

Performance Data Table

Objective Name: Reconstruction and Expanded Economic Opportunity	
Objective ID: 268-001-01	
Approved: 1998	Country/Organization: USAID Lebanon
Result Name: IR 1.1: Selected Rural Communities Revitalized	
Indicator: IR 1.1.2: Families accessing new and/or improved social infrastructure	
Unit of Measure: Number of beneficiary families who are using new schools and health centers or consuming piped water to their houses.	areas where activities are conducted, and meetings with the beneficiaries.
Source: NGO's shared reporting system	Targets were initially drawn from NGO's estimates based on their achievements and the progress of their work since they have started by end of 1997. Based on the actual implementation of work, minor readjustments to the planned estimates that were set higher than what could realistically be achieved, have been suggested.
<p>Indicator/Description: Indicator reflects the results of activities affecting the social environment in rural villages: construction or rehabilitation of health/community centers, potable water systems & sewage networks, protected roads ...</p> <p>For the purpose of giving a fair picture of the progress of work and performance, the number of beneficiary families has been inflated. In some cases, it does exceed the number of inhabitants in the village. Benefits may accrue on the same family more than once. Thus, families benefiting twice or more from different activities, are counted twice or more. Data is based on the cumulative number of families affected by the diverse activities under social infrastructure. However, when mission reports on the number of families revitalized, under indicator 1.1, the result will reflect the number of families which is equal to the number of inhabitants.</p>	<p>These reajustments are not reflected in the PDT's, but will be closely tracked by the mission.</p>
<p>Comments: Data is compiled by the five US NGO's in a consolidated reporting system developed with USAID. Report reflects impact by each type of activity through subindicators that provide consistency and reliability to the performance data under this indicator. Performance is further evaluated and assessed through field trips to villages and</p>	

Year	Planned	Actual
1998	18,652	27,866
1999	38,738	28,367
2000	25,365	NA

2001	24,470	NA
2002	16,078	NA
Target	123,303	
Total		

Performance Data Table

Objective Name: Reconstruction and Expanded Economic Opportunity			
Objective ID: 268-001-01			
Approved: 1998	Country/Organization: USAID Lebanon		
Result Name: IR 1.5: Improved Dairy Production			
Indicator: IR 1.2.2: Milk produced from USDA cows			
Unit of Measure: Total volume of milk per year (liters)	Year	Planned	Actual
	1997	NA	NA
Source: Ministry of agriculture records & report of project coordinator.	1998	7,371,000	8,190,000
	1999	19,000,000	17,173,520
Indicator/Description: Average production of USDA cows is estimated at 20 liters of milk per day.	2000 (T)	21,621,000	
Comments: By the end of 1999, a total of 3168 USDA cows have been delivered to farmers and started producing milk. 1999 planned target was originally set on the basis of a total of 3,300 USDA cows delivered to farmers. 1998 figure shows production of 1,550 cows (700 full year / 850 second half of year). 1999 actual figure reflects production of 3,168 cows (1550 full year / 1618 second half of the year). Production of cows born following delivery to farmers has not been assessed yet.			

Text for SO b

Country/Organization: USAID Lebanon

Objective ID: 268-002-01

Objective Name: Increased effectiveness of selected institutions which support democracy

Self Assessment: Exceeding Expectations

Self Assessment Narrative:

Primary Link to Strategic Agency Framework:
(please select only one)

2.4 Accountable Gov't Institutions

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Agricultural Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Education/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): Regional Stability

Summary of the SO:

Summary: This special objective contributes to the rehabilitation and reform of the Parliament and local government to better manage a restructured central government and to carry out the country's redevelopment objectives. As part of this assistance, USAID

introduces and reinforces concepts of transparency, accountability, and effectiveness of government. The beneficiaries are the Parliament and the selected municipalities, as well as their public servants and the citizens they serve or represent. This is particularly important with regard to municipal governments that were, in 1998, elected in the first local elections since 1963, and lacked the physical means and training to fully exercise their responsibilities.

In 1999, USAID/Lebanon along with USAID's Office of Transition Initiatives (OTI) undertook a new series of activities aimed at reducing corruption. This program encompasses a four-component initiative to empower key Lebanese stakeholders -local government, media and civil society- in their anti-corruption efforts. The four components include: an anti-corruption media campaign; investigative journalism training; municipal government assistance; and a small grants mechanism.

Key Results:

Success will be measured by a parliament that is both more responsive to its constituents, and a more effective partner in governing the country. The Parliament will pass better laws, pass them faster, and conduct responsible oversight of government budgets and operations. Also, the capabilities of public entities will be enhanced through rehabilitation of governmental agencies by modernizing, simplifying work procedures, defining and publicizing all rules for executing transactions, and ensuring complete transparency. Local government will be revived with modern information systems, elected council members with awareness of their powers and their responsibilities toward their communities, and skills and information resources to carry them out. The general population will better understand the nature and costs of corruption; selected journalists and media will be better able to investigate corrupt practices and disseminate information; and local NGOs and public/private partnerships will encourage constructive interaction that increases transparency and accountability between the government and citizens.

Performance and Prospects:

The point of entry for this activity was the installation of basic modern information systems (word processing, electronic mail, and data bases) to simply put key agencies of the GOL back in business. In the process of meeting these needs, a number of other benefits have occurred. Outdated and cumbersome procedures have been streamlined; and staffs have been trained in the use and maintenance of information systems. Senior civil servants have traveled to the US for policy dialogue to learn about government reengineering, customer service, quality management, transparency of decision-making, and other contemporary public sector management values and concepts.

Currently, 81 municipalities are receiving training and the computer and systems hardware and software necessary to build and restructure the management, human resources, and budgeting capability of their local government. While other donors have supported restoration of Lebanon's devastated postwar government, many in the GOL consider the USAID-supported activity to be that which has set a standard of quick response, sensible problem-solving, educational value for key decision-makers, and systems that can be put to work in key governmental functions. In FY 2001, USAID will follow up on the successful OTI anti-corruption initiative with support to additional municipalities and greater focus on the Municipality of Beirut.

Possible Adjustments to Plans:

Since 1997, the focus of this activity has shifted away from assisting Lebanon's "control" agencies—the General Accounting Office, the Civil Service Board, and the Central Inspections Board—which provide oversight of budgets and programs. These control agencies have now gained new autonomy, effectiveness and legitimacy and their work with the Parliament in responding to constituents' inquiries. The evolution of this oversight capacity will increase the parliament's effectiveness in formulating laws and policies. Increasingly, emphasis of this activity will shift toward working with the municipalities. It is uncertain whether the Ministry of Municipalities and Rural Affairs (MOMRA) will maintain its role with regard to municipalities, thus most work with the Ministry has been suspended. The future of the Ministry, its role and USAID support will be taken up with the Government after the parliamentary elections in early 2000. The uncertainties surrounding MOMRA have had little impact on support to the municipalities.

Other Donor Programs:

Democracy building in Lebanon is a field that has now attracted many donors. The World Bank and UNDP have been supporting administrative reform, but their managers and technicians often turn to the USAID program for technical advice in areas such as civil service performance evaluation, standardization of the government-wide budgeting system, and models of quick problem-solving. Part of the World Bank's \$20 million loan for administrative reform will fund a study to improve the current municipal financial system. The NGO Forum (an informal association of local NGOs), jointly funded by the European Union (EU) and Canada, was established in 1999. With USAID funding, the NGO Forum established a Parliamentary Center called the "Forum for Parliamentary Dialogue" with the objective of enhancing local NGO participation in the legislation decision process. The UNDP has recently signed a Memorandum of Understanding with the Parliament to deal with regional legal issues and to provide it with technical assistance. The estimated cost is \$300,000. The EU will grant the Ministry of Administrative Reform \$40 million for activities to be announced later.

Major Contractors and Grantees:

Most work to date has been performed under a cooperative agreement with the Center for Legislative Development at the State University of New York/Albany (CLD/SUNY). In the next phase, CLD/SUNY will continue to play a key role, building on the excellent track record and relationships that have been established, though other organizations may be involved in technical aspects of local government. There is also close coordination with the NGOs involved in the rural community development clusters, under SO1. The counterparts in this program are the Minister of State for Administrative Reform, the Ministry of Finance, the Speaker's Office in the Parliament, and MOMRA. The anti-corruption effort is working with Information International, Saatchi and Saatchi, International Center for Journalists, Lebanese American University, and Lebanese University.

Performance Data Table

Objective Name: Increased Effectiveness of Selected Institutions Which Support Democracy			
Objective ID: 268-002-01			
Approved: 1997	Country/Organization: USAID Lebanon		
Result Name: IR 2.1: MOMRA providing technical assistance/information to municipalities			
Indicator: IR 2.1.1: Information system is operative			
Unit of Measure: Number of beneficiary municipalities	Year	Planned	Actual
	1998	Unknown	30
Source: Procurement record; system records	1999	50	120
Indicator/Description: Indicator reflects the number of municipalities that received technical training and appropriate equipment to enhance their administrative capabilities. Results are verified through SUNY/CLD detailed periodical reports and visits to the beneficiary municipalities, in addition to newspaper and magazine reports.	2000	100	NA
	2001	150	NA
	2002	300	NA

Performance Data Table

Objective Name: Increased Effectiveness of Selected Institutions Which Support Democracy			
Objective ID: 268-002-01			
Approved: 1997		Country/Organization: USAID Lebanon	
Result Name: IR 2.2: Improved operation of key central agencies to support local government			
Indicator: IR 2.2.1: Central agencies/ministries disseminating information related to government			
Unit of Measure: Number of agencies	Year	Planned	Actual
Source: Municipalities/Agencies records; Staff survey, Procurement records; Agencies' annual report.	1998	0	0
	1999	1	1
	2000	2	NA
	2001	4	NA
	2002 (T)	5	NA
Indicator/Description: Indicator depicts results of SUNY/CLD work with the Government Accounting Office in standardizing income forms to be used by municipalities and in training municipality employees and members on budget preparation and execution.			
Comments:			

Performance Data Table

Objective Name: Increased Effectiveness of Selected Institutions Which Support Democracy			
Objective ID: 268-002-01			
Approved: 1997		Country/Organization: USAID Lebanon	
Result Name: IR 2.3: Pilot municipalities are able to interact with central agencies and provide services effectively and fairly .			
Indicator: IR 2.3.1: Municipalities have adopted and use the automated budget			
System of Measure: Number of municipalities	Year	Planned	Actual
Source: Municipalities' records published in official Gazette; Member survey; Staff	1998	0	0
	1999	1	1
Indicator/Description: Indicator reflects results of work with one large municipality that has started using the Automated Budget	2000	50	NA
	2001	100	NA
	2002 (T)	150	NA
System: The quality of work conducted at the concerned Municipality has been assessed and reviewed through visits and meetings with the municipal council and employees			
Timeframe: The number of beneficiaries increased due to the expansion of the program.			

Performance Data Table

Objective Name: Increased Effectiveness of Selected Institutions Which Support Democracy			
Objective ID: 268-002-01			
Approved: 1997	Country/Organization: USAID Lebanon		
Result Name: IR 2.4: Parliament is informed on various policy options served by qualified staff and able to oversee government budget.			
Indicator: IR 2.4.1: Professional staff provide policy analysis for members and committees as needed.			
Unit of Measure: Number of studies	Year	Planned	Actual
Source: Parliament journal, Parliament	1998	0	0
Indicator/Description: Indicator reflects results of studies on budget aimed at improving the decision making process of parliamentary committees.	1999	0	1
	2000	2	NA
	2001	5	NA
	2002 (T)	5	NA
Comments: Lebanese Parliament prepared several studies published in the LP journal, including one study on budget analysis. State University of New York (SUNY) are still working with the LP Finance Committee to oversee the budget.			

Text for SO c

Country/Organization: USAID Lebanon

Objective ID: 268-005-01

Objective Name: Improved Environmental Practices

Self Assessment: On Track

Self Assessment Narrative:

Primary Link to Strategic Agency Framework:
(please select only one)

1.3 Economic Oppty for Rural/Urban Poor

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|---|---|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Agricultural Development/Food Security |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Education/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input checked="" type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Economic Development

Summary of the SO:

The purpose of this special objective is to help the Lebanese better understand their environmental problems, point the way to policy reforms, and through demonstration activities, illustrate selected environmental solutions at national and local levels.

Thousands of families in rural areas will benefit from more sustainable land use, clean water and reduced pollution by developing their ability to manage environmental resources.

Since 1995, USAID has funded the American University of Beirut (AUB) to equip and organize the Core Environmental Analytical Laboratory (CEL), and to establish a multi-faculty research, teaching and outreach program, involving the departments of public health, engineering and agriculture. The CEL gives the university new capacity to conduct testing of water, soil and hazardous substance, and monitoring of air pollution, and to provide policy and technical leadership on some of Lebanon's most pressing problems. The environment program also includes the establishment of the Water Resources Center that studies the country's surface and subsurface water resources (quantity and quality), which will provide needed data and analysis to the country's decision-makers. Under its economic agricultural sustainability pilot activity, AUB is investigating and analyzing the current prevailing farming systems in the Yammouneh region. This effort will determine and propose an optimum cropping pattern that will include new crops that are economically feasible, marketable and environmentally sound. If successful, the pilot may be replicated in other regions.

Beginning in 1997, USAID included environmental activities under the rural community development program, focusing on integrated water resources management activities (mainly solid/liquid waste disposal and treatment pilot projects). These have benefits at both the national and community level, by demonstrating low-cost methodologies for waste disposal and treatment, as well as productive agriculture that is environmentally sustainable. Through sustained community action, and subsequent dissemination of the results and methods, local solutions may be replicated on a national scale.

In 1998, USAID started a new humanitarian demining initiative. The activity builds on the Department of Defense physical demining support provided to the Lebanese Armed Forces, by focusing on awareness and prevention of landmine injuries, as well as landmine victims' assistance, through a consortium of NGOs and community based organizations.

Key Results:

Under this Special Objective, USAID intends to establish the basis for environmental concern and awareness among rural communities. It seeks to educate the communities about environmental problems, and lead them to improve their capabilities to manage environmental conditions in a more efficient manner. It also attempts to demonstrate innovative solutions that can be supported and replicated by the GOL and other donors, and integrated into their plans. By focusing on initiating waste management projects in rural areas, USAID is demonstrating to rural villages and to other public and private entities the most effective and least expensive methodologies to solve environmental problems. AUB's environmental program is not limited to delivering technical services. AUB intends to disseminate information on environmental conditions and provide analysis of results and expert advice on solutions to environmental problems to the private and public sectors. Through its landmines accident prevention program, USAID focuses on providing understanding and awareness, at both national and community levels, related to the location of minefields, and to the social and economic problems incurred from mine

injuries. It indirectly supports the military efforts to remove landmines through cooperation, advice and exchange of data and information. The ultimate goal is the clearing of minefields and the reopening of currently unusable land for development and agricultural production.

Performance and Prospects:

Implementation of AUB activities is being delayed in an effort to refocus the program. Efforts are being exerted to strengthen the educational and advisory role of AUB. The purpose of the activity is to extend beyond the inner academic circles of the university through dissemination of data and research results, in an attempt to influence private and public decision making that affect the country as a whole. Currently, the program lacks analytical substance and community outreach. During the coming year, USAID/Lebanon will closely track AUB's progress in producing these latter results.

At the community level, environmental activities are varied. These include building or restoring retaining walls, reforestation, upgrading potable and irrigation water systems, improving road drainage to reduce erosion, tackling community solid and liquid waste disposal problems with low-cost technologies, and in some areas, introducing new crops that serve both income and environmental objectives. The program has begun to effectively demonstrate a number of low-cost solutions to both solid and liquid waste problems, and is enlisting other donors in the effort. The Italian aid program, for instance, is involved in the construction of wastewater network and treatment plants in eleven rural areas. The USAID program has, since 1998, initiated sixteen waste management projects. Five have been completed and started operation, and eleven are in preparation or underway. One solid waste management activity is considered by experts as truly innovative and is drawing numerous requests for replication in other communities. The NGO's are becoming increasingly skilled, and communities and local governments are seeking eagerly to replicate the activities. The concept of initiating appropriate low-cost and low-technology solid and liquid waste treatment models for solving environmental problems in rural areas has become very popular as an alternative to the government's large, expensive, and largely unfunded plans. In FY 2001, major incremental funding will be obligated to the demining program is unique in that it has succeeded in setting the basis for cooperation and coordination over landmine issues, between the Lebanese Armed Forces special units and the Humanitarian Demining Office representing local NGOs and community based organizations. The information system on landmine victims and locations of minefields is developing successfully. The countrywide landmine victims' survey that was launched in August 1998 has been completed by end of December 1999, and data analysis is underway. The survey covered 1,425 (96%) towns and villages. Sixty seven villages still under occupation could not be accessed. This database is considered to be the sole information source on the landmine issue in Lebanon. As a result of USAID direct involvement with landmine victims and their families, the urgent need for assisting those victims has emerged. The victims assistance program is presently being initiated and is expected to be launched in early 2000, to assist victims in treatment, rehabilitation, and economic reintegration. The humanitarian demining program has been successful in promoting the problem of landmines in Lebanon at both community and national levels, so that existing minefields are identified and eliminated, and communities can prevent

accidents and deaths. Signs of strong commitment to deal with the issue and eagerness to join efforts are found among all concerned parties, which has enabled the activity to exceed expectations after only one year of operation. In FY 2001, additional funding will be provided for a pilot victims assistance center.

Possible Adjustments to Plans:

None.

Other Donor Programs:

The World Bank and other donors have assessed environmental problems, and proposed programs for coastal resources management, solid waste management, waste water treatment, and national reserves. The World Bank has provided a \$55 million loan for a Solid Waste Management Project to construct landfills in seven different locations. This project was put on hold after the new government was formed in the fall of 1998. The Italian government is involved in small to medium wastewater management projects, and the UNDP is concentrating on providing support to local organizations to deal with solid waste problems. The U.S. Department of Defense is supporting physical removal of mines with training and equipment for the LAF engineering regiment.

Major Contractors and Grantees:

USAID supports AUB, Mercy Corps, Catholic Near East Welfare, YMCA, Cooperative Housing Foundation, and Creative Associates. Activities are implemented through close coordination with the Ministries of Environment, Water, Agriculture and Interior as well as local municipalities which are cooperating in these efforts. The World Rehabilitation Fund is carrying out education, organization, information, and victims' assistance work on demining with the LAF, Ministry of Health, Balamand University, and a consortium of local NGOs and Community Based Organizations.

Performance Data Table

Objective Name: Improved Environmental Practices			
Objective ID: 268-005-01			
Approved: 1998		Country/Organization: USAID Lebanon	
Result Name: Improved Environmental Practices			
Indicator: Number of villages known to change or initiate activities to improve or maintain the condition of water resources.			
Unit of Measure: Number of villages undertaking one or more environmental activities	Year	Planned	Actual
	1998	33	42
Source: NGO's consolidated reporting	1999	48	44
	2000	42	NA
Indicator/Description: This indicator counts villages that are undertaking integrated activities affecting their environment. They include a combination of interrelated activities: solid/waste water treatment, potable water treatment, reforestation, prevention from erosion, environmental/sanitation campaigns ...	2001	42	NA
	2002	40	NA
	Target	205	
	Total		
<p>Comments: Data is compiled by the five US NGO's in a consolidated reporting system developed with USAID. Report reflects impact by each type of activity through subindicators that provide consistency and reliability to the performance data under this indicator. Performance is further evaluated and assessed through field trips to villages and areas where activities are conducted, and meetings with the beneficiaries.</p> <p>Planned targets were drawn from NGO's estimates based on their achievements and the progress of their work since they have started initiating pilot environment activities by end of 1998. Based on the actual implementation of work, minor readjustments to the planned estimates that were set higher than what could realistically be achieved have been suggested in the PDT's, but are closely tracked by the mission.</p>			

Performance Data Table

Objective Name: Improved Environmental Practices			
Objective ID: 268-005-01			
Approved: 1998		Country/Organization: USAID Lebanon	
Result Name: IR 5.1: Non-American University of Beirut individuals or groups are applying American University of Beirut technical assistance in their decisions			
Indicator: IR 5.1.1: % lab capacity used for environmental analyses			
Unit of Measure: percentage based on annual increase in lab productivity	Year	Planned	Actual
	1998	Unknown	5
Source: Lab schedules and American University of Beirut reports	1999	20	30%
	2000	50	NA
Indicator/Description: Indicator depicts lab. capacity through a quantitative measurement of lab. productivity.	2001	65	NA
	2002 (T)	75	NA
Comments: Detailed reports reflecting the number, types, and purpose of analyses, in addition to category of clients served are submitted to USAID periodically.			

Performance Data Table

Objective Name: Improved Environmental Practices			
Objective ID: 268-005-01			
Approved: 1998		Country/Organization: USAID Lebanon	
Result Name: IR 5.1: Non-American University of Beirut individuals or groups are applying American University of Beirut technical assistance in their decisions			
Indicator: IR 5.1.2: Number of new clients requesting environmental analyses			
Unit of Measure: clients	Year	Planned	Actual
Source: American University of Beirut	1998	Unknown	24*
Indicator/Description: American University of Beirut laboratory contribution to improved environmental practices, is not just reflected through the increase in number of analyses per year, that may be conducted for the same clients, but also through the increase in the number of new clients requesting technical assistance. *The load is increasing on an average of 2-3 clients per month.	1999	48	80
	2000	84	NA
	2001	110	NA
	2002 (T)	130	NA
Comments: Detailed reports reflecting the number, types, and purpose of analyses, in addition to category of clients served are submitted to USAID periodically.			

Performance Data Table

Objective Name: Improved Environmental Practices			
Objective ID: 268-005-01			
Approved: 1998		Country/Organization: USAID Lebanon	
Result Name: IR 5.3: Population with improved understanding of landmines prevention practices and informed on landmines locations			
Indicator: IR 5.3.1: Number of individuals accessing landmines related information and awareness activities			
Unit of Measure: individuals targeted in the awareness campaigns and participants from community groups.	Year	Planned	Actual
	1997	NA	NA
	1998	260,000	258,157
Source: WRF; CBO's; Landmines Resource Center	1999	758,157	1,117,936
	2000 (T)	1,058,157	NA
Indicator/Description: Indicator reflects results of activities targeting population groups at risk of landmine injuries as well as the general public. Activities encompass awareness campaigns and professional meetings/seminars in villages; community based advocacy programs involving 40 local CBO's (Community Based Organizations); surveys on landmines related information conducted all over Lebanese territory; and newsletters and newspaper articles.			
Comments: Results are compiled in a reporting system that reflects output of each subactivity conducted by the NGO. 1998 figure reflects results of activities that have started mid 98. Figures do not include the number of television viewers of programs related to landmines which is estimated to be approximately 1.3 million. Readers of news articles are estimated at approximately 690,000.			

R4 Part III: Resource Request

R4 Part III: Resource Request

Overview: The thrust of the USAID Lebanon program has changed little since the last R4, though the Rural community Development Clusters (RCDC) have been expanded by approximately 20 villages and, with over \$1.4 million in OTI resources, an integrated anti-corruption program has been initiated. No small grants were made in FY99, as those resources were needed to expand the RCDC program to areas evacuated by the South Lebanon Army (SLA). Additional Leahy funds were received in FY99 to add victims assistance to the demining activity. As part of the OTI anti-corruption activity, additional funding was added to the State University of New York cooperative agreement to expand the number of municipal governments receiving support to 81, including Beirut. The economic policy reform activity continues to grow, though obligations remain within projections through FY2000. Environmental activities in wastewater and solid waste treatment in the RCDC's, will be expanded in each year, to the end of the strategy period, with the final obligations occurring in FY01. Additional funding will be added to the Cooperative Housing Foundation microfinance activity, for operational support, if planned capital investments are made by the Lebanese partner and/or the International Finance Corporation. Finally, the major change in FY2000 was the Congressional earmark, adding \$3 million to the OYB, to be used for direct support of the American universities and high schools in Lebanon.

Financial Plan: The funding levels needed to achieve planned progress through FY01 are detailed in the Budget Request Table. Although no Leahy funding for demining was requested in FY2000, additional support will be requested in FY01. No mention is made of the prospective program through the Office of Transition Initiatives (OTI) in anti-corruption, as OTI reports separately on these funds. Overall program levels are predicated upon a continuation of ESF OYBs of \$12 million, to the end of the strategy. (Even though Congress will likely again earmark \$15 million for Lebanon in FY01, State chose to use the \$12 million control level. Accordingly, the resource request for FY01 and FY02 is \$12 million, respectively.)

The last year of funding for the current strategy is FY01, and a new strategy needs to be developed. However, the current negotiations on the Israel/Syria/Lebanon track of the MEPP, and the planned withdrawal of Israeli forces from southern Lebanon by July, 2000, have prompted contingency planning on the size and thrust of a new five-year strategy that could supercede the current strategy as early as FY01. A conceptual outline of that program has been shared with State. At this time, it is superfluous to develop a new strategy, until a better picture of the geopolitical landscape develops. Therefore, the request level for FY02 is straight-lined at \$12 million. Whether implementation of UNSCR 425 or a comprehensive peace are achieved or not, a new strategy will be prepared and submitted during the next R4 cycle.

In the case of the RCDC's, the five cooperative agreements are disbursing at an average of almost 90% of annual obligations, including the additional environmental obligations. The

Mission and the support team in USAID/Amman have been pressed to ensure that obligations occur as soon as allotments are effected, in order to avoid funding gaps. (The short pipeline was raised as an issue by ORA at the R4 review in 1998.) Funding to AUB and LAU, with the exception of the AUB Dairy Improvement Program, has not disbursed as quickly, and this is reflected in OYB planning. Program pipelines are inconsistent with agency policy only in that they are shorter than the recommended one-to-two years. The Mission is disinclined to slow implementation, given the impact of the program. There are currently over 600 sub-activities either completed or under implementation in the Clusters

Workforce and Operating Expenses: The OE requirements may seem high when one considers that the workforce consists of only one USDH, three FSN program specialists, one secretary, and a driver. However, it is more appropriate to compare the Mission's program OYB and complexity to other missions, and then compare the OE requirements. Over half of total OE costs have traditionally been found in just three line items: ICASS, the Beirut Air Bridge (BAB), and the manpower contract for six bodyguards. All of these costs are driven by the need to maintain a high level of protection in a critical threat post. State plans to terminate the BAB operations in July, 2000, creating a savings in that line item. Additional savings in OE have been realized through changes in the security profile adopted by the Regional Security Officer (RSO). While it is not anticipated that the threat level at post will change in the foreseeable future, the security profile for some movements has already been changed, and this offered the option of pursuing less costly and labor-intensive manpower options, while still providing adequate security within the profile. ICASS costs will increase by approximately 65% in FY2001 as the Mission Director moves to designated housing in a new apartment building now under construction.

Finally, with regard to the relationship of OE to program resources, the Mission anticipate a slight increase in the overall staff level. In FY2000 a driver will be moved from the RSO back to the USAID/Lebanon FTE. Additionally, the Mission will add the FSN PSC position of Operations Coordinator. No additional positions beyond these are anticipated. Overall, OE projections remain the same, taking into account inflation.

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 1	SEGIR	HIGH	18 MONTHS	750,000		750,000	
SpO 5	Leahy	HIGH	18 MONTHS	500,000		500,000	
GRAND TOTAL.....				1,250		1,250	

* For Priorities use high, medium-high, medium, medium-low, low

Program, Workforce and OE

(in a separate folder named Country02R2b_data; enter data and print separately)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	FY 2000 Budget Request by Program/Country															
2	Fiscal Year:	2000	Program/Country:		Lebanon											
3	Approp:	ESF														
4	Scenario:															
5																
6	S.O. # , Title															
7	FY 2000 Request															
8	Bilateral/															Est. S.O.
9	Field Spt	Total	Agri-	Other	Children's	Other	Population	Child	Infectious	HIV/AIDS	Health	Environ	D/G	Est. S.O.	Pipeline	
10			culture	Economic	Basic	HCD		Survival	Diseases		Promotion			Expendi-	End of	
11				Growth	Education			(*)	(*)	(*)	(**)			tures	FY2000	
12					(*)											
13	SO 1:	Reconstruction and Expanded Economic Opportunity														
14		Bilateral	5,700	500	2,200		3,000		0					5,900	2,800	
15		Field Spt													0	
16			5,700	500	2,200	0	3,000	0	0	0	0	0	0	5,900	2,800	
17																
18	IR 1	Rural Community Development Clusters														
19		Bilateral	6,900	4,500	2,400									7,700	4,700	
20		Field Spt														
21			6,900	4,500	2,400	0	0	0	0	0	0	0	0	7,700	4,700	
22																
23	SpO 2	Increased Effectiveness of Institutions Which Support Democracy														
24		Bilateral	900										900	1,000	300	
25		Field Spt	0													
26			900	0	0	0	0	0	0	0	0	0	900	1,000	300	
27																
28	SpO 5	Improved Environmental Practices														
29		Bilateral	1,500									1,500		2,100	1,400	
30		Field Spt	0											300	200	
31			1,500	0	0	0	0	0	0	0	0	1,500	0	2,400	1,600	
32																
33	SO 5:															
34		Bilateral	0													
35		Field Spt	0													
36			0	0	0	0	0	0	0	0	0	0	0	0	0	
37																
38	SO 6:															
39		Bilateral	0													
40		Field Spt	0													
41			0	0	0	0	0	0	0	0	0	0	0	0	0	
42																
43	SO 7:															
44		Bilateral	0													
45		Field Spt	0													
46			0	0	0	0	0	0	0	0	0	0	0	0	0	
47																
48	SO 8:															
49		Bilateral	0													
50		Field Spt	0													
51			0	0	0	0	0	0	0	0	0	0	0	0	0	
52																
53	Total Bilateral		15,000	5,000	4,600	0	3,000	0	0	0	0	1,500	900	16,700	9,200	
54	Total Field Support		0	0	0	0	0	0	0	0	0	0	0	300	200	
55	TOTAL PROGRAM		15,000	5,000	4,600	0	3,000	0	0	0	0	1,500	900	17,000	9,400	
56																
57	FY 2000 Request Agency Goal Totals				FY 2000 Account Distribution (DA only)				Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002) Prepare one set of tables for each appropriation Account Tables for DA and CSD may be combined on one table.							
58		Econ Growth		9,600				Dev. Assist Program	0	For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account						
59		Democracy		900				Dev. Assist ICASS								
60		HCD		3,000				Dev. Assist Total	0							
61		PHN		0				CSD Program	0							
62		Environment		1,500				CSD ICASS								
63		Program ICASS		0				CSD Total:	0							
64		GCC (from all Goals)		0												

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	FY 2001 Budget Request by Program/Country																	
2	Fiscal Year:	2001	Program/Country:	Lebanon														
3	Approp:	ESF																
4	Scenario:																	
5																		
6	S.O. # , Title																	
7																		
8																		
9																		
10																		
11																		
12																		
13	SO 1:	Reconstruction and Expanded Economic Opportunity															Est. S.O.	Pipeline
14		Bilateral	2,000	500	1,500				0								3,300	1,000
15		Field Spt																0
16			2,000	500	1,500	0	0	0	0	0	0	0	0	0	0	0	3,300	1,000
17																		
18	IR 1	Rural Community Development Clusters																
19		Bilateral	3,000	2,000	1,000												6,700	1,000
20		Field Spt																
21			3,000	2,000	1,000	0	0	0	0	0	0	0	0	0	0	0	6,700	1,000
22																		
23	SpO 2	Increased Effectiveness of Institutions Which Support Democracy																
24		Bilateral	2,000												2,000	1,000	1,300	
25		Field Spt	0															
26			2,000	0	0	0	0	0	0	0	0	0	0	0	2,000	1,000	1,300	
27																		
28	SpO 5	Improved Environmental Practices																
29		Bilateral	5,000										5,000		3,800	2,600		
30		Field Spt	500												400	300		
31			5,500	0	0	0	0	0	0	0	0	0	5,000	0	4,200	2,900		
32																		
33	SO 5:																	
34		Bilateral	0															
35		Field Spt	0															
36			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37																		
38	SO 6:																	
39		Bilateral	0															
40		Field Spt	0															
41			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42																		
43	SO 7:																	
44		Bilateral	0															
45		Field Spt	0															
46			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
47																		
48	SO 8:																	
49		Bilateral	0															
50		Field Spt	0															
51			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
52																		
53	Total Bilateral		12,000	2,500	2,500	0	0	0	0	0	0	0	5,000	2,000	14,800	5,900		
54	Total Field Support		500	0	0	0	0	0	0	0	0	0	0	0	400	300		
55	TOTAL PROGRAM		12,500	2,500	2,500	0	0	0	0	0	0	0	5,000	2,000	15,200	6,200		
56																		
57	FY 2001 Request Agency Goal Totals				FY 2001 Account Distribution (DA only)				Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)									
58		Econ Growth		5,000					Dev. Assist Program	500	Prepare one set of tables for each appropriation Account							
59		Democracy		2,000					Dev. Assist ICASS		Tables for DA and CSD may be combined on one table.							
60		HCD		0					Dev. Assist Total	500	For the DA/CSD Table, columns marked with (*) will be							
61		PHN		0					CSD Program	0	funded from the CSD Account. (**) Health Promotion is							
62		Environment		5,000					CSD ICASS		normally funded from the CSD Account, although amounts							
63		Program ICASS		0					CSD Total:	0	for Victims of War/Victims of Torture are funded from the							

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	FY 2002 Budget Request by Program/Country																
2	Fiscal Year:	2002	Program/Country:		Lebanon												
3	Approp:	ESF															
4	Scenario:																
5																	
6	S.O. # , Title																
7	FY 2002 Request															Est. S.O.	
8		Bilateral/		Agri-	Other	Children's			Child	Infectious		Health			Est. S.O.	Pipeline	
9		Field Spt	Total	culture	Economic	Basic	Other	Population	Survival	Diseases	HIV/AIDS	Promotion	Environ	D/G	Expendi-	End of	
10					Growth	Education	HCD		(*)	(*)	(*)	(**)			tures	FY2002	
11						(*)			(*)	(*)	(**)						
12																	
13	SO 1:	Reconstruction and Expanded Economic Opportunity															
14		Bilateral	2,000	500	1,000				0						2,000	1,000	
15		Field Spt														0	
16			2,000	500	1,000	0	0	0	0	0	0	0	0	0	2,000	1,000	
17																	
18	IR 1	Rural Community Development Clusters															
19		Bilateral	7,000	5,000	2,000										7,000	1,000	
20		Field Spt															
21			7,000	5,000	2,000	0	0	0	0	0	0	0	0	0	7,000	1,000	
22																	
23	SpO 2	Increased Effectiveness of Institutions Which Support Democracy															
24		Bilateral	2,000											2,000	1,500	1,800	
25		Field Spt	0														
26			2,000	0	0	0	0	0	0	0	0	0	0	2,000	1,500	1,800	
27																	
28	SpO 5	Improved Environmental Practices															
29		Bilateral	1,000										1,000		2,600	1,000	
30		Field Spt	500												500	300	
31			1,500	0	0	0	0	0	0	0	0	0	1,000	0	3,100	1,300	
32																	
33	SO 5:																
34		Bilateral	0														
35		Field Spt	0														
36			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
37																	
38	SO 6:																
39		Bilateral	0														
40		Field Spt	0														
41			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
42																	
43	SO 7:																
44		Bilateral	0														
45		Field Spt	0														
46			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
47																	
48	SO 8:																
49		Bilateral	0														
50		Field Spt	0														
51			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
52																	
53	Total Bilateral		12,000	5,500	3,000	0	0	0	0	0	0	0	1,000	2,000	13,100	4,800	
54	Total Field Support		500	0	0	0	0	0	0	0	0	0	0	0	500	300	
55	TOTAL PROGRAM		12,500	5,500	3,000	0	0	0	0	0	0	0	1,000	2,000	13,600	5,100	
56																	
57	FY 2002 Request Agency Goal Totals					FY 2002 Account Distribution (DA only)					Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)						
58		Econ Growth		9,000													Prepare one set of tables for each appropriation Account
59		Democracy		2,000													Tables for DA and CSD may be combined on one table.
60		HCD		0													For the DA/CSD Table, columns marked with (*) will be funded from
61		PHN		0													the CSD Account. (**) Health Promotion is normally funded from the
62		Environment		1,000													CSD Account, although amounts for Victims of War/Victims of Torture
63		Program ICASS		0													are funded from the DA/DFA Account

Workforce Tables

Lebanon End of year On-Board FY 2000 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO2	SpO5	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire	1							1							0	1
Other FSN/TCN							1	1	1					2	3	5
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

Lebanon End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All	Total	Total		
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO2	SpO5	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff	
OE Funded: 1/																	
U.S. Direct Hire								0	1							1	1
Other U.S. Citizens								0								0	0
FSN/TCN Direct Hire	1							1								0	1
Other FSN/TCN											1	1			2	1	6
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	3	5	8	
Program Funded 1/																	
U.S. Citizens								0								0	0
FSNs/TCNs								0								0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	3	5	8	
TAACS								0								0	0
Fellows								0								0	0
IDIs								0								0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	3	5	8	

Workforce Tables

Lebanon End of year On-Board FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO2	SpO5	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire	1							1							0	1
Other FSN/TCN							1	1	1					3	4	6
Subtotal	1	0	0	0	0		1	1	3	2	0	0	0	0	5	8
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	1	0	0	0	0		1	1	3	2	0	0	0	0	5	8
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1	0	0	0	0		1	1	3	2	0	0	0	0	5	8

1/ Excludes TAACS, Fellows, and IDIs

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: Lebanon

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02				
Project Dvpm Officer - 94				
Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Secretary - 05 & 07				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60				
General Dvpm. - 12*				
RUDO, UE-funded - 40				
Total	1	1	1	1

*GDO - 12: for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Please e-mail this worksheet in Excel to: [Maribeth Zankowski@HR.PPIM@aidw](mailto:Maribeth.Zankowski@HR.PPIM@aidw) as well as include it with your R4 submission.

ICASS REIMBURSEMENTS

Org. Title:	USAID/Leb _____	Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Washington Funded USDH Salaries & Benefits			0			0			0			0			0
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 - FNDH	42		42	43		43	43		43	43		43	43		43
	Subtotal OC 11.1	42	0	42	43	0	43	43	0	43	43	0	43	43	0	43
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	19		19	19		19	19		19	19		19	19		19
	Subtotal OC 11.5	19	0	19	19	0	19	19	0	19	19	0	19	19	0	19
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	94		94	114		114	114		114	114		114	114		114
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	94	0	94	114	0	114	114	0	114	114	0	114	114	0	114
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 FSN Voluntary Separation Fund - FNDH	4		4	4		4	4		4	4		4	4		4
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 Voluntary Separation Fund - FN PSC	23		23	28		28	28		28	11		11	11		11
12.1	Other FN PSC Benefits	42		42	49		49	49		49	49		49	49		49
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	78	0	78	90	0	90	90	0	90	73	0	73	73	0	73
13.0	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		
13.0	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		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	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		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	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		
21.0	Training Travel	12		12	12		12	12		12	10		10	10		10

ICASS REIMBURSEMENTS

Org. Title: USAID/Leb _____ Org. No: 268 _____ OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	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		
21.0	Post Assignment Travel - to field	0		0	3		3	3		3	2		2	2		2
21.0	Assignment to Washington Travel	0		0	0		0	0		0	0		0	0		0
21.0	Home Leave Travel	2		2	2		2	2		2	2		2	2		2
21.0	R & R Travel	2		2	2		2	2		2	2		2	2		2
21.0	Education Travel	0		0	0		0	0		0	2		2	2		2
21.0	Evacuation Travel	0		0	0		0	0		0	0		0	0		0
21.0	Retirement Travel	0		0	0		0	0		0	0		0	0		0
21.0	Pre-Employment Invitational Travel	0		0	0		0	0		0	0		0	0		0
21.0	Other Mandatory/Statutory Travel	0		0	0		0	0		0	0		0	0		0
21.0	Operational Travel	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		
21.0	Site Visits - Headquarters Personnel	2		2	6		6	6		6	12		12	12		12
21.0	Site Visits - Mission Personnel	2		2	2		2	2		2	4		4	4		4
21.0	Conferences/Seminars/Meetings/Retreats	3		3	4		4	4		4	4		4	4		4
21.0	Assessment Travel	0		0	0		0	0		0	0		0	0		0
21.0	Impact Evaluation Travel	0		0	0		0	0		0	0		0	0		0
21.0	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0	0		0	0		0
21.0	Recruitment Travel	0		0	0		0	0		0	0		0	0		0
21.0	Other Operational Travel	2		2	2		2	2		2	4		4	4		4
	Subtotal OC 21.0	25	0	25	33	0	33	33	0	33	42	0	42	42	0	42
22.0	Transportation of things	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		
22.0	Post assignment freight	0		0	2		2	2		2	0		0	0		0
22.0	Home Leave Freight	0		0	0		0	0		0	0		0	0		0
22.0	Retirement Freight	0		0	0		0	0		0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.	0		0	0		0	0		0	0		0	0		0
22.0	Transportation/Freight for Res. Furniture/Equip.	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 22.0	0	0	0	2	0	2	2	0	2	0	0	0	0	0	0
23.2	Rental payments to others	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		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Residences	44		44	25		25	25		25	25		25	25		25
	Subtotal OC 23.2	44	0	44	25	0	25	25	0	25	25	0	25	25	0	25
23.3	Communications, utilities, and miscellaneous charges	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		
23.3	Office Utilities	5		5	5		5	5		5	6		6	6		6
23.3	Residential Utilities	3		3	4		4	4		4	4		4	4		4
23.3	Telephone Costs	10		10	10		10	10		10	10		10	10		10
23.3	ADP Software Leases	0		0	0		0	0		0	0		0	0		0
23.3	ADP Hardware Lease	0		0	0		0	0		0	0		0	0		0
23.3	Commercial Time Sharing	0		0	0		0	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)	0		0	0		0	0		0	0		0	0		0
23.3	Other Mail Service Costs	0		0	0		0	0		0	0		0	0		0
23.3	Courier Services	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 23.3	19	0	19	20	0	20	20	0	20	21	0	21	21	0	21
24.0	Printing and Reproduction	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 24.0	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1

ICASS REIMBURSEMENTS

Org. Title: USAID/Leb _____ Org. No: 268 _____ OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
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	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
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
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts	70		70	70		70		70	70		70	70		70	70
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			0			0			0			0			0
	Subtotal OC 25.2	72	0	72	72	0	72	72	0	72	72	0	72	72	0	72
25.3	Purchase of goods and services from Government accounts	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	200		200	289		289	289		289	293		293	293		293
25.3	All Other Services from Other Gov't. accounts (BAB)	75		75	75		75	75		75	75		75	75		75
	Subtotal OC 25.3	275	0	275	364	0	364	364	0	364	368	0	368	368	0	368
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			0
25.4	Residential Building Maintenance	1		1	0		0		0	1		1	1		1	1
	Subtotal OC 25.4	1	0	1	0	0	0	0	0	1	0	1	1	0	1	1
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	1		1	1		1		1	1		1	1		1	1
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance	5		5	5		5	5		5	6		6	6		6
25.7	Residential Furniture/Equip. Repair and Maintenance	2		2			0			0			0			0
	Subtotal OC 25.7	8	0	8	6	0	6	6	0	6	7	0	7	7	0	7
25.8	Subsistence & spt. 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
26.0	Supplies and materials	4		4	4		4	4		4	4		4	4		4
	Subtotal OC 26.0	4	0	4	4	0	4	4	0	4	4	0	4	4	0	4
31.0	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		

ICASS REIMBURSEMENTS

Org. Title: USAID/Leb _____ Org. No: 268 _____ OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Purchase of Residential Furniture/Equip.	10		10			0			0			0			0
31.0	Purchase of Office Furniture/Equip.	3		3			0			0			0			0
31.0	Purchase of Vehicles	35		35			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment	4		4			0			0			0			0
31.0	ADP Hardware purchases	20		20			0			0	3		3	3		3
31.0	ADP Software purchases			0			0			0			0			0
	Subtotal OC 31.0	72	0	72	0	0	0	0	0	0	3	0	3	3	0	3
32.0	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		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office	4		4			0			0	0		0			0
32.0	Building Renovations/Alterations - Residential	10		10			0			0			0			0
	Subtotal OC 32.0	14	0	14	0	0	0	0	0	0	0	0	0	0	0	0
42.0	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
TOTAL BUDGET		768	0	768	793	0	793	793	0	793	793	0	793	793	0	793

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Exchange Rate Used in Computations	<u>1504/LL</u>	<u>1504/LL</u>	<u>1504/LL</u>	<u>1504/LL</u>	<u>1504/LL</u>

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 27 32 32 15 15

Organization: **Lebanon**

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	27.0		27.0	32.0		32.0	15.0		15.0
Withdrawals	15.0		15.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____

Supplemental Information Annexes

Information Annex Topic: Environmental Impact

In 1997, at the time the current strategy was approved, the ANE General Counsel approved a categorical exemption for Lebanon of the provisions of 22 CFR 216, based upon “notwithstanding authority” contained in the language of the 1997 FAA. Notwithstanding authority for Lebanon has been contained in foreign assistance appropriations through FY2000, and is expected to continue for the immediate future. Therefore, no IEE’s are expected or planned within the next year. All current and planned activities comply with the terms of the exemption above mentioned.

**USAID/LEBANON RESULTS FRAMEWORK
FY 2001 R4**

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

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

<p>SPECIAL OBJECTIVE 5 Improved Environmental Practices</p>
<p><i>Indicators:</i></p> <p>5.1 % of non-AUB individuals or groups who are using AUB technical assistance to make decisions</p> <p>5.2 Nb. of villages known to change or initiate activities to improve or maintain the condition of water resources</p>
<p><i>Intermediate Results:</i></p> <p>5.1 Non-AUB individuals or groups are applying AUB technical assistance in their decisions</p> <p>5.2 Rural communities practicing increasingly effective environmental management plans to maintain or improve the condition of water resources</p> <p>5.3 Population with improved understanding of landmines prevention practices & informed on landmines location</p>

STRATEGIC OBJECTIVE 1
Reconstruction and Expanded Economic Opportunity

- Indicators:**
- 1.1 Number of targeted communities revitalized through improved living conditions of xxx families
 - 1.2 Number of informal sector loans delivered

INTERMEDIATE RESULT 1.1
Selected rural communities revitalized

- Indicators**
- 1.1.1 Incremental number of hectares irrigated; cultivated; improved or accessed
 - 1.1.2 Number of families accessing new and improved social infrastructure
 - 1.1.3 Number of clients accessing expanded economic opportunities

INTERMEDIATE RESULT 1.2
Small/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

- Indicator**
- 1.3.1 Number of initiatives adopted by sector development boards

INTERMEDIATE RESULT 1.4
Expanded Capital Market

- Indicator**
- 1.4.1 Percentage increase in trading capacity

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:
2.1.2 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.

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.

<p align="center">SPECIAL OBJECTIVE 5 Improved Environmental Practices</p>
<p align="center"><i>Indicators</i></p> <p>5.1 Percentage of non-AUB individuals or groups who are using AUB technical assistance to make decisions.</p> <p>5.2 Number of villages known to change or initiate activities to improve or maintain the condition of water resources.</p>

<p>INTERMEDIATE RESULT 5.1 Non-AUB individuals or groups are applying AUB technical assistance in their decisions</p>
<p align="center"><i>Indicators</i></p> <p>5.1.1 % of lab capacity used for environmental analyses</p> <p>5.1.2 Number of new clients requesting environmental analyses</p> <p>5.1.3 % of clients satisfied with quality of analyses</p>

<p>INTERMEDIATE RESULT 5.2 Rural communities practicing increasingly effective environmental management plans to maintain or improve the condition of water resources</p>
<p align="center"><i>Indicators</i></p> <p>5.2.1 % of cluster villages designing/implementing an environment management plan that integrates activities affecting water resources</p>

<p>INTERMEDIATE RESULT 5.3 Population with improved understanding of landmines prevention practices & informed on landmines locations</p>
<p align="center"><i>Indicator</i></p> <p>5.3.1 Number of individuals accessing landmines information and awareness activities</p>

Information annex topic: Success stories

The Rural Community Development Clusters (RCDC's) were conceived as the flagship of the country strategy developed in late-1996, in coordination with NGO's that had worked with USAID in Lebanon during previous years. At that time, rural areas had yet to benefit from the end of the civil war, and few donor resources were directed exclusively to rural areas. Whereas USAID had originally proposed concentrating resources on some thirty villages, the NGO's pointed out that being so selective would be counter productive. Instead, they suggested that USAID concentrate on assistance to approximately 30 "clusters" of villages. This would have the effect of bringing together villages that were, often, estranged, and would expand the base of villages receiving assistance. The NGO's, in their applications for five cooperative agreements, chose the clusters, based upon criteria set by USAID.

The cooperative agreements were bid during the summer of 1997, and awarded at the end of September. Each NGO had an average of six clusters, with a total of 29 clusters, comprising 230 villages. In each village, committees of local citizens were formed, and each village in turn sent representatives to the Cluster Committee, which was responsible for allocating funding and the oversight of procurement and implementation. The clusters and villages had to contribute at least 25% of the in-kind cost of activities, which included basic infrastructure, income-producing activities, civic-participation, and environmental activities. The Mission emphasized rapid selection and implementation of activities, and within three months activities numbered in the hundreds. Today, there are over 650 activities in 251 villages, which are rapidly returning to economic and social viability. The program has attracted funding from local government, the central government, local NGO's, and other donors. It has been studied by other bilateral and multilateral organizations for replication in Lebanon, and is being studied for replication on a much larger scale in West Bank/Gaza.

When occupying forces withdrew from the "Jezzine Pocket" in June 1999, USAID mobilized resources to add a Jezzine Cluster, and was implementing new activities within two weeks. To date, that cluster has grown to 16 villages and more than 50 activities, most of which have already been completed. This success, led the Mission to work with Representative Marcy Kaptur and Mercy Corps International to push for a USDA 416b commodity grant, to expand the clusters into new areas of South Lebanon, once a withdrawal occurs. In February, the USDA announced a 73,000 MT allocation of wheat to Lebanon, and plans have already been effected to immediately expand the RCDC's by ten clusters in the South.

When the RCDC's were initiated, there had been no local government elections since 1963, and the village committees effectively became shadow local governments. When, in 1998, municipal elections were held, more than 200 individuals from local committees were elected to local government, because they had demonstrated that they could serve well their communities. The committees were retained, though in many cases the municipal council is represented on the committee. Subsequently, the relationships between the committees and councils became so close, that it led the Mission to implement a program of support to all of the municipal councils within the RCDC's, to provide them with the computer hardware/software, systems hardware/software, and training to perform their functions.

To date, the RCDC's have resulted in improved infrastructure for over 56,000 families and have improved or placed in production over 14,000 hectares of farmland.