



United Nations Human Settlements Programme (UN-Habitat)  
Lebanon Country Programme

Project Name: Beirut Housing Rehabilitation and Cultural and Creative  
Industries Recovery

# **Stakeholder Engagement Plan**

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## Abbreviations and Acronyms

- BUL Beirut Urban Lab
- DGA Directorate General of Antiquities
- DGU Directorate General of Urbanism
- E&S Environmental and Social
- ESF Environmental and Social Framework
- ESS Environmental and Social Standards
- FER Forward Emergency Room
- GM Grievance Redress Mechanism
- INGO International Non-Governmental Organization
- IPF Investment project Financing
- ISF Internal Security Forces
- ISR Implementation Support and Reporting
- LGBTQI Lesbian Gay Bisexual Transgender Queer and Intersex
- M&E Monitoring and Evaluation
- NGO Non-Governmental Organization
- NRC Norwegian Refugee Council
- OEA Order of Engineers and Architects
- PCH Public Corporation for Housing
- PoB Port of Beirut
- PSEA/SH Protection against Sexual Exploitation and Abuse/Sexual Harassment
- REAL Real Estate Syndicate Lebanon
- SDC Social Development Centers
- SEP Stakeholder Engagement Plan
- SME Small/Medium Enterprises
- UN United Nations
- UNESCO United Nations Educational Scientific and Cultural Organization
- UNHCR United Nations High Commissioner for Refugees
- WB World Bank
- WBG World Bank Group
- 3RF Reform, Recovery, and Reconstruction Framework
- CCI Cultural and Creative Industries
- MoIM Ministry of Interior and Municipalities
- EDL Electricite du Liban
- WE Water Establishment
- OMT Online Money Transfer

## 1. Introduction and Project Description

The massive explosion at the Port of Beirut (PoB) which devastated the city on 4 August 2020 killed at least 200 people, wounded more than 6,000 and displaced over 300,000. The explosion caused widespread destruction to homes, businesses, infrastructure, and disrupted economic activity.

The proposed project addresses housing rehabilitation needs in the areas affected by the PoB explosion, while providing immediate emergency support to affected cultural organizations and practitioners in Beirut. The project is structured around four areas including: i) the rehabilitation of severely damaged buildings that have been directly impacted by the blast and has a heritage value; ii) technical assistance for rental support; iii) support to cultural organizations and practitioners through the provision of grants for cultural production; and iv) project management and capacity building. The project will finance a pilot to address housing rehabilitation, rental support, the cultural and creative sector in coordination with other recovery investment projects of the adjacent areas of the blast. The prioritized framework of key actions will support the recovery and reconstruction of Beirut based on in-depth consultations with government, civil society, and donors.

### 1.1 Project Content

The project is structured around two technical components and project management including: 1A) the rehabilitation of severely damaged residential buildings; 1B) the provision of technical assistance for rental support; 2) support to cultural entities and practitioners through the provision of grants for cultural production; and 3) project management and institutional capacity building. The proposed interventions aim to support the recovery and reconstruction of the areas of Beirut affected by the blast through in-depth consultations with government, civil society, and donors in addition to local and international experience, studies, and assessments. The project will also be coordinated with other recovery activities being implemented in adjacent areas.

#### Component 1. Housing Recovery

This component aims at supporting the return of the displaced households to the targeted buildings. As such, the component is divided in two subcomponents to contribute to this goal: i) Residential Housing Rehabilitation and ii) Technical Assistance for Rental Support. The housing rehabilitation and the rental technical assistance subcomponents will be implemented as integral parts of the overarching housing recovery strategy and action plan<sup>1</sup>, adopting a social stability approach to provide assistance through an area-based lens.

##### *Subcomponent 1.1 Residential Housing Rehabilitation*

This subcomponent will support the rehabilitation of severely damaged buildings that have been directly impacted by the blast. The project will prioritize complex repairs of severely damaged residential units that have not been completely rehabilitated and are located in neighbourhoods within 5 km of the epicentre of the blast. A focus will be on a subset of vacant residential buildings that were inhabited by lower-income and vulnerable households with low tenure security who may have been temporarily displaced.

This component will not target official, classified buildings of cultural heritage which may be recognized at a local, regional, national, or global level. The target buildings are viewed from an architectural,

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<sup>1</sup> A housing recovery strategy and an action plan will be developed by the WB in collaboration with the UN-Habitat and local stakeholders as part of a separate ASA.

aesthetic, spiritual or sociocultural perspective that contribute to the cultural construct of the neighbourhood and the overall value from a heritage perspective. Considering the year of construction, the level of damage, and the type of property, a pool of residential buildings with heritage features will be compiled by UN-Habitat in consultation with the key stakeholders (FER, DGA, MoB, civil society and Academia), and will be endorsed by the project's advisory committee that will be established in the first stages of implementation. Based on the long list, the project will prioritize those residential buildings of heritage value that meet the geographic scope, socioeconomic status, level of damage and the heritage value criterion.

#### *Subcomponent 1.2 Technical Assistance for Rental Support*

The Rental Support subcomponent will provide i) support to beneficiaries (tenants and owners) of subcomponent 1.1 to achieve sustainable rental agreements and ii) capacity development to renters in the districts of Rmeil and Medawar for them to advocate for renters' rights and minimize eviction risk. The intended outcome of this component is to promote the return of the vulnerable households who were living in the affected area prior to the explosion and facilitate stability on their rental agreements for a reasonable period after the rehabilitation, to be discussed in the early phases of implementation. To do so, the subcomponent will tackle housing and property (renter-owner) legal disputes within selected buildings to facilitate the return of affected households, promoting affordable rental housing and minimize eviction risk. As such, the first activity will leverage the improvements works conducted under subcomponent 1.1. to ensure displaced tenants are able to return to their homes with preferential rental agreements (i.e. long-term contract, rental cap).

#### *Component 2: Emergency Support for Cultural and Creative Industries Recovery*

The objective of this component is to provide grants to affected cultural entities and practitioners operating in targeted CCI for the development of cultural productions. This component will finance, and technically support the rollout of cultural productions in neighbourhoods affected by the PoB explosion.

The following indicative CCI will be targeted: i) performing arts; ii) visual arts and crafts; iii) intangible cultural heritage; iv) audio-visual and interactive media; v) heritage and tourism activities; and vi) literature and press. Eligible expenses under the grants scheme are expected to be technical services, equipment, artist fees and operational/running costs. Construction costs, works and repairs are an example of costs that will be excluded, with a comprehensive list of ineligible expenses spelled out in the POM. The timeframe of implementation of each cultural production must not exceed 12 months.

The criteria that guided the prioritization process of cultural and creative industries are the geographic scope, the socio-economic inclusion and the local ecosystem: **i) geographic scope:** selected CCI are present or relevant in the neighbourhoods affected by the PoB explosion; **ii) socio-economic inclusion:** selected CCI are run, implemented by or benefit vulnerable groups and individuals (identified as low-income youth and women, persons with disabilities, the elderly, refugees, displaced people and migrants); and **iii) prevalence/ecosystem of cultural entities/practitioners:** selected CCI are primarily composed of local cultural institutions/centers/associations of a non-profit nature and by self-employed cultural workers.

#### *Component 3. Project Management*

This component will ensure coordinated, effective, and efficient management of the pilot project. It will support the overall coordination and management of the proposed activities, including, inter alia: (i) management of the Financial Management Framework Agreement (FMFA) based financing agreement with UN-Habitat (ii) track project costs to meet the budget; (iii) develop and manage a detailed project

schedule and work plan; (iv) provide project updates on a consistent basis to World Bank task team about strategy, adjustments, and progress; (v) manage contracts with vendors and suppliers by assigning tasks and communicating expected deliverables; (vi) utilize industry best practices, techniques, and standards throughout entire project execution; (vii) Monitor progress and adjust as needed; and (viii) measure project performance using agreed upon results framework and indicators to identify areas for improvement.

## 2. Screening of Environmental and Social Risks and Impacts

### 2.1 Environmental Risk

The project's environmental risk is rated to be substantial. The potential environmental risks and impacts stemming from interventions mainly come from the activities of Subcomponent 1.1 Residential Housing Rehabilitation. The main environmental risks associated with this subcomponent may include: (i) consumptions of energy, water, and building materials (paints, cement, steel, sand, electrical supplies, etc.) for buildings rehabilitation; (ii) the generation of solid waste domestic, demolition, and hazardous waste; (iii) nuisance, related to dust generation, air quality, water quality, vibration, and noise; and (iv) occupational health and safety (OHS) as workforce hazards, including the increased risk of accident from inadequate working conditions at construction sites (risk of falling from height settings, etc.) and from COVID-19 infection, (vi) community health and safety (CHS) hazards resulting from work activities particularly for residents living in or neighbouring the proposed rehabilitation housing buildings, (vii) increasing traffic jam as Beirut is already very crowded and this may lead to an increase in roads accidents and blockage of some roads. Other risks/impacts might result from other project activities as a result of conducting the campaigns both in person and virtually to increase the public awareness about the project, technical support to cultural organizations and practitioners, and capacity building to local governments, etc., these risks/impacts include mainly health and safety hazards related to COVID-19, road accidents, solid waste, both domestic and e-waste resulting from using different materials in training and technical support. The other reason for rating the environmental risk as substantial is that; UN-Habitat for the first time manages a project under the new Bank ESF and lacks ESF-related expertise as far as the E&S issues are concerned, although this UN Agency has good technical expertise in housing and has been supporting the municipalities of Beirut and Bourj Hammoud and has expertise in building capacity at the municipal level. The Project team is expected to provide technical assistance in support of project implementation to the local government, and local implementation entities (CSOs, NGOs, etc.) but the implementation of the ESF will remain a paramount concern.

### 2.2 Social Risk

The social risk rating for the project is substantial. The project is mainly associated with overall positive social impacts as it involves: (i) the rehabilitation of severely damaged buildings affected by the blast which will be selected following prioritization procedures; (ii) technical assistance for rental support to sustainable long-term rental housing options for vulnerable households affected by the Port of Beirut explosion to minimize the risk of evictions and displacement and capacity development to renters to advocate for renters' rights and minimization of eviction risk; (iii) provision of grants to affected cultural entities and practitioners and extensive outreach and communication campaigns to raise awareness about the project, reaching out to cultural organizations and practitioners operating in Beirut thus also ensuring an inclusive approach in engaging with the affected organizations and practitioners.

The social risks can be summarized as follows: (i) Under component 1, there is the risk of perception of exclusion of certain vulnerable groups like refugees, displaced people, migrants, poor Lebanese households, female-headed households, persons with disabilities, LGBTIQ communities, and the elderly.

This may result in social tensions due to perceptions of elite capture, discrimination or other potential conflict arising from the project benefits; (ii) weak communication and outreach and transparency on the eligibility criteria under components 1 and 2; (iii) inadequately functioning grievance mechanism to handle complaints and concerns; (iv) potential SEA/SH risks.

### 2.3 Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) Risks

Sub-component 1 includes rehabilitating severely damaged residential buildings for the most vulnerable households affected by the explosion and will therefore potentially result in labor influx to the targeted area during working hours associated with civil works. An SEA/SH Prevention and Response Action Plan will be prepared by the PIU as per the recommendations of the World Bank’s Good Practice Note and as per the provisions of the Client’s ESCP. UN-Habitat PIU will ensure that the relevant mitigation measures are implemented including but not limited to the signing of codes of conduct by all project workers, training and raising awareness of SEA/SH, based on a well developed GMsensitive to SEA/SH-related complaints.

### 2.4 Consultations

Throughout the months of May and June 2021, in preparation for the Project, UN-Habitat conducted several meetings (in person and virtual) involving many relevant stakeholders aiming to discuss collaboration, coordination, synergies, and complementarities. The below matrix summarizes the main outcomes of those meetings. In addition, UN-Habitat conducted the first Stakeholder meeting related to the implementation of the Project 16 June 2022 in Mar Mikhael to inform stakeholders about the project, as well as selection criteria for rehabilitation of buildings, and the GM. All information was shared in Arabic and English. The meeting was attended by a total of 49 persons, of which 21 were women. Among the attendees were house owners, tenants and tenant representatives, NGOs, civil society, engineers and architects as well as members of academia. Participant list and questions raised are attached as annexes.

The implementing partner, Al Makassed will undertake an assessment of stakeholders, and the list will be updated accordingly.

Stakeholders	Method	Date	Topics discussed	Main outcomes
Residents of damaged buildings	6 Individuals and 3 groups in-person meetings (total participants: 16)	1 <sup>st</sup> and 2 <sup>nd</sup> weeks of June	Key technical and legal issues/concerns related to housing reconstruction	<ul style="list-style-type: none"> <li>- Transparency in buildings’ selection process</li> <li>- Ensure selection of competent contractors</li> <li>- Ensure maintaining the external architectural “look” of the buildings</li> <li>- Renters want prior “guarantee” by owners on their rights to return</li> <li>- Owners stressed on the need to have the interior and exterior parts of the buildings rehabilitated</li> <li>- Agree on the architectural design and proposed materials prior to launching the bids</li> <li>- Ensure regular communication and exchange of information</li> </ul>



				throughout the reconstruction process
Mukhtars	In person meetings (2 Mukhtars)	3 <sup>rd</sup> and 4 <sup>th</sup> weeks of May	Sharing available data on damaged houses, existing housing legal issues, GM,	<ul style="list-style-type: none"> <li>- Mukhtars are ready to collaborate, but they can't share personal data unless a permission is obtained from Ministry of Interior and Municipalities (MoIM)</li> <li>- They are aware of legal issues but have no say in that</li> <li>- Mukhtar offices could serve as a reference whereby citizens could submit their grievances to be collected by PIU</li> </ul>
Head of Municipality of Beirut Engineering Department	In person and on site (3 meetings & 1 site visit)	1 <sup>st</sup> to 4 <sup>th</sup> weeks of May	Role/prerequisites of the engineering department (ED) Permit process Capacity of ED to monitor works	<ul style="list-style-type: none"> <li>- ED will facilitate the permitting process</li> <li>- ED hasn't the sufficient capacity to oversee the construction works. However, engineers will conduct ad hoc site visits</li> <li>- ED is willing to provide any support possible and willing to engage as this is a learning process</li> <li>- ED would like to be regularly updated on the progress under the housing component</li> </ul>
Mayor of Beirut	In person (2 times)	4 <sup>th</sup> week of May	Synergy between the municipal council role and the governor office Possibility to include infrastructure projects within the same programme Transparency and fairness	<ul style="list-style-type: none"> <li>- Mayor emphasized that housing reconstruction and CCIs should also be accompanied by basic services</li> <li>- Street lighting is an important factor to boost economy in the targeted areas</li> <li>- Mayor would like to be updated regularly and ready to facilitate any issue within the council mandate</li> </ul>
Governor of Beirut	In person and on site (3 meetings and 1 site visit)	4 <sup>th</sup> week of May 1 <sup>st</sup> week of June	Support that could be provided by governor to help in accelerating the permitting process	<ul style="list-style-type: none"> <li>- Governor is ready to fully support</li> <li>- Ensure selection criteria is fair</li> <li>- Keep him regularly updated</li> <li>- Speed up the reconstruction process</li> </ul>
Local NGOs	In person and online meetings Live Love, BHI, Rashed Kheir, Offre Jois,	1 <sup>st</sup> to 4 <sup>th</sup> weeks of May 1 <sup>st</sup> week of June	Potential coordination Exchange of experience Avoid overlapping	<ul style="list-style-type: none"> <li>- NGOs are ready to collaborate and partner</li> <li>- Most of them have no data on severely damaged buildings as those were excluded from their plans</li> </ul>

				<ul style="list-style-type: none"> <li>- Keep them updated on progress</li> </ul>
Shops located within the targeted area	In person informal visits to shops (8)	1 <sup>st</sup> and 2 <sup>nd</sup> weeks of June	<p>Project details Implication of the reconstruction process on their businesses Ensure no road blocking during reconstruction</p>	<ul style="list-style-type: none"> <li>- Ensure that their businesses are not affected</li> <li>- Know more about the grant programme under CCIs</li> <li>- Selection of buildings to be fair and transparent</li> </ul>
Director General of Antiquities (DGA)	In person and on site	1 <sup>st</sup> week of June	<p>Prerequisites of DGA when it comes to buildings with heritage value Clearance and approvals requested from DGA Selection of engineering firms to bid for structural design and supervision Role of DGA in endorsement of the designs, mainly external parts</p>	<ul style="list-style-type: none"> <li>- Ensure that engineering firms to bid for structural design and supervision are recommended by DGA</li> <li>- Ensure that designs, mainly external parts, are endorsed by DGA</li> <li>- Ensure that tender documents include relevant standards for buildings with heritage value</li> <li>- Maintain regular updates through regular meetings</li> </ul>
UN agencies	In person (UNOPS and UNDP)	3 <sup>rd</sup> week of June	<p>Exchange info on existing projects and activities Discuss potential collaboration and complementarity</p>	<ul style="list-style-type: none"> <li>- Ensure regular exchange of info through regular meetings</li> </ul>
INGOs	Virtual meeting ACTED, BBHI, NRC, PCPM	2 <sup>nd</sup> week of June	<p>Exchange information on existing projects and activities Discuss potential collaboration and complementarity</p>	<ul style="list-style-type: none"> <li>- Ensure regular exchange of information through regular meetings</li> <li>- Maintain updates to ensure synergies and avoid duplication</li> <li>- Share existing technical expertise</li> </ul>
Public Corporate of Housing (PCH)	In person	2 <sup>nd</sup> week of June	<p>Engagement of PCH in solving disputes between tenants and owners Role of PCH during the housing reconstruction &amp; strategy (HRS) process Data sharing</p>	<ul style="list-style-type: none"> <li>- DG emphasized that housing reconstruction and the strategy should be part of the national strategy being discussed</li> <li>- DG would like to be updated regularly and ready to support wherever he can</li> <li>- DG will be actively engaged in the HRS</li> </ul>
American University of Beirut (BAU)	virtual	1 <sup>st</sup> week of June	<p>Exchange information on existing activities and initiatives Discuss potential sharing of data Engagement of BUL in the envisaged Technical committee</p>	<ul style="list-style-type: none"> <li>- Ensure regular exchange of information through regular meetings</li> <li>- Maintain updates to ensure synergies and avoid duplication</li> <li>- Share existing technical expertise</li> </ul>

## 2.5 National requirements

The scope of the project is subject to a number of national regulations that may affect the project and are listed below, largely elaborated in the ESMF. Legislation specifically issued to protect and support those affected by the PoB explosion is time-limited but may be extended beyond the two-year limit.

**Law 194/2020 on the protection and support to the reconstruction of the areas affected by the Beirut port blast.** The main provisions of the law entail a suspension of real estate transactions for 2 years in the areas of Marfaa, Saifi, Medawar and Rmeil, tenants' rights preservation, exemption of municipal and fiscal taxes for damaged buildings throughout the rehabilitation and reconstruction process, and other provisions related to the compensation for damages and restoration of damaged buildings classified as heritage.

**Law 159/1992** that organizes all lease agreements signed after 22 July 1992. Under this law, leases are freely agreed between property owners and tenants based on their mutual consensus.

**Law 160/1992 (the Old Rent Law), Law of 28/12/2014 (the New Rent Law) and its amendments of 28/2/2017.** This series of laws and their amendments pertain to the liberation of old rental agreements signed before 22 July 1992 and the process of rent rate adjustments to the market rate, among other relevant provisions.

**Law no. 69/1983, issued via a decree in 1983, known as the Urban Planning Code.** This law describes the operational arrangements that the Government can use when undertaking a development project and focuses mainly on the planning permissions including building permits and land subdivisions.

**Law 646/2004, the Construction Law, also known as the Building Code,** which stipulates the building envelope ratios, the exploitation ratios, the FAR, among many other provisions that regulate the construction.

**Decree 118/1977, known as the Municipal Law.** This law has devoted much of the planning competencies to the municipalities including the submission of master plans and regulations to the concerned municipalities for their review. This law stipulates that an urban plan has to be jointly approved by the Directorate General of Urbanism (DGU) and the concerned municipality.

**The Environment Code,** which stipulates that any person, be from private or public sector, has to undertake an environmental impact study of projects that threaten the environment due to their size, nature, impact or their activities; activities include construction or infrastructure works, and any proposal, study, investment or planning covering an entire Lebanese region.

**Decision 166 of 7/11/1993, known as the Old Heritage Organization Law** "وضع تنظيم للآثار القديمة". It is per this law that the list of heritage buildings (لائحة الجرد العام للأبنية التاريخية) can protect listed buildings from demolition under certain conditions.

**Labour Law of 1946** and its amendments set the framework and rules governing the relationship between employers and employees

The following laws and regulations are also applicable to the project:

**Ministry of Labour Decision 49/1 of 1997** forbids the employment of adolescents and children under 18 years of age in non-industrial settings, unless a medical examination proves them apt to perform such work.

**Decree 11802 of 2004** provides the general regulations for the prevention of occupational hazards and accidents, and the promotion of health and safety in all industrial establishments subject to the Labour Law. These cover prevention and safety, occupational health, the safe use of chemicals at work, as well as occupational noise standards.

**Decree 8987 of 2012** forbids the employment of adolescents and children under 18 years of age in jobs that pose a risk to their health, safety and behaviour.

**Decree 3791 of 2016** (amending Decree 7426 of 2012) raises the minimum daily wage to US\$20. Ministry of Labour Decision 29/1 of 2018 restricts a substantive number of jobs to Lebanese citizens in order to protect the workforce and reduce unemployment, including tiling, plastering, gypsum board, iron, wood and aluminium profile installation and other decorative tasks. Engineering is also restricted to Lebanese citizens.

**Law on the Protection of Women and Family Members from Domestic Violence (Law 293 of 2014)** advances women's rights and safety. It establishes important protection measures and related policing and court reforms but leaves women at risk of marital rape and other abuse.

**Article 522 of the Penal Code** that exempts a rapist from punishment if he marries his victim was abrogated in 2017.

## 2.6 World Bank Requirements

The key reference for the World Bank requirements is the Guidance Note for Borrowers - Environmental & Social Framework for IPF Operations: ESS10 Stakeholder Engagement and Information Disclosure. Per this Guidance Note, the borrower must ensure a two-way dialogue with the identified stakeholders who will be affected by the project activities, as well as others with an interest in the project outcomes. The borrower must consider the communication needs and opportunities of stakeholders and their access to internet, physical meetings, etc. The stakeholder engagement must provide an opportunity for knowledge and experience exchange with the affected and interested stakeholders and expectations management per the borrower's responsibilities and resources.

This SEP is developed during the project preparation phase for the purpose of meeting the World Bank requirements pertaining to stakeholders' engagement during this phase. Specifically, the key requirements set out by ESS10 are quoted in the following:

1. Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
2. Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

3. The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
4. The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not.

To meet the requirements described in the World Bank's ESF's Environmental and Social Standard (ESS) 10 (Stakeholder Engagement and Information Disclosure), the SEP is developed, and stakeholders are identified and analysed in the preparation phase of the project. During implementation, open and transparent engagement will be ensured with the project stakeholders listed in *Section 3* through regular consultations to be conducted across the different phases of the project implementation cycle, commencing as early as possible.

The results deriving from these consultations will be documented in relevant local languages in an appropriate manner (per GN9.1) and reported. Depending on the stakeholders' analysis to be completed in the pre-project consultations (during the project preparation phase), in-person or remote meetings will be held, including focus group discussions, survey questionnaires, key informant interviews and interactive tools used in online platforms to ensure full, meaningful and quality engagement of all stakeholders. Only accessible formats and channels will be utilized. Due consideration will be given to the language barriers that might be in place (noting that Arabic is the most commonly used language among all stakeholders) or other practical, socio-political or educational barriers (such as ethnic, religious groups, low-income households, women, persons with limited mobility, etc.).

Relevant project material will be developed in all relevant languages and disseminated at the project locations and on the website and social media channels to ensure maximum outreach and visibility. The names and phone numbers of focal points for all different stakeholders will be identified and gathered in the form of a group – likely via WhatsApp – as it was shown to be the most applicable and widely used means of communication in this context. The contact to the project team (personnel to be assigned the communication role with the communities) will be handed out at the project locations in the form of pamphlets, in addition to posters to be hanged at the project locations throughout the implementation period showing the means to reach out to the project team through the assigned personnel(s) for this purpose.

### 3. Stakeholders Identification and Analysis

UN-Habitat has been operational in Lebanon for nearly 15 years. Throughout this period, the Country Programme was able to gain extensive knowledge on stakeholders that are relevant to different project types. In addition, the Country Programme has established solid collaboration frameworks with national and local authorities, subnational governments, civil society organizations, academia, and most importantly, with local communities. In all its projects, UN-Habitat adopts a stakeholder engagement strategy that is similar to WB SEP, yet with less formality in implementing the actions.

Based on previous experience and practices, UN-Habitat has and will apply the following principles while engaging stakeholders during the preparation of the project, as well as throughout the implementation lifespan of the Project:

- **Openness and consistency:** public consultations for the project(s) will be arranged regularly during the whole cycle of the Project, and will be carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed participation and feedback:** information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analysing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** stakeholder identification will be undertaken to support better communications and build effective relationships. The participation process for the project is inclusive. All stakeholders are encouraged to be involved in the consultation process, to the extent the current circumstances permit. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, refugees, and people with disabilities.

Based on its vast experience, UN-Habitat is proposing that project stakeholders include the direct beneficiaries, public and private entities, government officials, civil society and NGOs and people directly or indirectly affected by the project. Project stakeholders can be categorized as follows:

- **Project Affected Parties:** persons, groups and other entities within the project area of influence that will be potentially directly influenced/impacted 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;
- **Other Interested Parties:** individuals/groups/entities that may not experience direct impacts from the Project but who 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; and
- **Vulnerable Groups:** persons who may be disproportionately impacted or further disadvantaged by the sub-projects as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the sub-projects.

### 3.1 Project Affected Parties

Affected Parties include local communities, community members and other parties that may be subject to direct impacts from the Project during sub-project activities. The following individuals and groups fall within this category:

- Residents in the blast-affected area: those are divided into tenants, landlords and informal occupants and are considered to be the potential direct beneficiaries of the Project as they were mainly affected by the blast which destroyed their housing units and businesses, part of which will be addressed through Project sub-components.
- Local neighbourhood committees are informal groups that were established to deal with specific issues and challenges encountered by the population of the area as a result of the blast.
- Shop owners and local businesses/SMEs: include food & beverage businesses, dorms, small industries, grocery shops, etc. that were drastically affected by the blast.
- Cultural centres: this includes local museums, exhibition centres, art galleries, studios, etc. that were actively operational prior to the explosion.
- Mukhtars: those are well-known figures within the affected area who could provide reliable data and information on affected families and damaged buildings.

### 3.2 Other Interested Parties:

The projects' stakeholders also include parties other than the directly affected. These include:

- Government agencies and ministries, including the Public Corporation for Housing (PCH), Directorate General of Antiquities (DGA), Municipalities of Beirut and Bourj Hammoud, Lebanese Armed Forces (LAF)/ Forward Emergency Room (FER), Internal Security forces (ISF), Lebanese Civil Defence, Service providers (Electricity of Lebanon, educational institutions, water establishment, SDCs, healthcare/primary health care centres, nurseries, etc.
- UN agencies and INGOs with interventions in the area (such as UNHCR, NRC, UNDP. etc.)
- Local NGOs active in the blast-affected area such as Al Makassed, Nusaned, LRC, Live Love Lebanon, etc. and Academic institutions (Beirut Urban Lab) and research groups/think tanks (Public Works Studio).
- Religious institutions present in the blast-affected area: many of the existing buildings or lands that are located within the targeted geographic areas are owned by key religious institutions. Those will have direct input throughout the negotiation processes.
- Syndicates and professional institutions: Order of Engineers and Architects OEA, Real Estate Syndicate, Beirut Bar Association, committees representing business owners in the blast-affected area, etc.
- Media
- Workers/labour force
- Financial intermediaries

### 3.3 Disadvantaged/Vulnerable Individuals or Groups:

Among the 2,000 targeted households and individuals, it is expected that nearly 5 percent will consist of women. To the extent possible the project will prioritize where possible disadvantaged and vulnerable individuals or groups such as women-headed families, youth-at-risk, families that lost members from the explosion, migrants and refugees, displaced persons, etc. An important aspect in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the project.

Within the areas of influence of the sub-projects, the vulnerable groups may include but are not limited to the following:

- Old tenants (holding lease agreements pre-1992)
- Homeowners at risk of default or in a socio-economic hardship due to the economic situation
- Women, including female heads of households
- Children and Youth (including students who were living in the dorms)
- Poor/low-income Lebanese households
- Refugees - Stateless persons - Migrant/informal workers
- Elderly persons
- Persons with disabilities
- LGBTQI persons

Vulnerable groups within the communities affected will be further identified and confirmed throughout the project preparation, implementation and operation.

### 3.4 Summary of project stakeholder needs

Stakeholder group	Identified party	Key characteristics	Needs and issues (e.g. language and other communication issues)	Preferred notification and frequency	Specific needs	Preferred grievance mechanism
<b>Project Affected Parties</b>						
Residents in the blast-affected area (tenants, landlords, informal occupants)		Those are the direct beneficiaries (renters or owners) of the project whose houses were either destroyed or heavily affected by the blast. They had to leave their houses due to the severe structural damages. However, they are present on the site daily to seek support from agencies assessing the area.	Language Arabic. Communication will take place in person while conducting the negotiations with eligible families and might be done via phone calls for future follow up	In person group gatherings will take place on site within the targeted community on weekly and/or monthly basis. COVID-19 precautions will be ensured.	Needs to be informed 1 day prior to any meeting as they don't live in the vicinity.	Directly and casually during weekly meetings or formally through designated by PIU Mukhtars' offices. Individuals could place their complaints in sealed envelopes to be collected by PIU
Local neighbourhood committees (LNC)		Committees created from local community member affected by the blast and who are following up on all issues related to the reconstruction process in the affected areas.	No language issues, preferably Arabic. Communication will take place through monthly meetings	In person meetings will be conducted within the community on monthly basis	Set a fixed monthly date and venue for meeting	Directly during the meetings. The LNC could help in facilitating logistics issues related to the site
Shop owners and local businesses/SMEs		Those are mainly grocery and other small businesses within the targeted area who open normally from early morning until 5 o'clock in the afternoon. Restaurants work in evening hours when construction works stop	No language issues, preferably Arabic. Check on them regularly through in person visits to their shops by the field staff	Through community meetings every month and later on every 3 to 6 months	Ensure that access to their businesses is secured & they are not affected by the construction works	They could relay their complaints through the focal person assigned by PIU on site
Cultural centres (museums, exhibition centres, art galleries, studios, etc.)		Those are located within the targeted area and might be affected by the construction works similar to shops.				
<b>Other Interested Parties</b>						
Municipalities of Beirut and Bourj Hammoud		Those are the local authorities that will be directly involved in the course of the project at different levels. They could facilitate at a large extent the permitting	Arabic Keep them updated on progress and actively	Set regular technical meetings on weekly, bi-weekly and later on, on monthly basis	Need to maintain formal communication in writing for any	Issues could be raised during meetings and



	processes and they could play a key role in building local capacity	engaged at all stages of the project		request or documents shared for endorsement	through official letters if need be
Lebanese Army (Forward Emergency Room, FER), Security forces, Lebanese Civil Defence	FER was designated to coordinate the response to the blast undertaken by different entities. Once buildings under this project will be identified, they should be registered/cleared by FER to avoid overlap. ISF usually check on sites to verify building permits. All buildings affected by the blast are exempted.	Arabic. Meetings in person to register the selected buildings within FER database. No need for direct communication with ISF, copy of exemption letters to be placed on site.	Meeting FER once buildings are finally selected	Need to maintain formal communication in writing for any request or documents shared for endorsement	Complaints to be relayed directly to PIU management
Public Service providers (Electricite du Liban (EDL), WE etc.)	Those are public entities affiliated to sector ministries and their services will be included in the reconstruction of works.	Arabic. Communication will be needed to connect power and water to housing units once they are rehabilitated	Meeting in person when needed	Need to maintain formal communication in writing for any request	Complaints to be relayed directly to PIU management
Other UN agencies and INGOs with interventions in the area	Entities that have been Implementing different response activities within the same targeted area and where the exchange of data and practices would inform the Project	No language issues. Meeting with those actors will be done through the existing sector coordination group	Meetings between PIU and sector leads	PIU may have to attend regularly monthly meetings of relevant sectors	Issues could be raised during the monthly meetings
Local NGOs active in the blast-affected area	Those are local entities that have close relationship with affected community groups as they were the 1 <sup>st</sup> to respond to blast consequences. They gained the trust of the community	No language issues. Communication with this category of stakeholders is essential as they may contribute largely to Project implementation	Meetings on weekly basis in the initial phase of the Project, then monthly	Agree on a structured way of exchange of info	Issues could be raised during the monthly meetings
Religious institutions in the blast-affected area with ownership of land/buildings	Some of the buildings or shops that will be considered under this project might be owned by religious institutions	Arabic. Communication should be formal as main discussion will be around legal issues related to properties	On monthly basis unless there's a need for urgent meetings	Meetings should be officially documented	Issues could be raised during the monthly meetings
Mukhtars	Resource persons who may have extensive information on tenancy issues and on affected households as they were 1 <sup>st</sup> to receive reports on occurred damages	Arabic. Communication with Mukhtars might require clearance from the ministry of Interior and municipalities	Meetings will be held as and once needed	Mukhtars might request official letters to provide available data	Mukhtars can be relevant formal means to relay people's complaints

Workers/labour force	Persons who will be engaged in the construction works	Arabic. They need to know and understand their rights and privileges	Share with them information materials to help them understand their rights	Ensure that they know about the grievance mechanism	Complaints to be relayed through their assigned representatives
Syndicates (Order of Engineers and Architects, Real Estate, Developers, etc.)	Professional entities that could provide guidance and support throughout the implementation process of activities	No language issues. Collaboration framework to be communicated clearly since the onset of the Project	Regular meetings to be set according to needs	Ensure that they are engaged throughout the different phases of the project. (emails)	Issues could be raised during regular meetings
Committees representing business owners in the blast-affected area	Those are groups that are formally or informally established to deal with common issues and challenges faced by their businesses	No language issues. Committees could inform and support the CCIs component	Regular meetings to be set according to needs	Ensure that they are aware/engaged throughout the different phases of the project. (emails)	Issues could be raised during regular meetings
Media	Media companies or platforms that have been promoting the social and economic impact of the explosion on the people	No language issues. Media can promote Project activities and highlight key outcomes	Every 3 months	To receive key messages on work progress/messages	Liaise directly with project communication officer
Public Institutions, Public Corporation for Housing (PCH), Directorate General of Antiquities (DGA), relevant ministries	Public institutions that can facilitate and inform the implementation of project activities	preferably Arabic. Official communication in writing when it comes to official requests	Every 3 months or based on arising issues	Be part of the steering committee	Liaise directly with PIU management
Academic institutions and research centres	Those are professional institutions that could contribute to policy level and strategic discussions related to the project	No language issues. Formal communication with clear request for required input	Based on needs	Receive regular updates on project activities	Liaise directly with PIU management
Financial intermediaries, Banks, Online Money Transfer (OMT)/ Western Union	Financial institutions that could facilitate cash payments to direct beneficiaries	No language issues. Formal communication through signed contracts	Based on business needs	Receive regular updates on project activities	Liaise directly with PIU management
<b>Disadvantages/Vulnerable Individuals or Groups</b>					
Old tenants (holding lease agreements pre-1992)	Those are the most vulnerable groups who have been struggling with landlords even before the blast to avoid eviction.	Arabic is preference. Communication should be direct and in the presence of a legal advisor	On weekly basis during negotiations, later on monthly or ad hoc basis	They need to receive guidance and clear information on their rights	Through Mukhtars or any formal representation set by PIU
Homeowners at risk due to the bad economic situation	Those used to rely on the rent they receive annually. However, due to the	Arabic is preferred. Communication should	On weekly basis during negotiations,	They need to receive guidance and clear	Through Mukhtars or any formal

	severe economic situation and the devaluation of the Lebanese Lira, they became vulnerable and in need of support	involve finding housing solutions to affected families including homeowners	later on monthly or ad hoc basis	information on their potential engagement	representation set by PIU
Women, including female heads of households	Those are considered amongst the most vulnerable and require special attention	Arabic. Communication should be held directly and may require household visits	Whenever required	They need to receive clear information in a simple manner	Through Mukhtars or any formal mean set by PIU
Children and youth	This population group was hugely affected as children had to leave their destroyed houses to other locations, while youth have lost their jobs and suffer huge psychological pressure	Arabic. Communication could be held through specialized NGOs active in responding to youth and children needs	Whenever required	They need to receive clear information in a simple manner	Through any official mean set by PIU
Poor Lebanese households	Those are the most vulnerable groups who have been struggling with forced eviction	Arabic. Communication should be direct and in the presence of a social expert	Whenever required	They need to receive guidance and clear information on their rights	Through Mukhtars or any formal representation set by PIU
Refugees, migrant and informal workers	Those are few vulnerable groups who used to reside in the affected areas, who used to occupy substandard shelter units without any formal rental contracts	Arabic. Communication should be direct and in the presence of a protection/ legal advisor	Whenever required	They need to receive guidance and clear information on their rights	Through a focal person assigned by PIU
Persons with special needs (elderly, persons with disability, LGBTQI, etc.)	Persons who might be unintentionally neglected due to their specific needs	Arabic. Communication should be direct and in the presence of a protection advisor	Whenever required	They need to receive guidance and clear information on their rights	Through a focal person assigned by PIU

## 4. Stakeholder Engagement Program

### 4.1 Purpose and timing of stakeholder engagement program

Stakeholder engagement should commence at the beginning of the project to ensure that all parties are aware of the activities and to certify their involvement in all the stages of the project.

Stakeholders should be engaged in the facilitation and participation and the execution of the interventions, which will provide them with ownership of the achieved results which will ensure sustainability.

Identifying the stakeholders under each component of the project will help defining their roles and responsibilities and their contribution. For coordination purposes, the engagement of stakeholders will be planned according to their needs – ensuring they are updated with progress and are given the opportunity to share feedback and suggest necessary changes. Regular meetings will be agreed upon and held with specific focal groups within a timeframe respecting availability. Meeting minutes will be shared after each meeting.

### 4.2 Proposed strategy for information disclosure

Various methods of communication could be used for information sharing with relevant stakeholders; social media via Facebook, WhatsApp messages and emails are proven efficient ways to communicate with stakeholders to keep them updated on developments. In preparations for the first stakeholder meeting which was held on 16 June 2022 in Mar Mikhael in Beirut, the meeting was widely announced to the public, via social media, as well as by posting flyers and handing out flyers about the meeting in the affected areas. Invitations were shared two weeks before the meeting, with reminders a few days before the meeting date. Direct information was also shared to the NGOs that were involved with the response to the Beirut Port explosion via WhatsApp. Representatives from local CSOs, and leaders representing marginalised groups were invited via direct emails. In addition, the GM team and the Communications team remain available to share and answer clarifications and information requested by stakeholders. Publications (leaflets, flyers, etc.) have been used as means of communication to inform concerned parties with objectives and activities of the project.

Progress reports are shared quarterly, reflecting stakeholders' engagement and the progress of the project. Due to the current COVID-19 crisis, the project has taken precautionary approaches in meetings, such as holding meetings outside under wall-less tents, to minimize the risk of COVID-19 transmission during information disclosure.

<b>Project stage</b>	<b>Information to be disclosed</b>	<b>Method proposed</b>	<b>Timetable: Locations/ dates</b>	<b>Target stakeholders</b>	<b>Percentage reached</b>	<b>Responsible persons</b>
Beneficiaries' selection phase	Eligibility and selection criteria, socio-economic survey template	Phone calls, Meetings, flyers,	During the selection process. Info to be shared on site	Residents (renters and owners), shop owners, other community members	Information should reach all direct beneficiaries to understand their rights and responsibilities	Communication officer, Area Coordinator.

Permitting and tendering phase	Selected engineering firms, initial designs, materials to be used.	Meetings on site, emails,	On site on weekly basis at the beginning and later on as required	Targeted residents of selected buildings	Information should reach all direct beneficiaries	Area Coordinator, Senior Engineer, Engineering firms
Reconstruction Phase	Provide ESS guidance to homeowners during construction	Flyers, on-site announcements, timetable for visits	On site. Every month and when required	Targeted residents of selected buildings	Preferably reaching 100% of direct beneficiaries	ESS Officer, Area Coordinator, Senior Engineer
Communication and outreach	Updates on project news, progress	Social media, WhatsApp, emails, gatherings	Every month then every 3 months	Residents and relevant stakeholders	At least 70% of direct beneficiaries	Communication officer, Area Coordinator
Information sharing phase	flyers, concept paper, time schedule, location, themes,	In person gatherings and on-line meetings, emails, text messages,	At least 2 weeks before the events, throughout the process	Targeted CCI, communities, other stakeholders,	100% of targeted beneficiaries and at least 50% of stakeholders	CCI expert, Area Coordinator, PIU manager
Beneficiaries' Selection phase	Eligibility and CCI selection criteria,	Phone calls, Meetings, flyers,	During the selection process. Information to be shared on site	Practitioners or institutions that would benefit from the CCI grants	Info should reach all direct beneficiaries to understand the programme	CCI expert, Area Coordinator
Implementation phase of grants	Selected CCI Transfer of grants schedule	Flyers, reports, announcements, text messages	Throughout the process	Practitioners or institutions that would benefit from the CCI grants	Information should reach all direct beneficiaries to understand the programme	CCI expert, Area Coordinator

#### 4.3 Proposed strategy for consultation

The project will safeguard meaningful, effective, and informed stakeholder engagement in the preparation, implementation, and operation phases of all sub-projects.

Participatory Approach will be ensured by:

- Meeting with identified key leaders
- Focus groups discussion with the community
- Conducting in-person interviews
- Stakeholder mapping and use of questionnaires/surveys to identify potential involvement
- Public meetings with local committees.
- On-line virtual meetings in case of COVID-19 surge

#### 4.4 Proposed strategy to address needs and issues of vulnerable groups.

- Prepare list of vulnerable beneficiaries (disaggregated by gender) including the means of communication and reaching out to them.

- Ensure that they are receiving clear information on planned meetings, and that they are attending them.
- The PIU social and communication/outreach team to conduct regular house visits to identify emerging needs of vulnerable groups and see how those can be addressed.
- The PIU will ensure that necessary updates are reaching vulnerable families through household visits.
- Claims and concerns raised by vulnerable groups should be addressed immediately by the PIU.

## 4.5 Timelines

Activities	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Evidence based studies and selection of Clusters</b>												
<ul style="list-style-type: none"> <li>- Identification of the most damaged housing units with heritage value eligible under the project</li> <li>- Conduct a rapid socio-economic verification assessment to identify level of vulnerability</li> <li>- Identify legal aspects and level of occupancy</li> <li>- verification of buildings, common and open spaces</li> <li>- validation of damaged buildings according to criteria</li> </ul>												
<b>Conducting detailed structural and architectural design for tender document including supervision of works</b>												
<ul style="list-style-type: none"> <li>- Communication and outreach with direct beneficiaries</li> <li>- Verification and validation of legal aspects</li> <li>- Consultations/agreement on the design and finalization of legal documents</li> <li>- Structural assessment and designing the intervention type – stabilization, structural strengthening, or full reconstruction</li> <li>- Sharing the results and consultations and consensus by homeowners and tenants</li> </ul>												
<b>Restoration and rehabilitation of selected buildings</b>												
<ul style="list-style-type: none"> <li>- Procurement of contractors</li> <li>- Implementation of construction works</li> <li>- Provide guidance to homeowners during construction</li> <li>- ESS assurance</li> <li>- Inspection, supervision to verify satisfactory achievement of compliance with disaster resilient standards</li> <li>- Handover to homeowners – tenants</li> <li>- Continued communication and outreach (SEP)</li> </ul>												
<b>Tackling housing and property (renter–owner) legal disputes within selected buildings to facilitate the return of affected households</b>												
<ul style="list-style-type: none"> <li>- Identify the legal issues pertaining to property rights in the selected buildings,</li> <li>- Review and put forth legal remedies related to the identified renter–owner disputes</li> <li>- Negotiate through legal advice and coordinate the development of official lease agreements</li> <li>- Conduct awareness-raising and capacity-building sessions on housing and property rights targeting residents (tenants and owners) and concerned NGOs</li> <li>- Conduct capacity-building and outreach campaigns to enhance governmental entities’ engagement</li> <li>- Document the learning process to inform the development of the Housing Recovery Strategy</li> </ul>												
<b>Conducting the outreach and communication campaign</b>												
<ul style="list-style-type: none"> <li>- Recruitment of local experienced organization to support in delivering awareness raising related to CCIs,</li> <li>- Establish coordination with relevant government ministries/departments</li> <li>- Compile data on CCIs within the targeted area including confirmation of sectors that will be supported; Development of the awareness materials and campaign tools</li> </ul>												

<ul style="list-style-type: none"> <li>- Develop the awareness raising program and its features</li> <li>- Identify appropriate tools to reach out to targeted beneficiaries</li> <li>- Conduct the awareness raising campaign</li> <li>- Follow up on the actions informed through the campaign</li> </ul>												
<b>Supporting and accompanying cultural organizations and practitioners in the cultural production</b>												
<ul style="list-style-type: none"> <li>- Establish Grants Approval Committee (GAC)</li> <li>- Put in place grants' transfer modalities</li> <li>- Identify grants scheme in terms of sector type and beneficiary category</li> <li>- Launch call for proposals/initiatives</li> <li>- Review of applications by PIU and GAC - Selection of viable initiatives</li> <li>- Signature of contracts</li> <li>- Transfer of grants to selected beneficiaries.</li> </ul>												
<ul style="list-style-type: none"> <li>- Provide through specialized NGO/company technical support to ensure that grants are being invested appropriately as planned</li> <li>- Monitor the implementation of cultural activities and events</li> <li>- Propose means to ensure sustainability of activities beyond the grants</li> <li>- Compile lessons learnt for replicability</li> </ul> <p>Communication and visibility</p>												

A timeframe will be shared with the stakeholders at the start of the project introducing the duration of the project and activities that will be undertaken during the period of the project in terms of weeks and months.

The SEP will be a live shared document for the entire period of the project and will be updated and disclosed on a regular basis as the Project progresses through its various phases, in order to ensure timely identification of any new stakeholders and other interested parties. Likewise, the SEP will ensure the involvement new stakeholders and other interested parties in the process of collaboration with the project including any feedback received from them that support successful project implementation. The methods of engagement will also be revised periodically and as needed to maintain their effectiveness and relevance to the project's evolving environment.

#### 4.6 Review of Comments

As explained in more details above, communication and feedback from stakeholders will be taken into consideration at each stage of this project. The stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism. The Project Implementation Unit (PIU) will conduct several meetings with stakeholders throughout the implementation to receive reviews and comments.

During each meeting, stakeholders will have the opportunity and will be encouraged to share comments and concerns to be discussed during the meeting and recorded in the minutes for follow-up. In cases of no-emergency, feedback on stakeholders' comments and suggestions will be presented during the following meeting.



## 4.7 Future Phases of Project (Implementation)

During the project, progress and annual reports will be disseminated to stakeholders to ensure they remain up to date on progress and developments of the project. Stakeholders will be given the opportunity to provide inputs related to implementation, challenges and lessons learned. The engagement of stakeholders and their involvement in the project will increase the chances of project success as it will be monitored by the direct beneficiaries. This will also increase transparency and accountability.

## 5. Resources and Responsibilities for stakeholder engagement activities

### 5.1 Resources

The project will need at least one ESS expert at the PIU level in addition to the support that could be provided through the Social Development and Area Coordinators to help supervise and monitor the implementation of the SEP. World Bank staff will also provide additional training to the PIU staff if needed. SEP preparation costs will be secured under the project normal operational costs. The consultation activities will represent most of the preparation and logistics costs for conducting public consultations, one-to-one interviews, social media posting, flyers, etc.

### 5.2 Management Functions and Responsibilities

#### 5.2.1 The Project Implementation Unit (PIU)

The PIU will be responsible for overseeing and coordinating all activities associated with stakeholder engagement and management. The PIU established within UN-Habitat in coordination with World Bank will be responsible for the coordination with external stakeholders including municipalities, ministries, subnational government, local stakeholders, civil society representatives, etc.

#### 5.2.2 Social and Environmental Safeguard Specialists

The safeguard specialists at the PIU, with the support of existing field staff, is responsible for implementing community engagement activities; and oversees all planned or in process stakeholder engagement activities implemented by the sub-projects. The E&S specialist, Jenny Kotz Bjerlestam, is accompanied by E&S team member Maryam Nazzal (Social Development Coordinator) and Aziza Yassine (Member of Municipal Social Cell). Responsibilities of social and environmental safeguard specialists include:

- Development, implementation, and monitoring of all stakeholder engagement strategies/plans for the Project.
- Overseeing all stakeholder engagement related activities for the Project.
- Managing and ensuring widespread dissemination of the Grievance Mechanism.
- Identification of stakeholders throughout project cycle, as well as project risks and opportunities, documenting and updating the relevant instruments as needed.

#### 5.2.3 Monitoring and Evaluation

The M&E Officer will develop in coordination with the PIU, the monitoring and evaluation system, which includes participatory reporting by direct beneficiaries, local authorities, and other stakeholders. The system will be established prior to the start of any sub-project by the implementing agencies of the project to ensure continuous follow up and assess the quality and impact of its activities.

## 6. Grievance Mechanism

A Grievance and Mechanism (GM) has been developed and is operational, in commensuration with the requirements of the ESS10. This GM serves as a channel by which to voice feedback, inquiries, requests

or complaints raised or faced by beneficiaries and stakeholders. The SEP follows the template/guidelines provided by the WB to prepare and operationalize the GM.

Lebanon has strong inter-agency groups and networks. The Gender Based Violence (GBV) working group meets regularly and has well established referral mechanisms for a large number of service providers for GBV survivors all over the country, including medical care, psychosocial support, cash programs and legal assistance. The Prevention of Sexual Exploitation and Abuse (PSEA) Network also operates at national level and has over 70 members. The PSEA Network has established standard operating procedures for SEA allegations which all members are bound by. The Network has also trained a number of national investigators that immediately will be deployed to investigate SEA allegations for its non-UN members. UN-Habitat has established GM for the Beirut Housing Rehabilitation and Cultural and Creative Industries Recovery project. The project has an online complaints section, where people can send feedback, inquiries, requests or complaints related to any issue pertaining to this Project via several uptake channels as listed below:

- The email which will be used for the project is: [unhabitat-lb-grm@un.org](mailto:unhabitat-lb-grm@un.org).
- The UN-Habitat website link includes a complaint form for GM and can be submitted in both Arabic and English at: <https://unhabitat.org/grievance-redress-mechanism-beirut-housing-rehabilitation-and-cultural-heritage-and-creative>
- UN-Habitat has further established a WhatsApp account, to which stakeholders can provide grievances either by text or voice message: (+961 815 823 76).

For stakeholders who do not use information technology (IT), complaint boxes will be placed at various locations at the project sites, including locations easily accessible to the disabled, elderly and women. In addition to the mentioned GRM channels, the Project implementing partner *Al Makassed Philanthropic Islamic Association of Beirut* (Al Makassed) will be working closely with stakeholders and beneficiaries, including homeowners, tenants, Mukhtars, and business owners in the area, including interviewing them for the selection of buildings and informing about selection criteria. Any feedback, inquiries, requests or complaints received by Al Makassed will be referred to UN-Habitat GM team and logged and reported on. Al Makassed has been informed about the environmental and social safeguards. UN-Habitat has shared a log and in a first meeting that took place 30 August 2022, informed the organisation about all reporting requirement, including the importance of keeping information confidential and anonymous if required. Al Makassed was further informed about all requirements and obligations related to PSEA, and all employees involved in the Project will sign the Code of Conduct and the PSEA Policy.

The project will continuously assess the effectiveness of the GM, to ensure that it is acceptable and accessible to community members, including multiple channels (including anonymous ones) that are diverse and appropriate to the capacities of different groups of stakeholders including the vulnerable groups in addition to assigning a telephone number for grievance related to Gender-Based Violence (GBV). The GMGM will also include clear procedures for appeal system. It would serve as the first stop for people who have a grievance and will have several channels for them to complain. In case of serious complaints/criminal allegations or grievances can be taken to law enforcement/courts. Below are the procedures to be followed for submitting grievances.

The GM will have referral pathways in the event of sexual exploitation and abuse/sexual harassment (SEA/SH) related complaints. Staff handling the GM will receive the relevant training and capacity building in this regard to ensure that SEA/SH related complaints are adequately handled and in adherence with the [World Bank's Good Practice Note](#) in this regard, as well as aligned to the United Nations Secretariat policies and procedures with regards to SEA and SH. UN-Habitat conducted a mapping of GBV service

providers. Lebanon has an established GBV working group that has developed a well-functioning referral mechanism, to which all parties under the Lebanon Crisis Response Plan (LCRP) and the Lebanon Reform, Restructuring and Rehabilitation Framework (3RF) are bound. In case of any allegations of GVB/SEA/SH, UN-Habitat will refer survivors and victims, to GBV service providers via the Inter Agency referral mechanism. Principles of confidentiality and anonymity will be implemented along with a survivor centric approach. UN-Habitat is committed to report any incident or accident related to the Project which has, or is likely to have, a significant adverse effect on children, the affected communities, the environment, the public or workers to the WB within 48 hours.

Given the risk of stigmatization for SEA/SH complaints, the UN-Habitat GM will provide multiple channels to safely submit their grievances and complaints for SEA/SH survivors as described above, including email, website, WhatsApp, complaint boxes and in-person complaints. Lebanon's national PSEA Network consists of representatives from all UN agencies and large number of I/NGOs under the Inter Agency Standing Committee (IASC) in Lebanon.<sup>2</sup>

The PSEA Network has developed national Standard Operating Procedures (SOP) which clearly set out responsibilities and procedures in case of allegations of SEA. The National PSEA Network is responsible for all investigations for allegations concerning implementing partners and contractors under the SOPs.

However, in the case of UN-Habitat, any investigation will be done in line with UN Secretariat rules and regulations). All UN implementing partners are obliged to report any allegations of SEA to the Network. If the project receives any alleged SEA case – implicating any category of personnel related to the project, including implementing partners, contractors, contractors' staff, consultants or any other person engaged with, or representing the project – the GM team will refer the allegation to the Office of Internal Oversight Services (OIOS) – the competent authority (for UN-Habitat / UN agencies) delegated with the responsibility to look into and investigate SEA and SH allegations. Any such investigation will be conducted in close coordination with the Head of UN-Habitat Lebanon, and the Resident/Humanitarian Coordinator will also be kept informed about any allegations yet respecting the confidentiality around the allegations. All incidents of alleged SEA will be reported to the WB within 48 hours.

Risk mitigation measures related to PSEA/SH are described in the ESMF chapter 5.

The project will engage in regular consultations focusing on women, children and other at-risk groups to ensure a safe space for discussion.

## 6.1 Submission of grievances

Grievance will be submitted using the following channels:

- Completing a written grievance registration form that will be available along with the complaint boxes at the offices and project sites.
- Submitting the complaint electronically to an electronic grievance form that will be available at the project's website which will be created and shared publicly: <https://unhabitat.org/form/grievance-redress-mechanism-for-> It is also possible to submit a complaint via email to: [unhabitat-lb-grm@un.org](mailto:unhabitat-lb-grm@un.org)

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<sup>2</sup> Endorsed by Lebanon Humanitarian Country Team

- A WhatsApp number (+961 815 823 76). has been assigned for complaints and shared with the public through the website and during the meetings that will be regularly held with stakeholders. In addition, GM channels will be posted at the project sites.

Where possible, it is desirable that complaints are submitted in writing by the complainant. Should the complainant not wish/be unable to comply with this request and submit the complaint verbally, then the complainant information and the details of the complaint should be entered by a staff member. The complainant will also have the option to remain anonymous. Complaints boxes and website will be checked regularly.

Any grievances related to SEA/SH will be referred to the UN Office of Internal Oversight Services. UN-Habitat will record the resolution of the complaint.

## 6.2 Recording of grievance and providing the initial response

Once a grievance is received, the designated project staff will fill it in accurately. All complaints received will be filed in a project log. The following information will be registered in the Log:

- Complaint Reference Number
- Date of receipt of complaint
- Name of complainant with the consent of the complainant (the complainant has the option to remain anonymous)
- Confirmation that a complaint is acknowledged
- Brief description of Complaint
- Action taken: (Including decision/remedies/ result)
- Date of finalization of complaint

In case of grievances related to PSEA/SH, the only information requested will be:

- The nature of the complaint
- Information about whether the perpetrator was associated with the project
- Age and sex of the perpetrator; and if possible
- Information on whether the survivor was referred to services

UN-Habitat will engage with local GBV service providers for the main complaints. All information related to the identity of the complainant will be kept confidential.

## 6.3 Investigating the grievance:

The designated staff of the project will investigate the grievance by following the steps:

- Verify the validity of the information and documents enclosed and give the complainant initial confirmation within three days of receipt of the complaint.
- Ask the complainant to provide further information if necessary.
- Refer the complaint to the relevant department.
- The relevant department shall investigate the complaint in 1 week time and prepare recommendation to the designated staff of actions to be taken and of any corrective measures to avoid possible reoccurrence.
- The designated staff shall register the decision and actions taken in the GM log.

If the grievance is related to SEA/SH, UN-Habitat will refer survivors/victims to the national GBV working group via an established referral mechanism. SEA allegations will be referred to and if deemed that an investigation will be necessary, it will be investigated by the Office of Internal Oversight Services.

#### 6.4 Communication of the Response:

The designated project staff shall notify the complainant of the decision/solution/action immediately either in writing, verbally, or electronically. When providing a response to the complainant, the staff must include the following information: A summary of issues raised in the initial complaint; and Reason for the decision.

- For straightforward/not applicable grievances, designated staff will provide a response without further investigation within max 10 days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant.
- For grievances that require further assessment, designated staff will further engage with the complainant via a phone call or a formal meeting in order to collect further information. Based on this, they will provide, within 14 days from the initial date of receipt of the grievance, actions proposed to resolve the complaint and agreement on the response is sought with the complainant.
- Imminent and serious safety risks reported by the project affected parties will be addressed immediately and will not follow the normal timeline.
- In all the above-mentioned scenarios, the response should include a clear explanation of the proposed response including any alternative options, while clarifying to the extent possible the rights of the complainant, and the choices they have including: 1- to agree to proceed; 2- request for a second round of assessment; 3- to consider any other organizational, judicial or non-judicial possibilities.
- In case the grievance feedback is satisfactory to the complainant, the response should be implemented and recorded in the grievance log with the date of grievance resolution.
- In case the grievance feedback is not satisfactory to the complainant, they have the right to appeal. In such case, a second tier involving UN-Habitat Lebanon Country Programme Senior Management will be initiated. The designated staff will attempt to propose alternative options and carry out additional investigation in order to meet the concerns of the complainant, and other stakeholders. The findings will be presented to senior management by the designated staff. If the reply is satisfactory, the complainant will be invited to attend an appeal meeting or to discuss the appeal over a pre-scheduled phone call, during the first three days following the appeal. Where needed, a grievance committee might be established representing different sectors as relevant to the complaint. The designated staff should send their response within seven days from the date of the appeal. The second-tier response should also include a clear explanation of the proposed response including all alternative options and the choices the complainant has as described above.

#### 6.5 Agreement and Implementation of the Response:

- If the grievance has been resolved, the designated staff will document the actions taken, the time it took to resolve the grievance and satisfactory resolution.
- If the grievance has not been resolved, designated staff should document additional information including actions taken, communication with the complainant, and the final decisions made by the complainant with regards to any other alternatives.

- Confidentiality should be maintained in GM documentation if the complainant has requested so. In all cases, the total number of grievances should be recorded including time it took to resolve them, as well as the number of unresolved cases.

## 7. Monitoring and Reporting

The reporting on Environmental and Social activities will be conducted by the designated staff in accordance with the requirements of the ESF, and will include:

### 7.1 Quarterly and Annual Reports

During the Project development and implementation phase, the designated staff will prepare brief monthly reports on E&S performance for the management which will include an update on implementation of the SEP in terms of SEP indicators. Monthly reports will be used to develop quarterly, and annual reports reviewed by senior managers.

### 7.2 Quarterly E&S Compliance Reports to the World Bank

Quarterly E&S reports will be prepared and submitted to the WB during the implementation period. A section on stakeholder engagement will be included in these reports which will include an update on implementation of the SEP and include SEP indicators.

### 7.3 Involvement of stakeholders in monitoring activities

- (i) The Technical Advisory Committee (TAC) monthly meetings with the active involvement of concerned public entities and CSOs represents a tool for adequate monitoring and advice.
- (ii) The regular stakeholders' consultative meetings will also allow sharing and discussing with community representatives the updates and challenges on project implementation.
- (iii) The GM is also considered as a means to allow all concerned parties including the community to share their views and complaints with regards to the implementation of activities. All grievances are registered and logged and compiled in the quarterly progress reports.
- (iv) An external expert will be engaged to conduct mid-term and final evaluation.

## 8. Annex 1: Stakeholders Engagement Consultations

### A. Consultation Session Agenda

- Introduction and session objectives 5 min
- Overview of project components and subcomponents 5 min
- Objective of consultations/stakeholder engagement 5 min
- Discussion on key points related to consultations 30 min
- Conclusions/closing

### B. List of points discussed with stakeholders during consultations

1. What key issues related to the project you think that may need to be communicated?
2. What in your opinion are the risks of this project?
3. What in your view, the key information about the project that should be regularly disclosed?
4. How frequent in your view the consultations/communication about project progress and issues should be organized?
5. What is your view the best communication means taking into consideration Covid-19 challenges?
6. What is the preferred language to you of communication?
7. Preferred venues to conduct consultations if in person?
8. Any specific needs should be considered prior to holding consultations?
9. What in your view are the efficient and reliable means to convey complaints and grievances throughout the lifespan of the project?
10. What groups do you identify as vulnerable in the targeted area?
11. What do you propose in order to reach out to/ensure that women are engaged in an efficient manner?

## ANNEX 1

# First Stakeholders' Meeting of Beirut Housing Rehabilitation and Cultural and Creative Industries Recovery Project – 16 June 2022

## Introduction

To ensure the engagement of the stakeholders from the beginning of the project, the first stakeholders' meeting was held on the 16<sup>th</sup> of June at the Train Station in Mar Mikhael. This meeting's goal was to guarantee that all parties are aware of the activities and to certify their involvement in all the stages of the project.

## Event tasks

Roles & Responsibilities	Responsible
Take charge of taking, installing, and returning the roll-ups (Time to Think Urban + LFF project)	Ziad Hreik
Take charge of taking and returning the fire extinguishers + Sanitizers	Mazen
Purchasing water bottles for the event	Mazen
Receiving the participants at the main train station door and facilitate their entrance to the venue/tent	Mohamad
Welcoming and registration of participants	Aziza and Jamal
Receiving and seating key participants (TAC/WB/UN etc.)	Tala
Receiving and seating participants	Abir
Preparation and distribution of flyers	Layal
Note takers	Aziza and Marina
Microphones distribution during Q&A	Mohamad and Jamal
Photographer	Ran
Social media posting	Angela
Liaising with Lebanese Red Cross in case of any incident	Jenny
Support the controller employee in making sure of the presentation roll out and the banner visual set up, and sound check	George
Security focal person	Maryam



## Event summary

### Welcome and Introductory Remarks

4:10-4:15

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*Tarek Osseiran, Deputy Head of Country Programme, UN-Habitat, Lebanon*

4:15-4:20

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*Elie Mansour, Head of Urban Planning Unit, UN-Habitat, Lebanon*

### Questions and Answers

4:20-4:45

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The questions were answered by Elie Mansour, Head of Urban Planning Unit, UN-Habitat, Lebanon.

**Q:** *Is there any possibility to include more buildings other than the 59 selected ones?*

**A:** The buildings are selected according to a specific criterion, and for now only these 59 buildings are included.

**Q:** *Are the buildings built after 1960 also considered heritage buildings, or only those built before 1960?*

**A:** The classification of the buildings mainly depends on the heritage building guide developed by AUB which places the buildings in 5 categories A to E. This wasn't the only reference to select the buildings that will be rehabilitated, other factors also play a role, like the degree of damage.

**Q:** *Doris Fiani, Me\_667: Some buildings have legal issues with the municipality, how are you going to deal with them?*

**A:** There will be a legal consultant for the project who will assure the legal clearance of each building undergoing rehabilitation. All the legal issues should be resolved before the starting of the rehabilitation. In case the legal issues are not settled for any building, it will be excluded and won't be rehabilitated.

**Q:** *Jad Wehbe, Live Love Beirut, and Architect: What guarantees that the rehabilitated buildings won't be demolished after a while for the sake of a new building?*

**A:** Legal warranties should be settled before the starting of the rehabilitation. The building won't be reconstructed if there is no legal clearance.

**Q:** *Violette Afeiche Me 30: The front side of the building is rehabilitated; however, the backside is highly damaged. The first cover provided by the UN-Habitat was stolen so I had to get another one from another organization.*

**A:** Me 30 is on the list and it has the potential to be rehabilitated especially that there are no legal issues surrounding it.

4:45- 4:50

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*Leila Rizk, UNESCO, Lebanon*

4:50- 4:55

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*Maryam Nazzal, Social Development Coordinator, UN-Habitat, Lebanon*

### **Questions and Answers**

4:55- 5:00

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The questions were answered by Elie Mansour, Head of Urban Planning Unit, UN-Habitat, Lebanon

**Q:** *Amal Sharif, Managing Director and photographer: Is the accessibility to the rehabilitated buildings taken into consideration in the reconstruction?*

**A:** Many actions are being taken to overcome some existing challenges. Accessibility, separation of rain and sewage water drainage systems, and many other issues are taken into consideration. Contractors have specialists supervising these issues. You are invited to visit Rmeil clusters to inspect the work done there.

**Q:** *Yasmine Dagher, Architect: How is the selection of the buildings going to take into consideration the residency of the buildings and the degree of damage?*

**A:** Selection is based on inspected data. Many factors are taken into consideration while selecting the buildings.

**Q:** *Ziad Akar, owner: How will occupied apartments be managed?*

**A:** *(This question was answered by Tarek Osseiran, Deputy Head of Country Programme, UN-Habitat, Lebanon):* For the buildings that are currently inhabited, these buildings are prioritized due to the risk on their residents. These buildings will be studied case by case. Resettlement plan for these buildings is being discussed.

### **Closing Remarks**

4:55- 5:00

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*This meeting exceeds my expectations. It is well planned and organized. Look forward to starting the rehabilitation," said a tenant of Me 667.*

## Annex 2: Participants list

Title	Phone Number	Email
Owner	03-339357	<a href="mailto:eliboustany@gmail.com">eliboustany@gmail.com</a>
Owner (bldg 643-644)		N/A
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