

Lebanon Emergency Assistance Project (P509428)

Stakeholder Engagement Plan (SEP) Beirut

FINAL

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Abbreviations and Acronyms

CDR	Council for Development and Reconstruction
CERC	Contingency Emergency Response Component (CERC)
CSO	Civil Society Organization
DAEM	Lebanon Social Registry
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessments
ESMP	Environmental and Social Management Plan
ESSN	Emergency Social Safety Net
GBV	Gender Based Violence
GM	Grievance Mechanism
HRC	Higher Relief Council
LEAP	Lebanon Emergency Assistance Project
LMP	Labor Management Procedures
MoE	Ministry of Environment
MoF	Ministry of Finance
MoPWT	Ministry of Public Works and Transport
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PIA	Project Implementing Agency
PMU	Project Management Unit
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
SWM	Solid Waste Management
UOM	Union of Municipalities

1. Introduction/Project Description

According to the World Bank's Rapid Damage and Needs Assessment, covering impacts of the conflict between October 8, 2023, and December 20, 2024, damage to physical assets amounts to US\$6.8 billion, that the conflict has caused US\$7.2 billion in economic losses, and that recovery and reconstruction needs total US\$11 billion. The damages and needs are concentrated in the housing sector with an estimated 162,900 housing units—approximately 10 percent of Lebanon's pre-conflict housing stock— impacted by the conflict, resulting in physical damage estimated at US\$4.6 billion. The commerce, industry and tourism sector are the second most affected sector with damages amounting to US\$61 million. The third most damaged sector is Environment and Debris Management with a total damage of US\$512 million. The conflict resulted in a displacement crisis across the country. The number of internally displaced persons (IDPs) peaked in November 2024, reaching approximately 900,000, equivalent to around 20 percent of the country's population.

Decaying, inadequate and climate vulnerable infrastructure, which was already a barrier to development and economic activity, has been damaged in the 2023-24 conflict. Already suffering severe shortages, the Energy sector was further damaged during the conflict amounting to US\$98 million to network infrastructure. The recovery and reconstruction needs for the Energy sector are estimated at US\$147 million. The electricity network infrastructure reconstruction requires US\$127 million which covers the rehabilitation and retrofitting of the transmission and distribution, in addition to US\$20 million needed for service delivery restoration. The 2023-24 conflict has led to further deterioration in the water, wastewater and Irrigation sector with a total damage estimated at US\$356 million. The recovery and reconstruction needs for this sector are approximately US\$508 million.

In addition, the conflict imposed substantial damage to the Environment and Debris Management sector amounting to US\$512 million. The damage on the Solid Waste Management (SWM) sector alone is estimated at US\$11 million. The recovery needs of natural resources and ecosystems, SWM services and debris removal are around US\$444 million. The recovery needs for the solid waste and debris management sector alone amount to US\$145 million and reflect the amount of damage to infrastructure and the disruption of essential services. Among this amount, US\$105 million are dedicated to the critical safe removal and management of 16.9 million tons of debris and hazardous waste. For the solid waste sector, the priority is rubble clearance and sustainable management in order to ensure safe disposal and recycling, and to minimize the risk of increasing haphazard and open dumping. The management of rubble from past conflicts failed to meet international standards concerning communities, NGOs/academics and the international community. This inadequate management of rubble is part of an overall insufficient SWM system. The six million tons of rubble from the 2006 conflict was disposed of in coastal areas or as part of the waste management infrastructure with reported negative ecosystem impacts. The volume of rubble material from the 2023-24 conflict is almost three times higher than in 2006 so it is critical to apply higher environmental management standards. Explosive Remnants of War (ERW) are anticipated in highly damaged areas and careful management is required to reduce fatalities and injuries in the rubble management process. The Ministry of Environment (MoE) has issued compulsory environmental guidance for site clearance, transport, sorting and recycling of rubble and disposal of unusable or hazardous materials. The MoE has also issued further guidance for contractors on environmental and social standards, including occupational health and safety (OHS), that must be followed.

The transport sector is characterized by poor connectivity, high costs and low resilience to climate disasters and the conflict has resulted in damage to around 930 km of international, primary, secondary and tertiary roads. Critical international border crossings with Syria were also severely damaged. The conflict has caused losses estimated at US\$173 million in the Transport sector, with recovery and reconstruction needs of around US\$302 million. Impacts to transport have disrupted people's mobility and access to critical services and employment, which are essential for sustaining livelihoods, and disruptions will slow reconstruction efforts. Municipal Services have deteriorated, due to limited own-source revenue, weakened and fragmented institutions, and dependence on central government transfers. During the conflict, many traditional municipal services stopped due to insufficient finance. Conflict impacted fire-fighting services, combined with heightened extreme weather, floods and wildfire as the climate vastly increases the conditions for catastrophic disaster events. The total cost of damage to municipal services is estimated at US\$41 million, with losses amounting to US\$192 million

Overlapping crises threaten to reverse progress on key human development indicators. Routine immunization rates have declined significantly since the economic crisis, and the maternal mortality ratio, and the under-five mortality rate have increased. For the Health sector, the conflict has caused damage estimated at US\$208 million, with losses amounting to US\$700 million. The 2023-24 conflict completely destroyed one hospital and damaged 39 others. In addition, 11 primary healthcare centers were completely destroyed, and 31 others were partially damaged. The latter reduced service availability and resulted in injuries and fatalities among healthcare workers. Service disruptions have increased waiting times, reduced care access, and exacerbated health inequities, and shelters for IDPs heightened public health risks.

The 2023-24 conflict has also strained the Lebanese education sector further jeopardizing Lebanon's human capital. For Education, the conflict has caused damage estimated at US\$151 million, with losses amounting to US\$414 million. The conflict resulted in the destruction and partial damage of 59 and 299 education facilities, respectively, with repairs critical to restore education and avoid further learning losses that will negatively impact the Lebanese economy for decades to come.

The Project Development Objective (PDO) is to enable sustainable recovery and restore lifeline services and critical infrastructure in conflict-affected areas of Lebanon. The Council for Development and Reconstruction (CDR) will be the project implementing agency for the proposed Project, working under the strategic guidance of the office of the Prime Minister, the implementation oversight of the Ministry of Public Works and Transport (MoPWT), and the guidance of the Ministry of Environment (MoE).

LEAP includes the following proposed components and sub-components:

Component 1. Immediate Response (\$80 million, of which \$50 million in initial financing is available): Safe and planned rubble management is critical to reduce environmental harm, maximize recycling/reuse of rubble and to create the conditions for recovery and reconstruction. Rubble management requires investment across a value chain that starts with clearance of materials from the original sites, transportation of the rubble to temporary sites for sorting and

recovery of materials to the fullest extent possible and then repurposing and rehabilitating old quarry sites through infilling, etc. There may be response measures needed to reduce further damage to cultural heritage, protect the public from severely damaged structures, to transition buildings used for hosting of refugees back to their original purpose and use, and to prepare critical strategies and plans.

- Subcomponent 1a. Rubble use within the Circular Economy: Global experience has shown that most rubble can be reprocessed and repurposed for recovery and reconstruction. By adopting a circular economy approach to rubble management, it is possible to produce construction materials such as masonry blocks, concrete, and aggregates for roads, metals can be recovered and processed, and wood and organic materials can be repurposed into mulch or biofuel. This approach reduces the need for mining, production and transport of raw and processed materials and reduces CO₂ emissions associated with the production of concrete and steel for construction. Non-recyclable materials can be utilized for quarry rehabilitation. Moreover, some estimates indicate that without re-use of rubble materials, reconstruction may be delayed due to a lack of primary construction materials. There is also a need to ensure the adequate storage of hazardous and potentially hazardous materials. There is also a possibility to create jobs in low-risk tasks that will not expose people to unmanageable occupational risks. It is critical to ensure transparent monitoring and reporting of rubble use, with progress in rubble recycling and disposal should be regularly monitored against agreed benchmarks, through geospatial tools, site visits and third-party monitoring. This subcomponent covers the part of the rubble management value chain that starts following deposition of rubble in approved MoE sites in accordance with regulations issued by MoE. This subcomponent can finance goods (equipment), works contracts and consultancy services related to: i) works and supervision consultancies for the sorting of rubble and extraction of usable materials and crushing of rubble for aggregate and other purposes; ii) final disposal of unusable rubble and hazardous waste in quarries based on rehabilitation plans of these sites that meet relevant standards.¹

- Subcomponent 1b. Other Prioritized Response Measures: This subcomponent recognizes that other priority response measures may be identified in coming months which may benefit from financing and support under the Project. These include: i) securing sites of structurally unsound and completely collapsed buildings to ensure no injuries to public in case of sudden collapse of all or parts of the buildings; ii) assessment of damage to cultural heritage sites and potential actions to temporarily stabilize the condition of affected heritage to prevent further damage and loss,^{2,3} iii) measures required to decommission centers for internally displaced persons and revert the building back to its original use, such as schools,⁴ and iv) restoring emergency road access⁵ to heavily damaged areas⁶.

¹ E&S instruments are defined in the ESCP based on international standards and best practice to avoid any negative environmental or social impacts.

² May include: i) fencing affected sites; ii) providing temporary cover; iii) shoring a wall or other load bearing elements to provide temporary support. ICCROM (2018) First aid to cultural heritage in times of crisis [link](#) Repairs and restoration of cultural heritage will not be financed under this Project.

³ This is largely expected to involve assessments of damage and development of recovery plans through consultancy services and small works contracts to enable protection of damaged cultural heritage assets.

⁴ The costs associated with school decommissioning is around \$7-10K per school, and around 130 schools are expected to benefit under this component.

⁵ Unpaved temporary access roads, using low geometric standards adequate for the level of traffic and necessary access, within the existing alignments and terrain

⁶ Including, where necessary, in villages near the Lebanese border, subject to eligibility as described under PAD para. 27.

Component 2. Rapid Recovery of Lifeline Services and Critical Infrastructure (\$ 420 million, of which \$175 million in initial financing is available): By this definition, lifeline services are fire and search and rescue; public administration; water supply; shelter/housing; health and medical services; education; energy; communications, transport and social services.⁴⁰ These lifeline services have a strong sectoral interdependence, in that fixing one service in isolation may not result in societal recovery – for example, primary health care centers without reliable electricity services cannot safely store vaccines, housing without jobs and education will not result in economic activity improvements, and municipalities without functioning firefighting and solid waste services are at high risk of environmental damage and greater disaster impacts. Therefore, a multisectoral area-based approach to recovery built around people, neighborhoods, and potential for economic activity is critical.

The component will finance consultancy services, non-consultancy services, goods and works related to: i) temporary provision of services through alternative mechanisms (e.g. transportation of water supplies, deployment of standalone systems - solar/BESS, provision of mobile health clinics/classrooms, etc.) including temporary rental solutions; ii) repair of damaged energy network, water and communication systems and roads/bridges; iii) repair of buildings with minor to partial damage that provide education, health, social and municipal services, including replacement of damaged equipment; iv) replacement of damaged vehicles required for SWM, mobility and municipal fire and rescue services and ambulance services;⁷ and v) acquisition and installation of mobile/container buildings to temporarily replace severely damaged buildings.

Component 3. Sustainable and Robust Reconstruction of Critical Infrastructure and Lifeline Services (\$455 million, of which \$15 million in initial financing is available)

- **Subcomponent 3a. Building the pipeline of execution-ready reconstruction investments:** This subcomponent will finance necessary consultancy services to enable the preparation of a pipeline of reconstruction investments that are ready for civil works contracting as soon as financing becomes available. These types of reconstruction investments may include inter alia large-scale urban transport infrastructure, water, and wastewater reconstruction, SWM sites, reconstruction of severely damaged public buildings etc. This includes feasibility studies, concept design, preliminary designs and E&S studies. The component will also finance consultancy services to assess options to harness private capital and implementation capacity to contribute to the reconstruction of severely damaged housing units and apartments as well as the delivery and long-term operation of other assets and services supported by the Project. Investments in buildings under this Component will be designed to be seismic resistant, resilient to extreme heat, energy efficient and water efficient, universally accessible, located outside areas under flood risk and designed to meet the needs of a modern and growing Lebanese economy and society. The key driver to incorporate these risk reduction measures in the design of building stock is to make them resistant to climate change impacts. Development of recovery and reconstruction strategies/guidelines for priority sectors that include BBB measures, such as cultural heritage and tourism, education etc., can be financed if needed.
- **Subcomponent 3b. Infrastructure Reconstruction Works:** This subcomponent will finance civil works and construction supervision services for high priority reconstruction activities, using the disaster and climate resistant designs and environment and social documents

⁷ Ambulance services provided by fire services, MoH or Lebanese Red Cross (per mandate provided by MoH)

prepared Component 3a. In the initial \$250 million IBRD financing, no allocation is currently made to this subcomponent 3b given that it may be a year before these works' contracts are ready, and the financing can be more immediately used under other components. It is estimated that reconstruction works under this subcomponent for public infrastructure will rapidly reach \$455 million. Large dams and small dams, as defined in paragraph 2 of ESS4—Annex 1: Safety of Dams, are not eligible under this sub-component.

Component 4. Project Management (\$25 million, of which \$10 million in initial financing is available): This component will finance consulting and non-consulting services, goods, training, and operating costs for supporting the Project Management Unit (PMU) in management and implementation activities under the Project, including for, but not limited to, monitoring and evaluation, reporting, procurement, financial management, environmental and social management (and preparation of relevant documents), grievance redress mechanism, citizen engagement, and extensive communication and outreach. Such outreach may include, for example, awareness campaigns for beneficiaries including ensuring women and children are aware of rehabilitated health center services. A variety of communications mechanisms should highlight planned activities, the implementation progress and completed efforts and beneficiaries. The component will also finance a Third-Party Monitoring Agency (TPMA) for the Project. The PMU would be based in the implementation agency at the Council for Development and Reconstruction (CDR) and with support directly to the MoPWT and MoE.

Eligible investments for the Project will be in alignment with reconstruction and recovery plans, spatial plans and zoning plans for the affected areas and in compliance with national technical standards and specifications. Ineligible investments and activities are those that: a) have high-risk environment or social impacts as per the WB ESF; b) trigger the criteria for notification under the International Waterways OP7:50; c) are located in disputed territories (per OP7:60); d) impact Critical Natural Habitats; e) impact tangible or intangible Cultural Heritage; f) include services or facilities related to defense, judiciary, law enforcement, security, correctional facilities, and other related areas; and g) require land acquisition. Areas are ineligible if they have not been cleared by the Lebanese Army for ERW⁸ or have unmanaged human remains.

The LEAP is being prepared under the World Bank's Environment and Social Framework (ESF). The overall environmental and social risk rating is Substantial. The Project will apply ESS1, ESS2, ESS3, ESS4, ESS6, ESS8, and ESS10.

The environmental risk rating is substantial. However, the project is expected to yield significant positive environmental impacts. It will effectively manage and dispose of rubble resulting from the war and restore critical infrastructure in selected areas. Additionally, the project will contribute to the reduction of greenhouse gas (GHG) emissions through the reconstruction of energy and water-efficient buildings and the installation of solar photovoltaic (PV) systems. Furthermore, the emphasis on recycling rubble will reduce the demand for raw and construction materials. However, the Project is associated with several environmental risks, including: (i) Risk from explosive remnants of war (ERW) and health and safety of workers during rubble waste sorting (Components 1a) and during construction (Components 1b, 2a and 3b), (ii) Traffic risks to the community during waste transportation (Components 1a), (iii) Risk of inadequate management of accumulated waste at temporary storage sites and disposal sites impacting soil

⁸ Geneva International Center for Humanitarian Demining Definitions, [link](#)

and subsurface (Components 1a), (iv) Risk associated with civil works generating air emissions, dust, and noise during collection, transportation, sorting, and disposal of wastes and temporary disruptions and potential contamination of local environments (Components 1a, 1b) and during construction projects (Components 2a and 3b), (v) Risk of affecting flora and fauna in case of improper disposal in forests or in the sea (Components 1a and 1b). During activities related to Component 1b, which involve securing sites of structurally unsound buildings and assessing damage to cultural heritage sites, there is a risk of further collapse during securing operations. This poses safety risks to workers and communities and may result in the generation of additional debris. Additionally, there is a potential for accidental disturbance or further damage to cultural heritage during assessment and stabilization efforts. The environmental risks and impacts will be mitigated through site-specific instruments including Environmental and Social Impact Assessments (ESIAs), Environmental and Social Management Plans (ESMPs) and ESMPs Checklists that will comprise OHS, Traffic Management Plan, implementing the mitigation hierarchy, and through following best practices and engineering designs.

Social risk rating is substantial. The Project is anticipated to have overall positive social impacts and restoring of critical infrastructure and lifeline services (fire and search and rescue services; government administration services; water supply, and shelter/housing; health and medical; energy; communications, transport) in prioritized areas affected by the conflict. The restoration of the critical infrastructure and lifeline services is critical for the functioning of communities, health and safety of residents and the return to economic activity in prioritized geospatial areas. However, the Project interventions are associated with social risks and impacts, including: (i) labor and working conditions, occupational health and safety (OHS) and community health and safety risks associated with rubble management (Component 1) and critical infrastructure restoration (Component 2a and 3); (ii) social exclusion risks associated with infrastructure recovery (Component 2a): people in conflict affected areas may perceive that their areas are not prioritized for recovery; and people who have been renting (renters) may perceive that they have been excluded from the project benefits); (iii) issues related to information disclosure, stakeholder engagement and functioning grievance mechanism: due to lack of trust in the government people may perceive that they are not adequately informed about project risks (rubble management and hazardous waste management) and project benefits (eligibility of affected house owners to access Project benefits); (iv) sexual harassment (SH) and sexual exploitation and abuse (SEA) risks associated with infrastructure recovery works and access to project benefits by affected house owners; (v) cultural heritage impacts – the project will support measures needed to reduce further damage to cultural heritage (Component 1c).

The above social risks and impacts will be managed by measures included in the Project design and following instruments: Stakeholder Engagement Plan (SEP), including a robust grievance mechanism, and environmental and social mitigation measures included in the site-specific instruments to be prepared post-effectiveness including ESIAs, ESMPs, ESMPs Checklists, Labor Management Procedures, and SEA/SH response plan.

2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which CDR will communicate with stakeholders and includes a grievance mechanism (GM) by which people can raise concerns, provide feedback, or make complaints

about the project and any activities related to the project. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits.

3. Stakeholder identification and analysis per project component

3.1 Methodology

For the LEAP Project, various stakeholders have been identified and analyzed. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

3.2. Affected parties

Affected Parties includes those likely to be affected by the Project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods. These stakeholders may include individuals or groups who are impacted or likely to be impacted directly or indirectly (actually or potentially), positively or adversely, by the Project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.

The values, perceptions, concerns of the stakeholders, their power to direct, support or adversely affect the Project activities and services, the possibility of being affected by these activities and services and the degree of this impact and the level of interest of the stakeholder in the Project have been assessed at this stage. Table 1 below presents a preliminary identified list of affected parties based on the desktop study and the consultations.

Table 1: A preliminary identified list of affected parties

Stakeholders	Main influence and interest in the Project
All affected people living in the project's priority geospatial areas who are provided with restored access to lifeline services, including mobility, energy, water, health, and education	Directly benefitting from the Project
Municipalities in the conflict affected areas located within the project perimeter and who were affected by the conflict and suffered from damaged structure (Such as roads, health facilities, education, energy and water supply, etc.)	Directly benefitting from the Project Municipalities are involved directly/indirectly in management of rubble and in the housing rehabilitation process Successful implementation of the Project with visible and measurable results
Union of Municipalities in the conflict affected areas located within the project perimeter and who were affected by the	Directly benefitting from the Project Municipalities are involved directly/indirectly in management of rubble and in the housing rehabilitation process

conflict and suffered from damaged structure (Such as roads, energy and water supply, etc.)	Successful implementation of the Project with visible and measurable results
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3.3. Other interested parties

Other Interested Parties refers to individuals, groups, or organizations with an interest in the Project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. For example, these parties may include regulators, government officials, the private sector, the scientific community, academics, unions, women's organizations, other civil society organizations, and cultural groups. These stakeholders may not experience direct impacts from the project but consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.

The values, perceptions, concerns of the stakeholders, their power to direct, support or adversely affect the Project activities and services, the possibility of being affected by these activities and services and the degree of this impact and the level of interest of the stakeholder in the Project have been assessed at this stage. Table 2 below presents a preliminary identified list of other interested parties based on the desktop study and the consultations.

Table 2: A preliminary identified list of other interested parties

Stakeholders	Main influence and interest in the Project
Ministry of Justice, Ministry of Foreign Affairs, Ministry of Public Health, Ministry of Economy and Commerce, Ministry of Agriculture, Ministry of Telecommunications, Ministry of Labor, Ministry of Energy and Water, Ministry of Tourism, Ministry of Culture, Ministry of Displaced, Ministry of Social Affairs, Ministry of Industry	Successful implementation of the Project
Order of Engineers and Architects, especially their offices in Saida and Nabatieh	Provision of support on reconstruction activities Successful implementation of the Project
Syndicates, mainly Syndicate of Contractors, Syndicate of Laborers and staff and Syndicate of Rael State	Successful implementation of the Project
Local and private institutions and companies, such as potential contractors, supervision engineering companies, auditing firms, in addition to privately-owned quarries where rubble might be disposed	On-field implementation of various project activities, in addition to the provision of technical support and hands-on experience throughout the project Moreover, the successful implementation of the Project overall benefits local industries supporting the construction sector (quarries, transportation, and cement)

Humanitarian Organizations providing support to IDP such as the International Committee of the Red Cross (ICRC), International Rescue Committee (IRC), Relief International, Médecins du Monde, etc.	On-field implementation of various project activities, in addition to the provision of technical support and hands-on experience throughout the project Successful implementation of the Project
NGOs related to women's right and domestic violence, such as KAFA and ABAAD	Successful implementation of the Project
NGOs related to environmental protection, such as Greenpeace, Lebanon Reforestation Initiative, Association For Forests, Development And Conservation – AFDC, etc.	Successful implementation of the Project
NGOs related to heritage protection, such as Nahnoo	Successful implementation of the Project
NGOs related to persons with disabilities, such as Mousawat	Successful implementation of the Project
NGOs related to mental health such as Embrace	Successful implementation of the Project
Recycling companies such as Ecoserve, VerdeTech, Terre Liban, Cedar Environmental, Arcenciel, etc.	Provision of knowledge, technical support and hands-on experience throughout the project Successful implementation of the Project
Academic and research institutions, such as American University of Beirut (AUB), AUB - Nature Conservation Center, the Lebanese University, etc.	Provision of data, research and analysis for various project activities Successful implementation of the Project
National Media	Enable wide and regular dissemination of information related to the Project to ensure its visibility, facilitate stakeholder engagement on the national level
Residents of Lebanon	Successful implementation of the Project will indirectly benefit the residents of Lebanon as it will lead to the increased capacity of the authorities to Build Back Better infrastructure with lower GHG and energy requirements, more water efficiency and less at risk from climate change and disasters
Local economies in project-supported areas	Successful implementation of the Project will indirectly benefit the local economies from improved connectivity, production and increased demand for local goods and services

3.4. Disadvantaged / vulnerable individuals or groups

Within the project, the vulnerable or disadvantaged groups include but are not limited to the following groups:

- Women play a key role in the community and at the household level. They may also take part and benefit from the reuse and recycling activities whether at the individual/family level, or within women groups. Women mostly suffer from lack of gender-balanced community engagement and might need further support given their increased responsibilities of childcare and the increased risk of safety and harassment.

- Elderly and persons with disabilities who fall within the marginalized communities in Lebanon and often lack the financial means and transportation means to participate in consultation meetings and have easy to access to information. Use of language not tailored for these marginalized groups also hinders their access to information.
- Internally displaced persons (IDPs) and refugees significantly suffered from the conflict which resulted in the displacement of around 1.3 million people who had to flee their homes and livelihoods. Such groups often face dangerous conditions and continue to face more risks even after fleeing for safety. While they will be one of the main beneficiary groups of the project, IDPs and refugees may face challenges participating in the stakeholder engagement activities and accessing grievance mechanism due to the temporary nature of their residence. The ongoing hostilities in the southern Lebanon may prevent them from active participation in the consultations. The project will make targeted efforts to reach this group through humanitarian organizations.
- Informal waste pickers in the solid waste sector comprised of individuals or groups of solid waste collectors who might be working in the Project- supported geographical areas and may be affected by the project activities. These groups can be collectors of rubble and such wastes from the conflict areas will be identified to address their concerns and find means for mutual benefits.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

4. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project preparation

During January 2025, the Ministry of Environment, Ministry of Public Works and the World Bank carried out consultations with various stakeholders (including Union of Municipalities of the Southern Suburbs, academic institutions, civil society organizations and private sector) to discuss project design, eligible project beneficiaries, and measures to mitigate environmental and social risks. The stakeholders expressed overall support for the project. The main concerns raised were around safe rubble removal, disposal and management; adequate resources to manage rubble in an environmentally responsible manner; opportunities for recycling of rubble; and lessons learned from past experiences with rubble management. The stakeholders also expressed the importance of restoring life-line services and enabling people to return to their homes and restore livelihoods.

Consultation on the Environmental and Social Issues

The draft SEP and ESCP were disclosed on the CDR's website in English and Arabic on April 4 and April 7, 2025, respectively⁹. CDR organized public consultations, from April 14th to 16th, 2025, at CDR, located in Beirut, to present the LEAP Project, and key environmental and social aspects of the project to key stakeholders. The aim of the consultations was to ensure transparency, gather

⁹ LEAP and SEP in English: <https://www.cdr.gov.lb/en-US/Studies-and-reports/LEAP.aspx>

LEAP and SEP in Arabic: <https://www.cdr.gov.lb/ar/Studies-and-reports/LEAP.aspx?aliaspath=%2fStudies-and-reports%2fLEAP>

stakeholder input, address concerns, and incorporate feedback into the project planning and implementation phases. CDR sent invitations through official letters and emails (Sample of invitation letter is included in Annex 5) to the following stakeholders:

- For Day 1 Consultations, on April 14th, 2025, Ministries and Central Administrations were invited to attend.
- For Day 2 Consultations, on April 15th, 2025, all Municipalities and Union of Municipalities of Project targeted areas were invited to attend.
- For Day 3 Consultations, on April 16th, 2025, NGOs from various sectors were invited to attend.

Annex 6 presents the list of participant organizations in the three consultations.

The three consultations took place in-person at CDR during which Dr. Ibrahim Chahrour, Head of the Planning & Programming Division and Acting Head of the Funding Division at CDR, presented a comprehensive overview on the LEAP Project, outlining the preparation process, project scope and components, tentative timeline, and estimated budget per component, and main environmental and social risks and impacts. He emphasized the importance of the methodology adopted for defining the selection criteria for project area interventions, setting intervention priorities, and determining the geographical distribution of project activities. Additionally, the requirements of the World Bank's Environmental and Social Framework (ESF), including the Environmental and Social Commitment Plan (ESCP) and the Stakeholder Engagement Plan (SEP), were presented. At the end of each session, participants were invited to engage in an open discussion and share their questions, concerns, comments, and recommendations.

After the consultations, the presentation was shared with all attendees by email.

The summary of the consultation is available in Annex 7.

4.2. Summary of project stakeholder needs and methods, tools and techniques for stakeholder engagement.

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders. The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

Table 3: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/ Timeline
Preparation stage	Project Affected Parties (As mentioned in section 3.2)	<ul style="list-style-type: none"> - Present the project and receive feedback on project activities. - Consult on key E&S risks and impacts, and measures to address them including SEP - Provide information on GM 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/Discussions - Community consultations - One-on-one interviews - Site visits - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) <p>Language: Mainly Arabic along with English</p>	PMU	Preferably one meeting per district, if feasible.
Preparation stage	National Public Institutions (As mentioned in section 3.3)	<ul style="list-style-type: none"> - Present the project and receive feedback on project activities - Consult on key E&S risks and impacts, and measures to address them including SEP - Provide information on GM 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/Discussions - Formal meetings - Virtual discussions or surveys - One-on-one interviews - Site visits <p>Language: Mainly Arabic along with English</p>	PMU	Preferably one meeting per district, if feasible.
	Private Institutions and Companies (As mentioned in section 3.3)	<ul style="list-style-type: none"> - Present the project and receive feedback on project activities - Consult on key E&S risks and impacts, and measures to address them including SEP 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/Discussions - Formal meetings - Virtual discussions or surveys - One-on-one interviews 	PMU	Preferably one meeting per district, if feasible.

		- Provide information on GM	- Site visits Language: Arabic/English		
	NGOs working in different sectors (As mentioned in section 3.3)	- Present the project and receive feedback on project activities. - Consult on key E&S risks and impacts, and measures to address them including SEP - Provide information on GM	Potential methods include but are not limited to: - Focus Group Meetings/Discussions - Community consultations - Formal meetings - Virtual discussions or surveys - One-on-one interviews - Site visits - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) Language: Arabic/English	PMU	Preferably one meeting per district, if feasible.
	Vulnerable Groups of the project (As mentioned in section 3.4)	- Present the project and receive feedback on project activities - Consult on key E&S risks and impacts, and measures to address them including SEP - Consult on opportunities to benefit from the project - Provide information on GM	Potential methods include but are not limited to: - Focus Group Meetings/ Discussions - Community consultations - Surveys Language: Arabic/English	PMU	Preferably one meeting per district, if feasible.
Implementation stage	Project Affected Parties (As mentioned in section 3.2)	- Inform on Project progress - Consult on key E&S risks and impacts, and measures to address them including SEP, ESIA, ESMP	Potential methods include but are not limited to: - Focus Group Meetings/Discussions - Community consultations - One-on-one interviews	PMU	Bi-annually Preferably one meeting

		<ul style="list-style-type: none"> - Update on new risks, if any - Update about GM and remind about reporting pathways 	<ul style="list-style-type: none"> - Site visits - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Mainly Arabic along with English</p>		per district, if feasible.
Implementation stage	National Public Institutions (As mentioned in section 3.3)	<ul style="list-style-type: none"> - Inform on Project progress - Consult on key E&S risks and impacts, and measures to address them including SEP, ESIA, ESMP - Update on new E&S risks and impacts, if any - Update about GM implementation 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/ Discussions - Formal meetings - Virtual discussions or surveys - One-on-one interviews - Site visits - Project website <p>Language: Mainly Arabic along with English</p>	PMU	<p>Bi-annually</p> <p>Preferably one meeting per district, if feasible.</p>
	Private Institutions and Companies (As mentioned in section 3.3)	<ul style="list-style-type: none"> - Inform on Project progress - Consult on key E&S risks and impacts, and measures to address them including SEP, ESIA, ESMP - Update on new risks, if any - Update about GM and remind about reporting pathways 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/ Discussions - Formal meetings - Virtual discussions or surveys - One-on-one interviews - Site visits - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Arabic/English</p>	PMU	<p>Bi-annually</p> <p>Preferably one meeting per district, if feasible.</p>

	NGOs working in different sectors (As mentioned in section 3.3)	<ul style="list-style-type: none"> - Inform on Project progress - Consult on key E&S risks and impacts, and measures to address them including SEP, ESIA, ESMP - Update on new risks, if any - Update about GM and remind about reporting pathways 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/ Discussions - Formal meetings - Community consultations - Virtual discussions or surveys - One-on-one interviews - Site visits - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Arabic/English</p>	PMU	Bi-annually Preferably one meeting per district, if feasible.
	Vulnerable Groups of the project (As mentioned in section 3.4)	<ul style="list-style-type: none"> - Inform on Project progress - Consult on key E&S risks and impacts, and measures to address them including SEP, ESIA, ESMP - Update on new risks, if any - Update about GM and remind about reporting pathways 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/ Discussions - Community consultations - Surveys - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Arabic/English</p>	PMU	Bi-annually Preferably one meeting per district, if feasible.
End of Project	Project Affected Parties (As mentioned in section 3.2)	<ul style="list-style-type: none"> - Dissemination of project outcomes and results achieved 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings/Discussions - Community consultations - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) 	PMU	Project closure and dissemination event

			<ul style="list-style-type: none"> - Project website <p>Language: Mainly Arabic along with English</p>		Preferably one meeting per district, if feasible.
End of Project	National Public Institutions (As mentioned in section 3.3)	- Dissemination of project outcomes and results achieved	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings - Formal meetings - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Mainly Arabic along with English</p>	PMU	Project closure and dissemination event
	Private Institutions and Companies (As mentioned in section 3.3)	- Dissemination of project outcomes and results achieved	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings - Formal meetings - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Arabic/English</p>	PMU	<p>Project closure and dissemination event</p> <p>Preferably one meeting per district, if feasible.</p>
	NGOs working in different sectors (As mentioned in section 3.3)	- Dissemination of project outcomes and results achieved	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Focus Group Meetings - Formal meetings - Community consultations - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) 	PMU	<p>Project closure and dissemination event</p> <p>Preferably one meeting</p>

			<ul style="list-style-type: none"> - Project website <p>Language: Arabic/English</p>		per district, if feasible.
	Vulnerable Groups of the project (As mentioned in section 3.4)	<ul style="list-style-type: none"> - Dissemination of project outcomes and results achieved 	<p>Potential methods include but are not limited to:</p> <ul style="list-style-type: none"> - Formal meetings - Community consultations - Social media and communication platforms (e.g. WhatsApp, Telegram, etc.) - Project website <p>Language: Arabic/English</p>	PMU	<p>Project closure and dissemination event</p> <p>Preferably one meeting per district, if feasible.</p>



4.3. Proposed strategy to incorporate the views of vulnerable groups

The project will seek the views of vulnerable groups through the following specific methods of engagement in order allow full and enabling participation and access to information:

- The project will particularly encourage broader participation and benefits for women. The consultations will engage women in discussions on the types of jobs in the solid waste management, recycling or related supporting sectors they could most benefit from. The project will ensure that community engagement teams are gender-balanced and promote women's leadership within the design, online and in-person surveys and other engagement activities so that women in unpaid care work can participate. It is also important to consider provisions for transport and safety for any in-person community engagement activities. Gender-segregated consultations might be needed during the project implementation to allow for the free and enabling participation of women and girls, including groups of women and girls who are particularly vulnerable to exclusion and risks potentially associated with the project. Women as a vulnerable group will most likely need to be contacted through direct means and meetings as they might not have access to internet and could be illiterate. Thus, consultations with NGOs, women's organizations and organizations advocating for survivors' rights is crucial to support engagement of women throughout the project.
- Elderly and people with existing medical conditions certainly have limited resources and capabilities which might hinder their engagement in consultation. To ensure their participation, it is important to identify their specific needs and the measures to be taken to care for them. Tailored messages in an easy and understandable language allows such groups to have access to information about the project. These groups will most likely need to be contacted through direct means and meetings as they do not have access to internet and could be illiterate. This is where NGOs will play an important role in supporting engagement with these groups.
- Persons with disabilities often need support in order to be able to engage throughout the project. Depending on their needs, information in accessible formats, like braille, large print and multiple forms of communication, such as text captioning or signed videos, allow these groups to have access to information. These groups will most likely need to be contacted through direct means and meetings as they do not have access to internet and could be illiterate. This is where NGOs will play an important role in supporting engagement with these groups.
- Internally displaced persons will definitely have limited resources which hinder their engagement in consultations. It is important to identify their specific needs and living conditions in order to be able to support them and encourage their participation in consultations. For example, most of them might lack access to social media and online platforms, hence invitations for consultations should take place either through brochures and leaflets or through NGOs working with displaced persons. In addition, they will, at most times, require transportation in order to attend consultations. Such mechanisms should be put in place in order to make information accessible to them and to ensure their engagement throughout the project.
- Dedicated consultations with informal waste pickers in the solid waste sector (Collectors of rubble and such wastes from the conflict areas) should be carried out. These informal workers are comprised of individuals or groups of solid waste collectors who might be working in the intervention geographical areas and may be affected by the project

activities. Such informal workers will be identified through close coordination with the local authorities in order to address their concerns and find means for mutual benefits.

5. Resources and Responsibilities for implementing stakeholder engagement

5.1. Implementation Arrangements and Resources

The Borrower will be responsible for stakeholder engagement activities. The entity responsible for carrying out stakeholder engagement activities is CDR. The overall responsibility for SEP implementation lies with the PMU director.

The project's stakeholder engagement implementation arrangements and implementation are the responsibility of PMU in general, and the responsibility of the E&S Specialist in particular. The strategies to be adopted for stakeholder engagement targeting the general public and the vulnerable groups should be implemented throughout the project. Before the implementation of the project, the PMU, along with the E&S Specialist of the project shall review this SEP document and the strategy of engagement to update as needed. In addition, during implementation if any requirements for engagement strategies arise, the latter shall be updated within this SEP. The E&S specialist will be responsible for implementing the SEP and regularly checking for updates if needed.

The stakeholder engagement activities will be documented through various forms, such as recordings or note-taking, depending on the most suitable method given the type of consultation activity held and the group of participants.

Once identified, the budget estimate for the preparing and implementing SEP shall be stated in this SEP. The preliminary budget breakdown found in Annex 2 should also be updated if the budget needs to change during the preparation of the project.

6. Grievance Mechanism

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the environmental and social performance of a project to be submitted and responded to in a timely manner.

CDR operates on the basis of projects, and as such establishes GM for communities for each project that it implements. Thus, for this project, a focal point based at CDR will be appointed before the implementation of the project and will be responsible for developing the GM structure for communities to be implemented throughout the project.

6.1. Description of Grievance Mechanism (GM)

A GM process is described in the table below. Before project implementation, a structured and detailed GM will be developed by the PMU and below table is to be updated as needed.

Table 4: Illustrative Table on the GM Steps

Step	Description of process	Timeframe	Responsibility
GM implementation structure	<p>Before the implementation of the project, the PMU based at CDR will be responsible for establishing an operational GM for stakeholders and communities. The GM shall also designate a grievance focal point and a Complaint Committee, and should present in detail the process of each step and activity included within the GM, in addition to the responsibilities of all the parties involved within the GM.</p> <p>The GM structure shall be approved by the World Bank and implemented throughout the project.</p> <p>The GM will be able to receive anonymous and any concerns or grievances regarding the conduct of security personnel, and these grievances will be monitored, documented (considering the need to protect confidentiality), and resolved through the Project's grievance mechanism.</p>	Before project implementation	PMU
Grievance uptake	<p>Grievances can be submitted via different channels, such as:</p> <ul style="list-style-type: none"> • Toll-free telephone hotline operated by a designated person • Short Message Service (SMS) • E-mail • Letter • In-person at a physical facility • Grievance or suggestion boxes located at identified locations • Social media • Online form on the website <p>The channels to be implemented under the project will be decided and stated within the project's GM to be developed before the project implementation. The grievancee mechanism will be able to accept anonymous grievances</p>	Throughout project implementation	Local grievance focal point
Registration of complaints and acknowledgement of receipt	<p>Once information that a grievance has been received is channeled into CDR from whatever source, the Grievance Log (Annex 3) will be updated by the local grievance focal point and the person/entity raising the grievance will be contacted by the local grievance focal point to request additional information within 3 working days from receipt of the grievance if needed.</p>	Throughout project implementation	Local grievance focal point

Step	Description of process	Timeframe	Responsibility
Assessment and investigation	<p>The grievance shall be assessed, and an Assessment Report prepared and issued by the assigned party/committee within 15 working days from registration of the grievance. The local grievance focal point is responsible for delegating the investigation to the Complaint Committee based on the type of grievance received. The Complaint Committee will review the investigation report and approve it prior to sharing with the person/entity raising the grievance.</p> <p>If the grievance relates to a minor issue, then it is likely that the investigation can be completed in advance of the 15 working days. The investigation shall involve an examination of the circumstances of the case, interviews with the parties involved and consultations with stakeholders. The report shall include details of the proposed steps to be taken to resolve the grievance based upon the facts. If such steps require disbursement of financial resources, the case shall be raised to the PMU Leader for review and appropriate action.</p>	Throughout project implementation	Complaint Committee
Responding with a proposed resolution	<p>The local grievance focal point will inform the person raising the grievance, within 20 working days from the date when the grievance was registered, of the outcome of the Investigation Report and the proposed steps to be taken to resolve the grievance. This shall be conducted through a physical meeting with all the people who are able to be present. If a physical meeting is not possible, the meeting can be held remotely via means that are accessible to the person raising the grievance.</p> <p>If the person accepts the resolution steps, then these will be implemented within the agreed timeframe and the person raising the grievance will be requested to sign their acceptance of the proposed solution so that it can be closed in the Grievance Log. As a target, all complaints should be closed within 30 working days from registration of the grievance. Feedback will be requested from the person to check how satisfied they are with the overall resolution of the grievance.</p>	Throughout project implementation	Complaint Committee along with the local grievance focal point
Referral to GBV service providers if and as needed	<p>The project will have other measures in place to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH. A referral pathway will be developed before the implementation of the project. All complaints related to GBV will include GBV service providers as needed.</p>	Throughout project implementation	Complaint Committee along with the local grievance focal point

Step	Description of process	Timeframe	Responsibility
	Reporting on Gender Based Violence (GBV)/SEA/SH and cases of abuse will be highlighted and community members will be encouraged to report cases of violence they witness in or around the project sites and related public spaces. This would help to ensure that women and girls especially have a voice when they experience any kind of violence during project implementation. Where applicable, this can be done by raising awareness of safe and anonymous mechanisms that anyone can use to report GBV/SEA/SH, as well as awareness on the redress mechanisms offered through the program and other local institutions.		
Opportunity to appeal	<p>The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. If a person wishes to appeal then, local grievance focal point shall invite the services of an independent party (such as a non-governmental organization, civil society group or independent consultant) and ask them to provide one, or more, representatives to help mediate the case. At any time during the grievance resolution process, a complainant can seek independent legal advice or involve a court of law.</p> <p>Vulnerable groups will be assisted to raise their grievances by the Beirut Bar Association, which can appoint voluntary lawyers to investigate such claims. NGOs engaged in the project can also play a role in defending legal rights of vulnerable groups.</p> <p>The local grievance focal point will ensure adequate follow-up of the appeal process to ensure the case is closed as promptly as practicably possible.</p> <p>Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.</p>	Throughout project implementation	Local grievance focal point
Follow-up and conclusion	<p>Once a resolution of the complaint has been agreed or a decision to close the file has been made, the final step will be the implementation of the settlement, the monitoring of the results and the conclusion of the complaint.</p> <p>Where needed, the Local grievance focal point will prepare a 'lessons learned' document that outlines the steps taken to avoid similar grievances from re-occurring in the future. These shall then be disseminated across the Project and activities through toolbox talks, notice signs, meetings and other activities to work towards improving the Project's environmental and social performance over time.</p>	End of project	Local grievance focal point

7. Monitoring and Reporting

7.1. Summary of how SEP will be monitored and reported upon (including indicators)

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- (i) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)
- (ii) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Assessment, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.
- (iii) Quantitative reporting based on the indicators included in the SEP. An illustrative set of indicators for monitoring and reporting is included in Annex 4.
- (iv) Quantitative reporting on the implementation of the Grievance Mechanism based on the template below:

Category of grievances	Number of grievances received in the reporting period (eg. Jan – June)	Number of grievances closed in the stipulated timeframe in the reporting period	Total number of grievances received since the beginning of the project	Number of grievances closed in the stipulated timeframe since the beginning of the project	Total number of open grievances	Number of grievances Open more than 30 days
Total						

7.2. Reporting back to stakeholder groups

The SEP will be revised and updated as necessary during project implementation.

Quarterly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the project managers.

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the SEP and GM. Specific measures to report back to the stakeholders differ based on the targeted stakeholders. Different mechanisms can include follow-up meetings after consultations, leaflets or brochures highlighting the main outcomes and results.

A bi-yearly reporting back to the stakeholders can be a potential frequency; however the latter shall be finalized or updated by the PMU along with the E&S Specialist before project implementation. The frequency shall ensure that timely and regular updates are made available to different stakeholder groups throughout project implementation. If, during implementation, the need to update stakeholders more frequently arises, then the frequency of reporting shall be accommodated and updated within the SEP.

Where applicable, the SEP will include differentiated measures to allow the effective participation of disadvantaged or vulnerable groups (such as an increased level of resources may be needed for communication with such differently affected groups).

7.3 Citizen Engagement

Efficient and demonstratable Citizen Engagement (CE) is central to Project implementation. Given the communication and engagement limitations posed in post conflict settings, careful planning is needed to reduce the risk of exclusion of vulnerable groups, particularly regarding the housing repair activities. To measure effectiveness in citizen feedback mechanisms established under the Project, indicators in the RF measure the percentage of registered grievances that are addressed. The SEP will ensure the participation of all stakeholders, to understand the needs of the affected populations, ensure transparency and coordination between government entities, the PMUs, and communities, and receive feedback and grievances. The Project will establish a grievance system, which enables the tracking of closing of the feedback loop with citizens, as well as existing communication channels of line ministries under the Project. Existing CE online platforms may be further improved during implementation considering best practice examples. It is crucial to establish channels that empower citizens to share their insights, raise questions, and engage in meaningful dialogue concerning the information provided. Such mechanisms could comprise of public hearings, working groups, or online forums.

The SEP also sets out the nature and periodicity of stakeholder consultations, which will be used to measure and improve CE. As part of the post-crisis response, informing and receiving feedback from citizens in real time can provide insight into how the crisis is affecting women, refugees, persons with disabilities, the elderly, and other vulnerable populations, enabling real-time course correction. A communications strategy will be embedded as part of the consultative and accountability processes, including the GRM.

It is also highly encouraged to implement a participatory approach that goes beyond simply gathering feedback by empowering project beneficiaries to engage actively in the design and monitoring of project activities, especially in relation to component 2, “Lifeline Services and Critical Infrastructure Recovery.” For example, establishing a social accountability committee at the community level to be involved in the selection of priority areas can be significant beneficial. Simultaneously, keeping the public updated on project developments, fostering connections among relevant stakeholders, and providing a forum for discussion can enhance and maintain the diverse participatory approaches implemented throughout the project. By involving Lebanese citizens in such decision-making bodies, they can play a crucial role in shaping the planned activities of the project, such as the restoration of damaged energy networks, water systems, roads, and bridges, along with the homeowner repair program.

Annexes

- Annex 1. Template to capture minutes/records of consultation meetings
- Annex 2. Example of a SEP Budget Table
- Annex 3. Grievance Log
- Annex 4. Sample Table: Monitoring and Reporting on the SEP
- Annex 5. Sample of the Stakeholder Consultation Invitation
- Annex 6. List of Participant Organizations
- Annex 7. Summary of Consultations – April 14th, 15th, 16th, 2025

Annex 1: Template to Capture Consultation Minutes

Stakeholder (Group or Individual)	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps

Annex 2: Example of a SEP Budget Table

Budget categories	Quantity	Unit costs	Times/ Years	Total costs	Remarks
1. Estimated Staff salaries* and related expenses					
1a. <i>E.g., Communications consultant</i>					
1b. <i>E.g., Travel costs for staff</i>					
1c. <i>E.g., Estimated salaries for Community Liaison Officers</i>					
2. Consultations/ Participatory Planning, Decision-Making Meetings					
2a. <i>E.g., Project launch meetings</i>					
2b. <i>E.g., Organization of focus groups</i>					
3. Communication campaigns					
3a. <i>E.g., Posters, flyers</i>					
3b. <i>E.g., Social media campaign</i>					
4. Trainings					
4a. <i>E.g., Training on social/environmental issues for PMU and contractor staff</i>					
4b. <i>E.g., Training on Gender-Based Violence (GBV) for PMU and contractor staff</i>					
5. Beneficiary surveys					
5a. <i>E.g., Mid-project perception survey</i>					
5b. <i>E.g., End-of-project perception survey</i>					
6. Grievance Mechanism					
6a. <i>E.g., Training of GM committees</i>					
6b. <i>E.g., Suggestion boxes in villages</i>					
6c. <i>E.g., GM communication materials</i>					
6d. <i>E.g., Grievance investigations/site visits</i>					
6e. <i>E.g., GM Information System (setting up or maintenance)</i>					
6f. <i>Other GM Logistical Costs</i>					
7. Other expenses					
7a. ...					

TOTAL STAKEHOLDER ENGAGEMENT BUDGET:		
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*Note: Salary costs can be indicative

Annex 3. Grievance Log

Once information that a grievance has been received from whatever source, the Grievance Log shall immediately be populated by the PMU E&S Specialist. The Grievance Log shall include the following information:

- A unique reference number of the complaint;
- The date and time on which the complaint was lodged;
- How the grievance was received (uptake channel);
- Information about the complainant (name, gender, telephone number and preferred contact details, their place of residence and address); complainant has the right also to raise the grievance anonymously;
- The use of the referral pathway, if any;
- A brief description of the complaint to include details of the location, people involved so that a timeline of events can be created;
- The category of the complaint;
- Whether it is a major incident and requires reporting to World Bank within 48-hours;
- Time and date in which the complaint was closed/resolved;
- Whether the complainant chose to appeal.

Annex 4. Sample Table: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
GM. To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?	<ul style="list-style-type: none"> Are project-affected parties raising issues and grievances? How quickly/effectively are the grievances resolved? 	<ul style="list-style-type: none"> Usage of GM and/or feedback mechanisms Requests for information from relevant agencies. Use of suggestion boxes placed in the villages/project communities. Number of grievances raised by workers, disaggregated by gender of workers and worksite, resolved within a specified time frame. Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable) Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant. 	Records from the implementing agency and other relevant agencies
Stakeholder engagement impact on project design and implementation. How have engagement activities made a difference in project design and implementation?	<ul style="list-style-type: none"> Was there interest and support for the project? Were there any adjustments made during project design and implementation based on the feedback received? Was priority information disclosed to relevant parties throughout the project cycle? 	<ul style="list-style-type: none"> Active participation of stakeholders in activities Number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties. Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in project design and implementation. Number of disaggregated engagement sessions held, focused on at-risk groups in the project. 	Stakeholder Consultation Attendance Sheets/Minutes Evaluation forms Structured surveys Social media/traditional media entries on the project results
Implementation effectiveness. Were stakeholder engagement activities effective in implementation?	<ul style="list-style-type: none"> Were the activities implemented as planned? Why or why not? Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not? 	<ul style="list-style-type: none"> Percentage of SEP activities implemented. Key barriers to participation identified with stakeholder representatives. Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness. 	Communication Strategy (Consultation Schedule) Periodic Focus Group Discussions Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives

Annex 5. Sample of the Stakeholder Consultation Invitation

الرقم : ١/٥٧٢
مجلس الإنماء والإعمار
بيروت - لبنان
بيروت في ٢٠٢٥/٣/٢٦

جانب وزارة البيئة

الموضوع: إنتداب ممثل عن وزارة البيئة للمشاركة في جلسة مشاركة العامة الخاصة بمشروع الدعم الطارئ للبنان (P509428) .

المرجع: مشروع الدعم الطارئ للبنان (P509428) .

بالإشارة إلى الموضوع والمرجع أعلاه،

تعزّم الحكومة اللبنانية تنفيذ مشروع الدعم الطارئ للبنان LEAP بتمويل من قرض من البنك الدولي، الذي يهدف إلى استعادة الخدمات الأساسية والتعافي في المناطق التي تضررت بفعل العدوان الاسرائيلي الأخير .

وتحضيراً لهذا المشروع العاجل الذي سيعرض قريباً على مجلس الوزراء،

ينتظّم مجلس الإنماء والإعمار جلسة مشاركة العامة بتاريخ ٢٠٢٥/٤/١٤ من الساعة العاشرة لغاية الساعة الثانية عشرة في قاعة الاجتماعات الخاصة بالمجلس، لعرض مكونات المشروع الأتف الذكر وتبادل الأفكار والتجارب وتقديم الملاحظات، بهدف أخذها بعين الاعتبار خلال تنفيذ المشروع في حال قرّر مجلس الوزراء الموافقة عليه.

عليه، نتمنى عليكم تعيين من ترونه مناسباً لتمثيلكم في جلسة مشاركة العامة المذكورة أعلاه.

وتفضلوا بقبول فائق الاحترام

رئيس مجلس الإنماء والإعمار
نبيل عدنان الجسر



ملاحظة: - يرجى تأكيد الحضور عبر البريد الإلكتروني nawad@cdr.gov.lb أو عبر الاتصال بالسيدة نانسي عوض على الرقم

٣٦٥ ٠١/٩٨٠٠٩٦

- من الممكن الاطلاع على خطة الالتزام البيئي والاجتماعي وخطة مشاركة أصحاب المصلحة العائدين لمشروع LEAP المتوفرين على الموقع الإلكتروني الخاص بالمجلس www.cdr.gov.lb

Annex 6. List of Participant Organizations

Stakeholder Consultation Session – Day 1: April 14, 2025

List of Participant Ministries
Ministry of Tourism
Ministry of Energy and Water
Ministry of Displaced
Ministry of Interior and Municipalities
Ministry of Information
Office of the Minister of State for Administrative Reform (OMSAR)
Council of South
Union of Municipalities of Beirut Southern Suburbs
Ministry of Culture (Directorate General of Antiquities)
Ministry of Education and Higher Education
Ministry of Foreign Affairs
Ministry of Environment
Ministry of Youth and Sports
Lebanese Armed Forces
High Relief Committee

Stakeholder Consultation Session – Day 2: April 15, 2025

List of Participant Municipalities and Union of Municipalities
Nabatieh
Hermel
Jabal El Sheikh
Sahel Al Zahrani
Beirut Southern Suburbs
Al Istiklal
Baalbeck

Tyre
Benet Jbeil
Rashaya
Eklm Al Toufah
Al Kalaa
Jabal Aamel
Municipality of Chakra

Stakeholder Consultation Session – Day 3: April 16, 2025

List of Participant NGOs
Municipal Work Association
IndyACT
Caritas Lebanon
National Commission For Lebanese Women (NCLW)
IDRAAC
INARA

Annex 7. Summary of Consultations – April 14th, 15th, 16th, 2025

Summary of Discussions - Day 1: April 14th, 2025

All the attendees from the ministries and different central administrations expressed their interest in the project in addition to their concerns.

The discussions highlighted that the destruction in affected areas threatens Lebanon's national identity, extending beyond archaeological sites, and it was recommended to adopt a technical and scientific approach during reconstruction efforts to ensure the conservation and rehabilitation of heritage structures.

Attendees also inquired about the possibility of including in the project all damaged villages in order to maximize and facilitate the return of residents. However, CDR explained that given the limited scope of the available financing relative to the widespread impact of the conflict, prioritization through selection criteria was necessary at this stage.

Attendees also expressed their concerns about rubble management activities. CDR clarified that all required environmental studies will be carried out throughout the project in order to ensure safe and sustainable disposal of rubble.

Summary of Discussions - Day 2: April 15th, 2025

Almost all attendees from the Union of Municipalities and Municipalities of various areas expressed concerns about their limited technical, logistical and financial capacity to reconstruct the damaged sites efficiently and sustainably. They also highlighted their lack of capacity to manage and monitor dumpsites, and to address the numerous pollution sources in their areas. CDR informed that while the project does not directly tackle pollution management, all the activities to be implemented under the project will be completed in a sustainable approach.

Summary of Discussions - Day 3: April 16th, 2025

All NGOs who attended expressed their acknowledgement to CDR for involving civil society in the consultation process.

They emphasized the importance of involving civil society organizations, particularly in the third component of the project, since NGOs have been key partners to several municipalities in implementing development plans over the years. They also expressed their willingness to assist in rehabilitation activities in different sectors. All attendees highlighted the necessity to consult with the vulnerable population throughout the project, and CDR confirmed that the SEP obliges them to carry out consultations with all vulnerable groups throughout the different phases of the project. It was further recommended that facilities rebuilt or renovated under the project be designed to accommodate the needs of individuals with special care or accessibility requirements.