

# EMPLOYMENT INTENSIVE PROJECTS IN LEBANON

## GUIDELINES

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## ACRONYMNS

|       |  |
|-------|--|
| 3RP   | Regional Refugee and Resilience Plan                             |
| AUB   | American University of Beirut                                    |
| BMZ   | German Federal Ministry for Economic Cooperation and Development |
| CAS   | Central Administration of Statistics                             |
| CFW   | Cash-for-Work  |
| DPO   | Disabled Person's Organisation                                   |
| DWP   | Decent Work Principles   |
| EIP   | Employment Intensive Projects                                    |
| EIIP  | Employment Intensive Investment Programme                        |
| FIDIC | International Federation of Consulting Engineers                 |
| GOL   | Government of Lebanon  |
| ILO   | International Labour Organisation                                |
| INGO  | International Non-Government Organisation                        |
| LCRP  | Lebanon Crisis Response Plan                                     |
| LRBT  | Local Resource-Based Technology                                  |
| MAP   | Municipal Action Plan  |
| MOL   | Ministry of Labour   |
| MOSA  | Ministry of Social Affairs                                       |
| NGO   | Non-Government Organisation                                      |
| NPTP  | National Poverty Targeting Program                               |
| NSSF  | National Social Security Fund                                    |
| OSH   | Occupational Safety and Health                                   |
| PCM   | Presidency of the Council of Ministers                           |
| PPE   | Personal Protective Equipment                                    |
| PWD   | Persons with Disability  |
| SDC   | Social Development Centre  |
| SSF   | Social Safeguards Framework                                      |
| UNDP  | United Nations Development Programme                             |
| UNHCR | United Nations High Commissioner for Refugees                    |
| VASyR | Vulnerability Assessment of Syrian Refugees in Lebanon           |

## FOREWORD

The longstanding conflict in Syria – and the resulting mass displacement of its population and influx of large numbers of refugees and displaced persons into Lebanon – has profoundly affected Lebanon's economy, infrastructure and social services. It has exacerbated the country's deteriorating economic and financial situation and compounded the public health crisis caused by the Covid-19 pandemic. Unemployment in Lebanon, which was already high, particularly among the youth, has sharply increased.

Within the framework of the Lebanon Crisis Response Plan (LCRP), the Government of Lebanon has adopted a development-focused and employment-driven strategy to support host communities and refugees in Lebanon.

Employment Intensive Projects (EIPs) are an important means for creating short to medium term job opportunities, while providing social and economic infrastructure and services for sustainable development. The Government of Lebanon is working to realise the national objective of creating jobs for vulnerable populations. The Ministry of Social Affairs coordinates the implementation of projects under the LCRP; and together with the Ministry of Labour, they promote disability inclusion, social stability, and employment generation, especially for youth and women.

Whilst EIPs aim at providing short-term opportunities, they should additionally aim at providing public infrastructure and services that support longer-term social, environmental and economic development, including secondary employment effects.

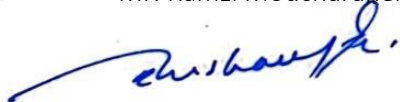
The Ministry of Social Affairs and Ministry of Labour are pleased to jointly present the Guidelines for implementing Employment Intensive Projects in Lebanon, developed with the support of the International Labour Organization (ILO). This document provides guidance on implementing sound EIPs, structured around key guiding principles, including the principles of decent work, and based on global experiences and on emerging good practices from programmes in Lebanon.

These Guidelines aim to reinforce cooperation and harmonise approaches between the Government, NGOs and international development partners, ensuring that investments pledged by the international community meet Lebanon's development objectives and benefit vulnerable communities as well as displaced Syrians. The implementation of activities should be optimised and aligned with the priorities of the Government of Lebanon and the host community.

A wide array of livelihood actors were involved in developing the Guidelines during a year-long process led by the Government of Lebanon. The Guidelines will serve as the main national reference for implementing EIPs and integrating employment creation with infrastructure development to stimulate local economic development and resilience.

Minister of Social Affairs

Mr. Ramzi Moucharafieh



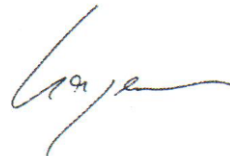
Minister of Labour

Ms. Lamia Yammine



Regional Director A.I. ILO ROAS

Mr. Frank Hagemann



# 1. INTRODUCTION

## 1.1. BACKGROUND AND CONTEXT IN LEBANON

For the Government of Lebanon, the generation of temporary employment and income opportunities along with decent work and labour standards are of high importance. In 2018 a total of nearly 1.5 million displaced Syrians were reported to live in Lebanon<sup>1</sup> - accounting for nearly a quarter of the country's population<sup>2</sup>. This influx has severely affected the country's socio-economic situation. Labour market challenges have been exacerbated by the influx of Syrians and unemployment rates increased. Moreover, the economic slowdown and the limited job opportunities for workers are resulting in social tensions between displaced Syrians and host communities. Unskilled workers consider unemployment and poor working conditions to be a result of increased competition.

Public infrastructure that prior to the crisis was already substandard has suffered due to increased demands for services and usage. Roads, waste management systems, potable water networks, power grids and public buildings, etc. are deteriorating rapidly and will cease to be usable without adequate investments and proper maintenance.

As a response, the Government of Lebanon is striving for long-term reforms and sustainable economic development as brought forward for instance in the frame of the "Economic Conference for Development through Reforms with the Private sector" (CEDRE)<sup>3</sup>, the "Capital Investment Plan" (CIP) and the (draft) "Lebanon Economic Vision". Such reforms are supported by the international community which, after eight years into the crisis, is more and more shifting its focus from short-term emergency response towards longer-term projects in host communities and the country's sustainable development while maintaining assistance for urgent humanitarian needs.

On this backdrop, Employment Intensive Projects (EIP) are an important means for creating temporary employment and income opportunities while providing social and economic infrastructure and services for sustainable development. Such activities fall under the livelihoods sector of the Lebanon Crisis Response Plan, LCRP 2017-2020, which relates to outcomes on local economic development, generating employment, workforce employability and policy development for job creation, decent work and labour standards. The Government of Lebanon through the Ministry of Social Affairs (MoSA) coordinates the implementation of projects under the LCRP and in coordination with the Ministry of Labour safeguard employment generation objectives, prioritisation of youth and women participation, promotion of disability inclusion and social stability, contributing to the national priority of job creation in vulnerable localities.

In this document, Employment Intensive Projects (EIP) is an overarching term used to refer to projects or initiatives with high labour intensity. This can include sub-categories of projects ranging from classical Cash-for-Work (CfW) interventions - providing temporary work for crisis affected households to quickly earn cash and get back on their feet - to Employment Intensive Investment Programmes (EIIP) - an approach to labour based and local resource-based employment intensive infrastructure projects.

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<sup>1</sup> As of 31 August 2019, 924,161 Syrian refugees are registered with UNHCR in Lebanon, however, there are many Syrians in Lebanon who have not registered as refugees, bringing the estimated number of total Syrians in Lebanon to about 1.5 million: <https://data2.unhcr.org/en/situations/syria/location/71>

<sup>2</sup> UNHCR, Operational Portal Refugees Situations: <https://data2.unhcr.org/en/situations/syria/location/71>

<sup>3</sup> The CEDRE conference agreed on a potential loan package, coupled with reforms, of up to US\$11 billion which will be programmed through the GoL Capital Investment Plan. Priority investments listed show that there will be significant infrastructure funding forthcoming, presenting an opportunity to promote the use of labour intensive methodologies and associated policy and practice change.

## 1.2. PURPOSE AND DEVELOPMENT OF THE GUIDELINES

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For livelihood programmes funded under international appeals to contribute to the generation of temporary employment and income opportunities, sustainable development and to the stabilisation process, the implementation of activities should be optimised and aligned with the priorities of the Government of Lebanon, donors and the host community. It is foreseen that a modality for Employment Intensive Projects (EIP) will be embedded within national response plans, namely the LCRP. As noted above the EIP modality includes both Cash-for-Work (CFW) and Employment Intensive Investment Programmes (EIIP) as sub-categories of projects.

### 1.2.1. TARGET USERS AND AIM OF GUIDELINES

These Guidelines, developed with the support of ILO, aim to reinforce cooperation between the Government, NGOs and international development partners. As a policy and operational tool the guidelines are targeted at national government, municipalities, projects managers, and employers, aiming to provide guidance on planning and implementation of Employment Intensive Projects ensuring that investments pledged by the international community meet the development objectives of Lebanon and benefit vulnerable communities as well as displaced Syrians. Further information on the roles of key stakeholders can be found in [Section 3.3.1](#).

### 1.2.2. STRUCTURE OF GUIDELINES

The Guidelines have been structured around 10 [Key Guiding Principles](#) for the implementation of sound Employment Intensive Projects in Lebanon. Following a section on [Employment Intensive Standards](#) the Guidelines include a more detailed explanation of each of the Key Guiding Principles, beginning with information on [General Guidance and Frameworks](#) and details of national and international regulations that must be adhered to. This is followed by information on Good Practice (which are provided as examples and are not binding requirements). Each section finishes with references to further reading and links to key legislative codes. Additional useful information has been included in the [Annex](#) section.

In this document, text that is underlined in [blue](#) acts as a hyperlink to other sections and annexes in the document.

Drafts of the Guidelines have been circulated to a wide range of interested stakeholders to ensure that recommendations are appropriate, in line with national priorities and to ensure national ownership, which will facilitate its distribution and implementation.

## 2. SUMMARY OF KEY GUIDING PRINCIPLES

The following is a summary of the objectives of EIP activities and the key principles of these Guidelines. Each heading links to corresponding chapters which explain the principles in more detail:

### OBJECTIVES OF EMPLOYMENT INTENSIVE WORK:

Employment Intensive Projects provide public services and infrastructure along with the generation of temporary decent employment and income for the affected population. In addition to short term aims, EIPs assistance on public infrastructure and services supports longer term social and environmental and economic development.

1. **CONFLICT SENSITIVE TARGETING:** Employment Intensive projects should target the most vulnerable localities and most vulnerable individuals for livelihood support, taking a conflict sensitive approach to identifying workers and working with local communities. A relevant basis for the geographic and individual targeting would be in reference to the needs overview of the LCRP.
2. **DECENT WORK & SOCIAL SAFEGUARDS:** All actors involved in the implementation of employment intensive projects have the responsibility to ensure compliance with Lebanese labour law, core international labour standards and decent work principles. This includes fair wage payment, occupational safety and health (OSH), child labour, protection, working days and hours, supporting legality of status and employment contracts.
3. **WOMEN'S EQUAL PARTICIPATION AND GENDER EQUALITY:** Employers must not discriminate between men and women at any stage of the employment process, including in regard to the type of work, remuneration or recruitment. To achieve gender equality in the workplace, employers must implement concrete measures to increase the participation of women, achieve gender equality and to ensure and protect women's rights.
4. **PERSONS WITH DISABILITY:** Employers must not discriminate against PWD by paying them less than able bodied persons or avoid recruiting someone because of their disability. It is a misconception to think that disabled people cannot be involved in construction. Instead employers should implement concrete measures to increase their participation.
5. **LABOUR MANAGEMENT:** Labour recruitment should follow the labour code and social safeguards framework (SSF) with workers hired in line with government regulation. Where there is an overabundance of labour a job rationing method should be used to fairly distribute the benefits of temporary employment and income opportunities.
6. **DESIGNING EMPLOYMENT INTENSIVE PROJECTS:** Projects must be designed to optimise the labour content and specific work methods should be laid down in the tender documents. For this, project designers must understand and set the labour productivity norms for each item of work in order to calculate the amount of labour required, which is an essential part of the engineers' estimate.
7. **ENVIRONMENTAL SAFEGUARDS:** Applying environmentally sound principles must be an integral part of the design and implementation of EIP activities with a balanced protection and use of natural resources. Measures to comply with relevant environmental safeguards standards must be incorporated into the design of all infrastructure works.
8. **CAPACITY BUILDING, TRAINING AND CERTIFICATION:** Employers (including building contractors) must be given pre-tender training on EIP approaches and technical training on labour intensive design and construction as well as on labour management and social safeguards. Government staff has to understand EIP principles and the benefits of the approach. The community must be oriented on the nature of the project and workers should be aware of their rights.
9. **IMPLEMENTATION AND MONITORING:** Employment intensive projects need to be monitored throughout implementation, covering: social development, contract compliance, technical quality,

employment generation and environmental safeguards. Monitoring employers' compliance with social safeguards is particularly important. In construction or infrastructure projects employers must provide a qualified engineer to take responsibility for daily technical supervision.

10. **EVALUATION AND IMPACT ASSESSMENT:** Evaluation and impact assessments are management, control and learning tools. The results are important to verify achievements of agreed results, to generate knowledge, to improve programme design, and to inform decision making. There should be an increasing focus on social, environmental and economic impact as a contribution to Lebanon's long-term development perspectives. In this sense, the OECD-DAC criteria for project evaluation provide a suitable framework.

### 3. EMPLOYMENT INTENSIVE STANDARDS

#### 3.1. OBJECTIVES OF EMPLOYMENT INTENSIVE WORK

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The Guidelines on Employment Intensive Projects aim to contribute to mainstreaming development policy by placing key concerns of generation of temporary employment and income opportunities, poverty reduction, and improvement of working conditions in the broader framework of nationally defined macro-economic employment and investment policy, particularly promoting and mainstreaming EIP as an appropriate approach in times of social and economic hardship and crisis particularly in regard to any public infrastructure investment.

In this setting, the objective of Employment Intensive Projects is to build and improve public services and infrastructure, not private business (although cooperatives could be considered where there is a broad benefit to the community). This wider public support comes in tandem with the generation of immediate jobs, decent work and temporary income opportunities for the affected population. Whilst EIPs aim at short-term opportunities, they should additionally aim at the provision of public infrastructure and services that support longer term social, environmental and economic development, including secondary employment effects.

Employment Intensive Projects should ideally apply work methods and technologies where the use of local resources is favoured and optimised, without adversely affecting the environment and the cost and quality of the specified works. This approach, which is referred to as Local Resource Based Technology (LRBT), does not exclude the use of equipment, which may be required to ensure necessary quality. Using this method, projects in Lebanon should centre on maintenance and construction works identified by local stakeholders through a mapping exercise that identifies priorities for the community and the municipality (Municipal Action Plan - MAP). Refer to [Section 3.3.7](#) for further information on how the MAPs are developed.

Finally, environmental protection is a key priority in resource-scarce and environmentally fragile areas, where crises have exacerbated stresses. This is a concern in Lebanon where ecosystems have been undermined by land degradation as a result of deforestation, overgrazing, inappropriately placed infrastructure and the settlement of displaced people. Local resource-based approaches pursue a balanced use of resources and environmentally sound principles in the design and implementation of project activities.

#### 3.2. KEY FEATURES AND BENEFITS OF EMPLOYMENT INTENSIVE APPROACHES

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- Public investment combining provision of public services and infrastructure with employment creation
- Targeting the most vulnerable while ensuring decent work standards
- Aiming for social, environmental and/or economic impact, ideally with secondary employment effects
- Optimizing employment opportunities by using local resource-based approaches
- Using equipment as required to achieve quality standards
- No compromise on quality of services/infrastructure that are created or improved
- Prioritizing works through participatory processes in the selection, design and implementation of the works
- Capacity development for public and private sector, as well as other stakeholders
- Technical support in implementation, policy and strategic development
- Knowledge development on employment practices and decent work, for dissemination to key stakeholders and EIP practitioners

The **direct benefits** of an Employment Intensive Project (EIP) are as follows:

- Decent employment and short-term income for local and vulnerable people including women and youth
- Employment contracts, including accident insurance
- Skills transfer to workers by employers (including building contractors)
- Local communities benefitting from improved infrastructure and services

The **indirect benefits** are as follows:

- Improved access to social, environmental and economic facilities and services
- Multiplier effects through local economic development and improved livelihoods
- Creation or involvement of small, medium or micro enterprises, support to value chains<sup>4</sup>
- Local community sense of ownership, essential for sustainability and maintenance

### 3.3. TECHNICAL GUIDANCE

#### 3.3.1. KEY STAKEHOLDERS IN EIP

The following is summary explaining the key stakeholders involved in planning and implementing Employment Intensive Projects, their roles and duties:

| Stakeholder group     | Members of group   | Role and duties   |
|-----------------------|--|---|
| <b>The donor</b>      | Including international finance institutions, bilateral agencies and civil society organisations   | Provides funding and sets overall objectives and targets for the project  |
| <b>The agency</b>     | INGO/NGOs and IOs including UN organisations – including their staff such as management, social safeguard officers, technical, work supervisors (if the agency are directly implementing the project) and monitoring staff | Plans, designs and monitors the implementation of the project (including labour monitoring). Channels donors' funding by contracting implementation of the project with employer. Defines criteria for target group beneficiaries.  |
| <b>The employer</b>   | Implementing partners such as local NGOs including their staff, plus building contractors and their staff such as work supervisors and engineers/foremen. In some cases, the agency can also take on this role             | Implements the project in the field, recruiting and employing workers, paying salaries, directly supervising workers and execution of work  |
| <b>The government</b> | National ministries and agencies, CDR  | Sets overall legislative and legal framework. Provides guidance on local action plans, national sector plans and priorities, collaborating with agencies as appropriate. Approves technical designs (in accordance with national standards) and plans for infrastructure. Inspects labour conditions on project sites |

<sup>4</sup> SMEs can be engaged in construction contracts, when using a local resource based approach because this approach focusses on use of local construction materials and supply chains as well as local skills and technologies. The adoption of some appropriate technologies can also lead to expanded local use and require further development of existing suppliers and businesses

|                              |   |  |
|------------------------------|---|--|
| <b>The local authorities</b> | Municipalities and Unions of Municipalities, including governorate and municipality heads, municipal officials and labour inspectors, Social Development Centres (SDCs), etc. | Owner of local infrastructure. Responsible for planning and prioritisation of local needs. Involved in designs and approvals at local level and oversight and inspection of work activities. Responsible for operation and maintenance of local infrastructure |
| <b>The workers</b>           | Skilled and unskilled labourers from local and Syrian refugee communities, including youth <sup>5</sup> , PWD, women and other vulnerable groups                              | Execute the work on the ground, receiving in return a fair salary, accident insurance and protection during work   |
| <b>The community</b>         | Including those directly impacted by project as well as the wider community   | Working with local government, sets local action plans and priorities. Benefits from the improved infrastructure or services provided by the project   |
| <b>The consultants</b>       | Including local and international technical consultants and designers   | Provide technical services for the agency and donor as needed - such as detailed design, external evaluation, training etc.  |

### 3.3.2. EMPLOYMENT AND DECENT WORK

Decent Work means opportunities for work that are productive and deliver a fair income, security in the workplace and social protection for the workers and their families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men<sup>6</sup>. Most of these issues can be addressed, even if only temporarily, in EIP activities.

Employers (including building contractors), contract supervisors, staff of the MOL labour inspectorate and designated Social Safeguards Officers (SSOs) must be trained in the application of a Social Safeguards Framework (SSF) for EIP, based on Lebanese law, international guidelines and conventions. The framework should be designed to guide the implementation of employment-based infrastructure upgrading work / services and prevent and mitigate any negative impacts, including measures and actions to be taken after inspection visits. More on the SSF and the role of SSOs is provided in [Section 4.2](#). Example of Social Safeguards Provisions included in [Annex 5.1](#).

All stakeholders executing EIPs should comply with Lebanese laws and international labour standards. Workers on EIP activities tend to be temporarily employed and not organised, so compliance with Decent Work Principles (DWP) is needed to safeguard their rights. Application of DWP aids in achieving long term project success and enhances work quality. Further information on DWP compliance is included in [Section 4.2.3](#).

Measurement of employment generation in employment intensive projects can be considered in the following ways:

<sup>5</sup> According to Lebanon's 2012 youth policy, youth is defined as aged 15-29 years old (<https://www.youthpolicy.org/factsheets/country/lebanon/>)

<sup>6</sup> ILO Website – Decent Work: <http://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

Table 1 Computing employment generation

| Term  | Definition  |
|---|---|
| 1. <b>Worker days generation (wd)</b>                   | Number of workers multiplied by the number of days each has worked (based on a 6 to 8 hour working day)   |
| 2. <b>Temporary employment and income opportunities</b> | Number of temporary employment and income opportunities generated with a duration of at least 40 worker days/person, which may consist of several shorter placements <sup>7</sup> |
| 3. <b>Beneficiaries or headcount</b>                    | A count of all who have benefitted directly from the intervention, including those who worked less than 40 days   |

The reporting should capture all workers regardless of contract duration with disaggregated information based on nationality, age, gender and PWD.

### 3.3.3. DEFINING EMPLOYMENT INTENSITY

Employment intensive investments in infrastructure and public services are linked with work creation, poverty reduction and local economic development. A labour-based approach is taken, applying an optimal mix of labour and equipment, prioritising labour, supplemented with equipment as needed for cost-effectiveness and quality. The most employment-intensive projects are those where the largest share of the project cost is spent on labour.

It is important to distinguish between an optimal and a maximum use of labour:

**Maximising** the use of labour occurs in projects where the generation of temporary employment and income opportunities are the main objectives, such as disaster relief or Cash-for-Work, where labour is maximised with labour intensity ranging from 60 to even 90%.

**Optimizing** labour use emphasizes sustainability while ensuring that cost-effectiveness and quality is not ignored. Based on experience, this translates into a labour cost component of 25-50% for new construction and rehabilitation works, depending on the type of infrastructure, which is high in comparison to conventional construction. For infrastructure maintenance, the labour cost component would usually be higher than 50%.

### 3.3.4. LOCAL RESOURCE BASED TECHNOLOGY (LRBT)

LRBT means methods and technologies that favour and optimise the use of local resources in delivering and maintaining infrastructure. Local labour, capacities and materials are used to the greatest possible extent, without adversely affecting cost and work quality. LRBT methods are a cost-effective, viable and sustainable delivery means for infrastructure. These methods:

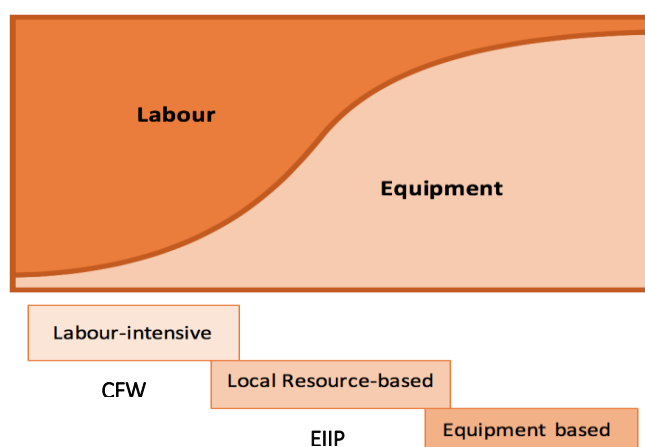
- deliver infrastructure favouring the use of local resources, without compromising quality
- are environmentally friendly
- foster a sense of local ownership by users
- permit the employment of more people, from the unskilled to university graduates
- are suitable in rural areas where mobilising and operating heavy machinery is costly
- can be used in congested city areas where large equipment cannot be used effectively

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<sup>7</sup> The number of worker days per person that defines a job may vary depending on which organisation is executing the project and which agency is funding it. The definition included in this Guideline refers to German government, BMZ P4P guidance note: Under the BMZ Partnership for Prospects (P4P) job creation initiative, to ensure that each job opportunity makes a significant contribution to a household's income, a minimum job duration is defined as uninterrupted work for 2-3 months or longer with a minimum of 20 days/month or a total of at least 40 days/per person consisting of several shorter placements.

- require adapted technical designs, contractual, recruitment and payment procedures

*Figure 1 Labour vs. equipment in construction*



Further reference should be made to good practice guidance in [Section 4.6.3](#) on designing projects and [Section 4.8.2](#) on training, to understand the importance of hiring and building the capacity of local contractors (and employers), not only pre-tender but as part of the implementation process.

### 3.3.5. EIIP COMPARED TO CFW

The term Cash-for-Work (CFW) has widely been applied by donors and agencies in the livelihood response to the Syrian crisis. Similarly, CFW activities are already evolving into longer term and employment-based approaches. Because of the similarities in approach and the focus on temporary employment and income generation, this guideline and recommendations are intentionally broad enough to apply to both CFW and EIIP - which are both modalities of an overarching EIP approach.

Although the differences between CFW and the ILOs EIIP approach are becoming less pronounced in practice, there are some conceptual differences which are outlined as follows:

**Cash-for-Work (CFW)** programmes are part of the early recovery components of the LCRP and as short-term interventions provide temporary employment and income opportunities enabling affected communities to quickly earn cash and get back on their feet. They are driven by the requirements of humanitarian crises and are usually limited in duration and scope.

The Cash-for-Work approach is usually based on temporary employment and income opportunities for individuals and households with a labour intensity of 60% or more (see [Section 3.3.3](#) on defining labour intensity). CFW activities are usually simple, such as waste collection and street cleaning, with a minimum amount of equipment or materials and are thus not suitable for infrastructure development. Though, Cash-for-Work activities have the potential to deliver relevant public services and complement longer-term development activities e.g. contributing to local development plans, environmental management, cleaning of irrigation canals, municipal waste management and sorting, or cleaning around touristic sites.

**Employment Intensive Investment Programmes (EIIP)** use an approach which aims to optimize the employment content, meaning the labour content is lower than in the Cash-for-Work approach. Focusing on infrastructure and employment the approach requires a longer lead time and more technical input in planning, design, procurement and supervision. An employment intensive approach is development oriented as it includes capacity development of government counterparts and employers (or building contractors), safeguards and decent

work principles, including to assist in regulating the employment of foreigners (assisting in legality of status). The key differences are:

- From **maximise to optimise** employment (labour content still higher than conventional)
- **Quality of construction** works and importance of assets
- Quality of work (and duration)
- **Productivity** and task rates become more important in EIIP
- **More technical inputs** are required in preparation and supervision (engineering)
- **Skills development** and employability objectives
- **Working through and with national partners** (resulting in sustainability and ownership)
- **Private** sector engagement - working with local enterprises and suppliers as part of the local resource-based approach
- **Procurement** processes differ between the approaches
- **More development-oriented approaches** rather than humanitarian interventions
- Improvement of national systems, programmes and funding

*Table 2 Comparison between Cash-for-Work and Employment Intensive Investment Programmes*

| Comparison                         | Overarching EIP approach  |   |
|------------------------------------|---|---|
|                                    | Cash-for-Work (CFW)   | Employment Intensive Investment Programmes (EIIP)   |
| <b>Suitability</b>                 | Temporary employment and income generation is the overriding objective. Used in early recovery work.<br><br>Though, CFW can also complement longer term development through well planned services | Aim at sustainable asset creation and infrastructure maintenance where employment content is optimized.<br>Moving from early recovery towards development.                        |
| <b>Complexity</b>                  | Simple works or services  | Relatively advanced infrastructure designs and approvals needed, close supervision  |
| <b>Type of Works</b>               | Cleaning, waste collection, road, public spaces, irrigation and river maintenance, forest management  | Tertiary roads, irrigation networks, storm water drains, water projects, urban hard landscape and public parks, public markets, terracing, forest management and road maintenance |
| <b>Labour Intensity</b>            | 60-90%  | 25-50% (>35% recommended)   |
| <b>Work duration</b>               | Min 40 days recommended, however, task duration determined by project   | Min 40 days recommended, however, task duration determined by employers (including building contractors) work-plan  |
| <b>Implementation arrangements</b> | NGO's, simple implementation agreements; cooperation with municipalities  | Public tenders, works contracts (e.g. FIDIC)  |

There is no distinction between CFW and EIIP in relation to wages because all projects have to comply with Lebanese law in regard to payment of minimum wages (See [Section 4.2.2](#)). All EIP activities (including CFW and EIIP) still have to comply with Lebanese laws on the employment of foreigners.

### 3.3.6. COMMUNITY AWARENESS AND MOBILIZATION

Community engagement is essential for effective and sustainable outcomes of EIP activities, particularly when it comes to the operation and maintenance of works after project completion. This requires managing relationships with local government and community stakeholders so that they can participate in the identification, prioritization, implementation, control, operation and maintenance of the project. Municipal Action Plans should serve as a key instrument in this regard.

Local government stakeholders include the municipalities, heads of municipalities and municipal councils, who play an important role in identifying and prioritising projects through municipal action plans. The Mayor is usually the key coordination point and municipal engineers / technical staff may be involved in the design, implementation and monitoring of works. For projects that span more than one municipality, the head of the Union of Municipalities is an important stakeholder. It is also important to involve the wider municipal council, the SDC and other stakeholders.

The handover of projects to local authorities is also a key issue in EIP concerning not only municipalities but also river associations, water establishments, Ministries, etc. Handover plans should be discussed and formalised before projects begin and should be endorsed and agreed by relevant ministries, local committees and local stakeholders including community representatives.

### 3.3.7. IDENTIFYING EMPLOYMENT INTENSIVE PROJECTS

Key points for consideration when identifying and designing employment intensive projects:

- Geographical and individual targeting of the most vulnerable
- Locally prioritised infrastructure works/services that is not technically complex (with reference to municipal action plans or national sector plans)
- Labour-based work focus and design to optimise usage of local resources
- Capacity of local actors to deliver on the requested results
- Local ownership and municipal commitment to maintenance and sustainability
- Availability of labour in the area and recruitment of workers from local communities
- Avoiding discrimination between displaced population and host community in recruitment
- Potential of social, environmental and/or economic impact

In regard to avoiding discrimination in recruitment the first priority is a balance between the host and displaced community (the target is set by government). For the government, the employment of vulnerable Lebanese is very important so every effort must be made to include this group in EIP activities. However, what is possible, may depend on the type of project.

Projects vary from one location to another but can include public services, roads, irrigation, water and sanitation and public building repair. Projects can be funded by international organisations or government / municipal development budgets. Implementing partners should harmonise activities with local development objectives, engaging the municipality in project selection and execution.

#### Identifying potential projects

The inter-agency map of the most vulnerable cadastres, included in [Annex 5.2](#), is providing guidance to geographical targeting and is periodically updated by the LCRP<sup>8</sup>.

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<sup>8</sup> The current inter-agency vulnerability map was last updated 2015. A new update is expected soon.

A transparent approach to identify potential projects in the most vulnerable cadastres is to utilise the Municipal Action Plans (MAP) that summarise the needs and priorities of vulnerable municipalities. These plans are the result of a participatory identification process:

Lebanon Host Communities Support Programme (LHSP) implemented by UNDP in collaboration with MoSA are now implementing the Mechanisms for Social stability and Resilience (MSR) in the most vulnerable municipalities, which is a new methodology that aims to strengthen factors of stability and to increase resilience of host communities, aiming to streamline the priority mapping process and ensure the mainstreaming of conflict-sensitivity into all interventions. Further information can be found on the MOSA Web Portal<sup>9</sup>.

If the MAP does not contain projects immediately recognisable for an employment intensive approach then participatory consultations can take place to identify potential works. These consultations could include town hall meetings, meetings with key informants in the local community, meetings with representatives of non-Lebanese community, meetings with local officials or officials from line ministries. Priorities identified in national plans or sector plans by relevant line ministries can also be explored. In each case the objectives of an employment intensive approach should be explained.

When projects have been identified, further consultations with municipalities and line ministries must be carried out: to coordinate with ongoing national plans and programmes and identify potential for complementarity; to ensure that the potential projects do not overlap with work funded by other agencies; and to ensure that projects are designed to adhere to national technical standards. Early sensitisation of the project at the local level is also essential, prior to employers (including building contractors) entering the area, to avoid exacerbating tensions and to ensure that selection of workers is fair and accepted by the host community.

Seasonality can also be a challenge in identifying projects and in timing of implementation in rural areas, when EIPs compete with other agricultural work at local level over labour supply. Implementing projects during labour intensive periods (e.g. harvests) can have a negative impact on farmers.

Once a potential project is identified a check should be made to see if it is appropriate for an employment intensive approach and use of LRB methods. Further information on implementing agencies should also be available on the LCRP database/dashboard.

### **Prioritising and ranking projects**

Once identified, projects can be ranked or prioritised using a scoring matrix against a range of different weighted criteria or they can be simply ranked in order of priority. Pairwise ranking might be useful if the list of projects is very long.

#### **3.3.8. GREEN JOBS AND ENVIRONMENTAL SAFEGUARDS**

Green works refer to approaches to create decent employment in areas, services, infrastructure or community assets, that have direct environmental benefits or are in response to climate change hazards<sup>10</sup>. Key areas of green works and climate adaptation measures can include:

- Irrigation, water and land resource management to address water supply variability

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<sup>9</sup> MoSA Web Portal <http://www.socialaffairs.gov.lb/en/msadefault.aspx?parm=10> (at the time of writing this website is not fully functional)

<sup>10</sup> ILO Green Jobs Programme [https://www.ilo.org/global/topics/green-jobs/WCMS\\_213842/lang--en/index.htm](https://www.ilo.org/global/topics/green-jobs/WCMS_213842/lang--en/index.htm)

- Flood control, drainage and water conservation structures
- Transport improvement to ensure networks can withstand increased rainfall/flooding
- Reforestation
- Water harvesting
- Solid waste management, waste collection and sorting
- Cleaning of public spaces, roadsides and touristic sites

#### Environmental safeguards

Applying environmentally sound principles needs to be an integral part of the design and implementation of EIP activities. LRBT approaches ensure a balanced protection and use of natural resources. Relevant environmental safeguards regulations have to be observed and corresponding measures to protect the environment to be incorporated into the design of all infrastructure works. Further information is given in [Section 4.7](#).

## 4. KEY GUIDING PRINCIPLES

### 4.1. CONFLICT SENSITIVE TARGETING

#### 4.1.1. KEY CONDITIONS

**Employment Intensive projects should target the most vulnerable localities and individuals for livelihood support, taking a conflict sensitive approach to identifying workers and working with local communities. A relevant basis for the geographic and individual targeting would be in reference to the needs overview of the LCRP.**

#### 4.1.2. GENERAL GUIDANCE AND FRAMEWORK

##### **Do no harm and conflict sensitivity**

Employment intensive projects should take a conflict sensitive approach, ensuring that unfair preference is not given to one part of the community. Regardless of good intentions, insensitive aid in conflicted communities can potentially cause harm even if meant to strengthen the capacity for peace and to bring communities together. The most common approach to mitigate this risk is referred to as “do no harm”, involving an analysis of the programme and its interaction with the conflict, leading to potential redesign. Further guidance on conflict sensitivity can be found in the Conflict Sensitivity Consortium How to Guide<sup>11</sup>.

Taking a conflict sensitive approach can require a “do-no-harm” analysis of the aid programme and its interaction with the conflict is needed, as well as a willingness to redesign the programme. The following is a summary of the key steps<sup>12</sup>:

1. Understand the geographic and social **context of the conflict** and where the programme is working, how inter-group relations have caused tensions in the past and the relation of the programme to the population.
2. Analyse the **dividers and sources of tension**, which may be historical, recent, socio-ethnic, security related or arising from socio-economic relations, unemployment, politics or religion, noting that these tensions may not be linked to the vulnerable cadastres<sup>13</sup>.
3. Analyse **connectors and capacities for social stability** – group connections through common events, experiences, values, holidays, interests etc. There may also be persons whose role has been to maintain stability (elders, teachers, clergy etc.)
4. **Analyse the programme**, reviewing the mission, whether needs have been addressed, where assistance is offered or not, sources of staff, gender sensitivity, aid recipients, what is being provided and information and complaints system etc.
5. **Analyse the impact of the programme** on dividers/tensions and connectors – is the programme design, activities and personnel increasing or decreasing tensions, is it supporting connectors and capacity for peace

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<sup>11</sup> Conflict Sensitivity Consortium, How to Guide: <http://conflictsensitivity.org/resources/guide/> - including Arabic chapter.

<sup>12</sup> A Principled Approach to Conflict Sensitive Do No Harm Programming in the context of Federal Iraq and the Kurdistan Region. Emergency Livelihoods and Social Cohesion & Cluster:  
[https://reliefweb.int/sites/reliefweb.int/files/resources/conflict\\_sensitive\\_do\\_no\\_harm\\_guidance.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/conflict_sensitive_do_no_harm_guidance.pdf)

<sup>13</sup> Note that the Tensions Task Force, comprising UNHCR, UNDP, the Ministry of Displaced Affairs, Ministry of Interior and Municipalities (MOIM) and Ministry of Social Affairs (MOSA), maps incidents that indicate a rise or reduction in social tensions between Lebanese and Syrian refugee communities, and produce analytical quarterly Tensions Briefs. These serve as an early warning mechanism, to inform preventive interventions at central or municipal level and the work of the social stability sector, co-led by UNDP and UNHCR, including conflict-sensitive programming and selection of priority areas of intervention.)  
[https://www.unhcr.org/lb/wp-content/uploads/sites/16/2018/10/UNHCR-2018\\_Operational-update\\_Q1-Q2\\_EN.pdf](https://www.unhcr.org/lb/wp-content/uploads/sites/16/2018/10/UNHCR-2018_Operational-update_Q1-Q2_EN.pdf)

6. Having analysed points 1-5 above, **generate programming redesign options** alongside a risk analysis, identifying options to weaken the possibility of dividers and strengthen the likelihood of connectors
7. Once better programming options have been selected, **test programming options** to re-check the impacts of the new approach on dividers and connectors, and **redesign the project**

Note that (particularly in reference to points 1, 2 and 3 above) where possible agencies should build on assessments that have already been done.

### Targeting workers

The starting point for targeting individuals should be the guidance of the LCRP. Beyond this several criteria or a combination of approaches may be appropriate depending on the situation, project and agency and what the programmes' priority is. These criteria or approaches may be:

- Self-nomination or self-referral
- Referral or nominations by humanitarian actors, UN Agencies, INGO's, local NGOs, local authorities, civil society organisations or SDCs
- Vulnerability of individuals according to NPTP lists (Lebanese nationals): a process of data sharing can be initiated by agencies submitting an official request to NPTP
- Vulnerability of individuals according to the UNHCR database (Syrian refugees) – noting that not all Syrians are registered and if only this database is used they may be excluded
- Individuals not receiving Basic Assistance/Food Security Sector services (in coordination with Basic Assistance Working Group)
- Individuals falling under the poverty line (LCRP parameter of \$3.84/person/day)
- Individuals living in extreme poverty (LCRP parameter of \$2.40/person/day)
- Vulnerable refugees, identified as living below the Minimum Expenditure Basket (MEB) or Survival Minimum Expenditure Basket (SMEB)
- Physical and psychosocial capacity of the worker to complete and engage in the work

Factors in geographic level targeting would be:

- Prevalence of vulnerability in the area/community (see section on project identification and use of map of the most vulnerable cadastres – [Section 3.3.7](#))
- Presence of Syrian Refugees and vulnerable Lebanese
- Coordination with other organisations working in the area
- Safe access to location

It should be borne in mind that vulnerability status and level can change over time, so periodic re-assessment of households' conditions may be needed. Assessments may also take into consideration whether households have been recipients of other forms assistance, at the same time bearing in mind that those already receiving assistance may still need income to address their basic needs and should not necessarily be excluded from the programme. If vulnerability is used in selection and a worker falls sick or cannot participate, alternate participants should be identified, ideally from the same household, using the same criteria.

Other important points to note in targeting workers include:

- Potential workers can also be identified by sharing information on upcoming EIP projects and income generating/employment opportunities (with location, type of activity, number of beneficiaries) with MoSA and UNHCR who would in turn forward information to appropriate target groups and individuals based on their vulnerability lists (NPTP and UNHCR lists)

- Where an agency does not have the expertise to assess vulnerability, they can seek technical support from MoSA.
- Self-nomination and motivation are key to the do no harm concept and agencies should be cautious on how to approach vulnerable populations to avoid pushing them into this type of work.
- UNHCR lists are a useful tool to prioritise Syrian refugees as UNHCR and WFP jointly conduct an annual proxy means testing assessment of each household. The UNHCR RAIS can also determine which households are not targeted by other programmes
- It should also be noted that vulnerability assessments can be used to avoid unexpected impacts of providing minimum wage such as attracting already employed workers. However, EIP activities should not promote paying workers less than the minimum wage and workers who have accepted working for less than the minimum wage should still be considered vulnerable

Using the above tools and criteria agencies may take responsibility for identifying and prioritising beneficiaries, rather than leaving the selection to a self-nomination process in the hands of the employer (or contractor) or local partner. It is important that humanitarian actors are involved to ensure proper implementation of humanitarian principles.

It should also be noted in regard to working with local building contractors, that they need to be responsible for their workforce - and they have outputs and deadlines to adhere to and expect to make a profit. Thus, if are provided with certain individuals (through the agency identifying them) then there would have to be further clarification needed on contractual obligations, roles and responsibilities.

If the demand for work exceeds job availability then some job rationing methods may be used in order to fairly distribute the benefits of temporary employment and income opportunities. Although this could include job rotation, the key approach in job rationing is limiting worker registration to one labourer per household. Further information on job rationing recommendations and methods is provided in [Section 4.5.2](#).

Those most affected by unemployment or discouraged to seek jobs are youth, women, Syrians without full legal residency and people with disability and these groups can also be a key target group for employment intensive projects. Thus, special attention by employers should be given to ensuring an appropriate gender and age balance and providing opportunities for work to PWD. See further information in [Section 4.3](#) on gender, [Section 4.4](#) on persons with disability and in [Section 4.5](#) on labour management.

### **Other target groups**

Other key target groups of an Employment Intensive approach can be private sector and government officials in terms of capacity building. As noted below working with the private sector can strengthen the capacity of local building contractors and working with the government can build capacity and understanding for the future application of employment intensive approaches to infrastructure development. Further information on capacity building can be found in [Section 4.8](#).

## **4.1.3. GOOD PRACTICE**

### **Social stability activities**

In situations of crisis and population displacement, taking a conflict sensitive approach in line with government plans and use of transparent criteria is necessary, whereby considering that certain types of projects may be more attractive to one or the other group, depending on the type of work and sector. Therefore, the distribution of opportunities may not be appropriate for single projects but instead apply to the entire employment intensive portfolio in the area,

thus requiring inter-organisation coordination. Social stability activities should focus on the geographically identified vulnerable localities mentioned above.

### **Community engagement**

A community engagement strategy should aim at building and managing relationships with local government and community stakeholders, so that they are informed about the project activities and have an opportunity to participate in key decisions and implementation. Information campaigns are an effective way to ensure communities are informed of construction and employment activities in their municipality. Municipal Action Plans are a suitable mechanism to support this (see [Section 3.3.7](#) on identifying potential projects).

### **Feedback and complaint mechanisms**

Employment intensive programmes need to include feedback and complaints mechanisms as they are a critical part of accountability and conflict sensitivity. They are important for building trust and ensuring positive relationships with local communities. Good information and confidential complaints mechanisms can help reduce the potential for tension. In labour-based projects complaints may arise regarding unfair treatment, staff misconduct, workplace and labour conditions, wage issues etc. Such complaint mechanisms should also be accessible to persons who were rejected, and not only those participating in the programme. The following are suggested components that could be included in a complaint mechanism:

- Designating focal persons to receive complaints, who are not the direct supervisor of the workers
- Allowing time for participants and non-participants to discuss project activities and the impact on the community
- Putting in place a system for anonymous complaints if workers do not feel safe speaking openly about sensitive issues
- Ensuring there are separate channels for sensitive and non-sensitive complaints and external and internal complaints or reporting
- Putting in place a reporting mechanism on PSEA (Protection against Sexual Exploitation and Abuse) should there be incidents of SEA by agencies in Lebanon
- Providing clear information in Arabic regarding the participants right to complain and how this can be done in confidentially without fear of negative repercussions
- Setting up a response mechanism where information can be circulated back into the community whenever possible and if appropriate
- Providing a free programme/project-based hotline, connecting to a person designated to answer and deal with calls made by workers and other stakeholders
- Providing the possibility of any female workers talking to a female focal person (either through a hotline or directly)
- Facilitate focus group discussions with workers who have completed their employment contract so that programme and labour issues can be identified
- Conduct exit interviews with workers to gather information about the effectiveness and efficiency of the project process including payment modalities
- Trade Unions may also be able to provide support as they play a role in supporting the rights of workers (although it unlikely that they can support migrant workers)

#### **4.1.4. FURTHER REFERENCES**

- Conflict Sensitivity Consortium website:  
<http://conflictsensitivity.org/>
- Code of Conduct for the International ICRC Movement and NGOs in Disaster Relief:  
<https://www.icrc.org/eng/assets/files/publications/icrc-002-1067.pdf>

## 4.2. DECENT WORK & SOCIAL SAFEGUARDS

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### 4.2.1. KEY CONDITIONS

**All actors involved in the implementation of employment intensive projects have a responsibility to ensure compliance with Lebanese labour law, core international labour standards and decent work principles. This includes fair wage payment procedures, occupational safety and health (OSH), child labour, protection, working days and hours, supporting legality of status and employment contracts.**

### 4.2.2. GENERAL GUIDANCE AND FRAMEWORK

#### **Core labour standards and decent work principles**

The Labour Code of 1946, as amended (most recently in 2008) is the key Lebanese legislation governing labour standards. The following is a summary of these standards and principles on the application of a Social Safeguards Framework. Details of legislation and guidelines applicable to employment intensive projects:

- **Minimum working age and effective abolition of child labour:** No person under the age of 18 should be employed in EIP activities as it may be harmful to their physical or mental health<sup>14</sup>. Protection of children is the joint responsibility of the family, communities and the state.
- **Equality and elimination of discrimination:** Men and women must receive equal pay for work of equal value, with all persons, able or disabled, male or female, Lebanese and Syrians being given equal opportunities and rights. Lebanese law guarantees this and prohibits violence, harassment, oppression and discrimination. Information on strategies to ensure a gender balance is included in [Section 4.3](#).
- **Elimination of all forms of forced or compulsory labour:** Work or service should not be exacted from persons under the menace of penalties or under circumstances where the person has not offered themselves voluntarily, including forced agricultural labour, in remote rural areas, imposed by the military, domestic workers and bonded labour.
- **Freedom of association and the right to collective bargaining:** Workers and employers have the right to establish and join organizations of their own choosing, which can draw up rules, elect representatives and organize activities without interference. Workers should be protected from anti-union discrimination and measures should be taken to promote voluntary employer-worker negotiation to set terms of employment.
- **Minimum wages:** Minimum wages, established through consultation between employers' and workers' organisations, should have the force of law, should not be reduced and failure to pay them should be subject to penalties. The minimum wage in Lebanon is 675,000 LBP/month (30,000 LBP/day based on 22.5 days per month)<sup>15</sup>. In the context of the currency devaluation that the country is experiencing, daily wages may increase. Coordination between EIP partners as well as government and donors would be necessary to agree on common understandings during this critical situation. This would not necessarily mean that the official minimum wage has to be changed in order to increase daily wages for different EIP initiatives.  
Further recommendations on wage payment procedures are provided below.

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<sup>14</sup> Although Lebanese law allows youth aged 14-17 to work in certain non-hazardous circumstances it is not recommended in EIP activities (Refer to section 5.1.1)

<sup>15</sup> Minimum wages generally refer to unskilled workers. Wage levels for skilled workers depend on types of skills and the market, and must of course, be above the minimum. Decree number 7427 of 25 January 2012: Article 2 states the following "As of 1 February 2012 the minimum wage is 675,000 LBP monthly and 30,000 LBP daily according to the article 1 and 2 of the law 36/68 of 17 may 1967"

- **Safe, healthy and dignified conditions:** Workers have a right to safe and hygienic working conditions, compensation for damages due to accidents or work-related illnesses. Employers should provide safety briefings, PPEs and accident insurance. Lockable latrines with water and paper tissues should be provided in addition to potable water. Safety measures should be provided at no cost to the worker. Information on OSH is provided in [Section 4.2](#).

Where activities are sub-contracted, decent work requirements must be included in the contract between the main employer (or building contractor) and the sub-contractor, and still monitored and enforced by the client organisation.

The government of Lebanon has ratified a number of ILO and international conventions. These are listed in [Annex 5.3](#).

### Protection

Although not a core decent work and labour standard, protection is a core humanitarian principle. This includes enhancing people's safety, dignity and rights and avoiding exposing them to further harm; ensuring access to impartial assistance without discrimination; assisting people to recover from the physical and psychological effects of violence, coercion or deprivation; and helping people to claim their basic human rights.

### Wage payment procedures

The payment of labourers (by the employer – see [Section 3.3.1](#) on key stakeholders and their role) must respect the Labour Code regarding minimum wages and equality of pay. Wages on EIP activities should be in the form of cash, cash transfers or electronic payment modalities (such as the e-card system) paid directly to the individual worker. Workers should be paid regularly (every one or two weeks or monthly if mutually agreed) directly to the individual at or near the place of work during regular working hours. Employers must keep a daily register (muster roll) of all labourers who worked and were paid (see [Section 4.9](#) on monitoring). Employers should not limit in any way the workers' freedom in using wages and cannot make any deductions from wages.

### Occupational safety and health (OSH)

All appropriate precautions must be taken to ensure that the workplace is safe and without risk of injury to the safety and health of workers. Safety and health measures in labour-based activities tend to be straightforward because work operations are simple and the risks are limited because few machines are involved. Although there is a cost associated with OSH measures, healthy and safe workers are more productive and this can be recovered over time. In EIP activities, common risks include:

- Discomfort and illness related to a lack of safe drinking water
- Excessive exposure to sun, wind or rain
- The absence of basic toilet and sanitary facilities (and separate facilities for women)
- Minor injuries arising from contact with materials, work areas or tools
- Fatigue associated with the duration of the work time and a lack of rest periods (See Section below)

Mitigation measures or activities related to workplace safety and health must be addressed by the party contracted to undertake the work, at no cost to the workers. This includes safety briefings and provision of PPE's and drinking water. The cost can be passed on to the agency through a standard work item (usually about 2-3% of the total cost).

In the event of public health risks exposure at local, national or even international level, projects should integrate additional specific OSH measures to respond to the situation.

Abiding by the government decisions and OSH recommendation is a must to mitigate these risks. Other related recommendations from official agencies may be also considered.

In the context of the Covid19 pandemic, EIP projects should integrate the minimal OSH measures stated within the official recommendations of the Ministry of Labour “Guidelines for occupational health and safety in the face of the Corona virus”. The ILO general publication “Adjusting labour practices in employment-intensive works in response to Covid-19” and Lebanon specific publication “EIP Lebanon Covid-19 Guidance” can also be used.

### **Workers insurance**

A key OSH mitigation measure is to provide accident insurance for workers. Unskilled or semi-skilled workers hired on a casual basis for short-term employment of less than 3 months, do not benefit from the National Social Security Fund (NSSF). Thus, the Employer, through private insurance, must cover the cost of treatment when workers are injured at the work place. Workers insurance can be provided on the basis of the estimated average number of workers per day that are recruited for the work – a collective rather than individual scheme. The insurance should provide cover for the entire duration of the works and is only valid during employment.

### **Working days and hours**

The traditional working week in Lebanon is from Monday to Saturday, usually allowing a break for Muslim Friday prayer. Key provisions in the labour code are:

- Regular daily working hours are from 6am to 8pm (not exceeding 8 hours per day) and up to 48 hours per week
- Workers can work a maximum of 6 consecutive days but should have at least 36 consecutive hours rest every seven working days
- Workers should be provided with rest period of at least 1 hour after continuously working for, at most, 6 hours for men and 5 hours for women.
- Work may only occur on Sundays, or public holidays in exceptional situations (e.g. critical construction activity).

### **Remuneration systems**

There are three commonly used remuneration systems: productivity-based task work and piece work or time-based work (see [Section 4.5](#) for more information on these systems). Although a productivity approach is preferable it should be noted that there would be some activities where payment has to be time-based because it would not be practical to measure productivity (such as a watchman). Time-based payment can be more appropriate to avoid putting vulnerable workers under more stress. Task work needs more careful planning, closer supervision and guidance for employers. Thus, flexibility is needed between the two systems. A daily minimum wage still applies as the basis for productivity-based work payment.

### **Employment contracts**

All workers must sign an employment contract. A sample “Contract for Daily Workers” between two parties is provided in [Annex 5.4](#). Worker contracts (prepared in Arabic) should comply with all terms and conditions of the Lebanese Code of Obligation and Contracts and ILO Decent Work Standards.

The Worker must be informed and be aware of the limited period of the contract and that it is not a trial period for a permanent job and that daily wage will be paid only for daily tasks accomplished to satisfaction. The contract shall include the following information:

- Personal information (name, gender, nationality, address, contact, ID number etc.)
- Basic information about the project (location of worksite and project timeframe)

- Beginning and end of contract
- Explanation of wages, payment method and frequency of payment
- Explanation of the task work system and the duties or tasks that will be included
- Explanation of safety measures, rights and obligations
- Working days
- Conditions of termination (from employers and workers side) and warnings provided
- Clearly stating that payment is based on presence and accomplishment of the set task and that (allowable) absence days are not paid
- If overtime or additional tasks are needed in exceptional cases then this should be compensated

#### **Work permits for Syrians and other foreign workers**

While in strict adherence to Lebanese law<sup>16</sup> all foreign workers should be provided a work permit, there are some significant challenges (lack of documentation, limited professions and sponsors, complexity, cost, time and effort) in achieving this in EIP activities, considering the short term nature of employment. EIP activities must comply with active MoL official decisions with regards to Syrians and other foreign nationals, noting that more suitable or flexible procedures for livelihoods activities including EIPs are therefore now considered.

#### **4.2.3. GOOD PRACTICE**

##### **Wage payment practice**

As well as adhering to the core labour standard that men and women are paid equal wages for work of equal value, good practice includes the following:

1. That workers should be paid regularly and on time (at least once a month)
2. That workers should be paid in full each time and not partially
3. That ideally, most payments are based on productivity (i.e. output) not time-based.
4. That wage entitlements are communicated clearly to all workers

See further information on minimum wages in [Section 4.2.2](#) and on output-based work and productivity in [Section 4.5.3](#).

##### **Working hours**

When using a productivity approach, working hours for men and women are established on the basis of daily tasks of about 6 to 8 hours work including one-hour rest. If the worker(s) cannot complete the task assigned. Then the task rate should be reviewed.

If time-based payment is made, regular daily working hours are from 6am to 8pm (not exceeding 8 hours per day, including 1 hours break). Overtime work can extend the working day up to 10 hours in exceptional cases, then overtime should be paid at the rate of 1.5 times the regular daily rate.

When scheduling working days and defining timelines, agencies should bear in mind religious celebrations which vary across the multiple confessions in Lebanon and directly affect the working week. These include Ramadan (fasting can lead to lower energy levels and pace of work, so shorter working days may be needed). Workers should also be allowed time to pray

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<sup>16</sup> MoL issued Decision number 1/49 on 3 February 2017 governing the Procedures of issuance and renewal of Work permits for foreign workers from all categories, where Article 4 stipulates that institutions that conduct construction work and equivalent, shall abide by the ratio of one Lebanese versus one foreigner.

during the day and to take leave on public holidays without restriction or sanction as long as they inform the employer in advance. While a Christians' day of rest and worship is Sunday, for Muslims it is Friday, so working days on Fridays will include a time for noon prayer break.

### **Responsibilities for occupational safety and health OSH measures**

The following section outlines the OSH obligations of the different parties (not all contractual obligations):

**The employers** (often building contractors in EIP activities) are responsible to provide:

- A briefing for labourers about safe working practices, at the start of the work (See [Section 4.8.2](#) on training)
- Adequate and appropriate safety gear and Personal Protective Equipment (PPE)
- Enforcement of worksite safety precautions (including prohibiting alcohol and drugs)
- Provide compensation for workers (or their dependants) who are injured on the job
- Compensation to heirs of workers whose injury or work-related illness that results in death
- Accident insurance for the labourers (including 3rd party liability insurance)
- Adequate hand-tools
- First Aid kits for minor injuries (and supervisors trained in their use) – refer to [Section 4.8.2](#) on training
- Sanitary facilities (toilets and hand washing facilities)
- Adequate and safe drinking water
- Allowance for adequate rest periods (in shaded and sheltered rest areas as needed)

The employer should ensure that staff is trained on safety measures and provisions. The worksite should be properly managed in terms of safety (such as erecting traffic signs and providing diversions, to protect people and traffic) and a sufficient level of hygiene. PPEs vary according to the activity to be undertaken, see [Annex 5.1.2](#). Prior to work beginning, workers safety briefing must include the importance of wearing PPEs to prevent accidents. The danger of injuries caused by a hazardous environment or equipment can be minimised by training on use of tools, using trained operators and planning for emergencies like medical evacuation.

**The workers** themselves have a duty at the workplace to participate in ensuring safe working conditions to the extent of their control over the equipment and methods of work and a right to express views on the working procedures adopted as they may affect safety and health.

**The agency** can ensure compliance with OSH standards by applying the following measures:

- Include adherence to DWP and Labour Law in construction contracts
- Put up signs at worksites on employment conditions and what PPEs to wear
- Pre-implementation briefing sessions to workers and employers on OSH and PPE use
- Provide OSH training manuals to employers and leaflets to workers on OSH and DWP (and guidance on their use)
- Daily inspection of worksites to ensure that DWP and OSH requirements are followed

Further reference can be made to [Section 4.8.2](#) on training for details of briefing sessions and training on OSH and DWP.

### **Managing employment contracts**

Before signing contracts, workers should be briefed on core labour standards, decent work principles, grievance mechanisms and their rights and obligations at work. Where productivity-based pay, or task work is used workers should also be made aware that:

- The work quantity required for the agreed rate of pay will vary from activity to activity (see [Section 4.6](#) on designing for EIP and productivity norms)

- Workers will be informed at the beginning of each task or group of tasks, how much work is expected to be completed per day
- Workers will be paid the daily rate even when work is finished either before or after the time estimated for the tasks completion

In case of any conflict regarding the interpretation of the contract, responsibilities or working conditions, the worker should inform the agency officers designated to manage this aspect of the project (for EIIP Lebanon these are Social Safeguards Officers). Before being subjected to any disciplinary action, the worker concerned should have the opportunity to defend himself or herself. The employment contract of a worker must not be terminated for discriminatory reasons and should only be terminated for the following reasons:

- a) If the employers (including building contractors) agreement with the programme of the agency is discontinued
- b) If funding for the programme in the location of the project workplace is discontinued
- c) If the worker is frequently absent<sup>17</sup>
- d) If the worker repeatedly does not perform in terms of tasks set in the work programme

### Decent Work contract clauses

Community Employment Practice and Decent Work clauses can be inserted into contracts to underline the importance of employment generation and adherence to decent work principles. Suggested decent work provisions included in [Annex 5.5](#).

### Social Safeguards Framework (SSF)

Implementing employment-intensive infrastructure measures bears a number of specific risks, such as violation of labour rights, child labour, occupational health and safety and use of hazardous substances. A Social Safeguards Framework should be developed to identify and prevent the occurrences of these risks. Prevention and mitigation measures to relevant risks identified in the table below should be built into the EIP.

| Risk Area   | Relevance, Specification, Prevention and Mitigation Measures   |
|---|--|
| <b>Increased tensions due to employment of persons displaced from Syria or refugees</b> | Historically Syrians have been employed in the construction sector. Lebanese are used to this, and in fact, welcome low- to unskilled Syrians to come and work. Furthermore, the selection of projects and announcement of temporary employment and income opportunities to be created is done in conjunction with community approval in order to avoid any surprises.<br><br>At the beginning of the project there should be a proper community mobilisation. In a transparent manner, it will be announced the objective of the project and that both Syrians and Lebanese will be employed. |
| <b>Violation of labour rights</b>   | The agency should make sure there are provisions in the contracts between employers and workers to avoid the violation of labour rights in the project. Continuous supervision and imposing penalties where issues are persistent are included.  |
| <b>Occupational health and safety</b>   | The agency should make sure there are provisions in the contracts between employers and workers to avoid the violation of labour rights in the project. Continuous supervision and imposing penalties where issues are persistent are included.  |

<sup>17</sup> Absenteeism that may result in termination could be defined in the employment contract, for example defined as a worker who is absent from work for 20 intermittent or 10 consecutive days.

|                     |  |
|---------------------|--|
| <b>Child Labour</b> | The project must have very strict criteria for the selection of workers, following the Decent Work guidelines, thus, to ensure there is no child labour in the project (refer to <a href="#">Section 4.2.2</a> ). Moreover, by improving the livelihoods of the households we will reduce the need for negative coping mechanisms. Lastly, stringent supervision and monitoring of projects-implementation by project supervisors shall detect any issues at an early stage, allowing for interventions where necessary. |
|---------------------|--|

Social Safeguard Officers, employers (including building contractors) and contract supervisors shall be trained in the use of the Social Safeguards Framework in order to monitor compliance with Lebanese Labour Law. A key tenet of the SSF is inclusive development, equally valuing and incorporating the contribution of all stakeholders in addressing development issues, putting decent jobs at the heart of economic development, resulting in stronger poverty reducing growth. This requires dialogue on investments, a proper regulatory environment, local level planning, promotion and respect for DWP and international labour standards. An example of Social Safeguards Provisions is provided in [Annex 5.1](#).

### **Social & Environmental Safeguard Monitoring**

In the case of infrastructure projects, monitoring implementation of the SSF requires the daily presence in the field of Field Officers or Social Safeguard Officers (SSOs), to support coordination between the agency, employers, local government authorities, communities and workers.

SSOs facilitate, support, coordinate and monitor Social and Environment Safeguard Measures and community engagement activities, as well as help identify issues, blockages, misunderstandings or other possible misgivings occurring at community level and provide suggestions for corrective actions. The SSO works in close collaboration with the regional offices of the Ministry of Labour, Ministry of Social Affairs, Municipalities, Employers (including building contractors) and the agency's EIP technical team. A generic Terms of Reference for a Social Safeguard Officer is provided in [Annex Error! Reference source not found](#), which provides further explanation of the role of SSOs.

#### **4.2.4. FURTHER REFERENCES**

- NATLEX database of legislation: Lebanon labour codes and employment acts: [https://www.ilo.org/dyn/natlex/natlex4.detail?p\\_lang=&p\\_isn=39255&p\\_classification=01.02](https://www.ilo.org/dyn/natlex/natlex4.detail?p_lang=&p_isn=39255&p_classification=01.02)
- Cash transfer Standard Operating Procedure: <http://www.cashlearning.org/resources/library/465-cash-for-work-programmes-standard-operating-procedures---lebanon?searched=1&currentpage=78>
- Ministry of Labour's Guidelines for occupational health and safety in the face of the Corona virus: <https://www.labor.gov.lb/LatestNewsDetails.aspx?lang=ar&newsid=16304>
- Adjusting labour practices in employment-intensive works in response to Covid-19: [https://www.ilo.org/global/topics/employment-intensive-investment/WCMS\\_741669/lang--en/index.htm](https://www.ilo.org/global/topics/employment-intensive-investment/WCMS_741669/lang--en/index.htm)
- EIIP Lebanon Covid-19 Guidance: [https://www.ilo.org/beirut/publications/WCMS\\_746192/lang--en/index.htm](https://www.ilo.org/beirut/publications/WCMS_746192/lang--en/index.htm)

## 4.3. WOMEN'S EQUAL PARTICIPATION AND GENDER EQUALITY

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### 4.3.1. KEY CONDITIONS

**Projects must promote the equal participation of women in paid work opportunities. Employers must not discriminate between men and women at any stage of the employment process, including in regard to the type of work, remuneration or recruitment. To achieve gender equality in the workplace employers must implement concrete measures to increase the participation of women, achieve gender equality in the workplace and to ensure and protect women's rights. This is particularly important as female-headed households are often significantly more vulnerable than male-headed households.**

### 4.3.2. GENERAL GUIDANCE AND FRAMEWORK

#### **Background on gender balance**

Employers in Lebanon are prohibited from discriminating between men and women with regard to type of work, amount of wages or salary, recruitment/employment, promotion, professional qualification or apparel.

According to the 2018 VASyR the working-age population of Syrian refugees in Lebanon is composed of 48% men and 52% women<sup>18</sup>. The report estimates that out of the available labour force (those employed plus those not working but seeking work, aged 15-64) only 6% of women are working and 94% of Syrian women are not working. At the same time 19% of Syrian households are headed by women and these households are most vulnerable. According to the 2019 LCRP 55% of Syrian female headed households do not have a working member - for nearly every indicator of vulnerability, female-headed households fared worse than their male counterparts. The VASyR recommends that special attention should be paid to female-headed households given their greater vulnerability and limited employment opportunities.

### 4.3.3. GOOD PRACTICE

#### **Equal work opportunities for women**

Although women's time may be more limited (because of expected childcare and household roles) special provisions must be put in place to facilitate their involvement and ensure that women and men have equal opportunities to participate in EIP activities. Whilst putting these provisions in place employers should also be careful not to create protection or harming situations by stressing contractors to reach targets while not ensuring safe and decent working conditions on site. Special provisions may include the following steps or approaches (and would apply to both Lebanese and non-Lebanese women):

- Include a strong communication campaign in the project, which provides good livelihood guidance for women (highlighting their rights, opportunities and support)
- Advertise temporary employment and income opportunities in places that women frequently pass by or can easily access, such as community groups, and SDCs
- If there are application requirements, ensure that these do not discriminate against women (in terms of language and application conditions set)
- Ensure that any terms of employment do not discourage women's participation and ensure that men and women are paid equal wages for work of equal value

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<sup>18</sup> <https://www.unhcr.org/lb/wp-content/uploads/sites/16/2018/12/VASyR-2018.pdf>

- Provide opportunities for women to work closer to their homes and if it is feasible, provide free, safe and reliable transportation to and from the worksite
- If and when culturally preferable, arrange for separate work-teams of women and men or identify temporary employment and income opportunities that are suitable for diverse women's skills, training, interest and education
- Provide flexibility in the hours of work, part-time work and flexibility in the time allocated to complete a task
- Include piece-work in the implementation plan, to allow the option for women to spend less time on the job
- Promote the use of female work-team leaders, or role models especially if this can encourage other women to participate
- Set women's participation as a quota for the programme, noting that this quota should never be seen as a maximum, but rather a minimum threshold for women's participation
- Avoid requirements which can hinder promotion, such as formal qualifications for work-team leaders which are not needed if the person has the skills required
- Alternatively, include in the programme qualifications that can provide increased labour mobility for participating women
- Specifically tailor projects to provide appropriate temporary employment and income opportunities for women and/or target female headed households
- Provide free child care, child minding or after school tuition facilities – this service can be provided by one or a group of the employed workers on the project
- Provide separate on-site sanitary facilities for women where significant numbers women are working outside the community (on roads projects for example)
- Provide on-site job training to build skills of women where they may not have previously had opportunities for skills development
- Develop employer policies which prevent and prohibit sexual harassment in the workplace, including high quality and actionable training for staff

#### 4.3.4. FURTHER REFERENCES

- Illustrated Guidelines for Gender Responsive EIIP:  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_policy/---invest/documents/publication/wcms\\_459976.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/---invest/documents/publication/wcms_459976.pdf)

## 4.4. PERSONS WITH DISABILITY

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### 4.4.1. KEY CONDITIONS

**Employers must not discriminate against PWD by paying them less than able bodied persons or avoid recruiting someone because of their disability. It is a misconception to think that disabled people cannot be involved in construction. Instead employers should implement concrete measures to increase the participation of persons with disability.**

### 4.4.2. GENERAL GUIDANCE AND FRAMEWORK

#### **Persons with disability**

The key legislation regarding PWD access in Lebanon is Law 220 on the Rights of Disabled Persons (Law 220/2000). This mainly concerns a set of rights integrating citizens with disabilities into social and economic life, through employment, transport and housing also guaranteeing health and educational services, though it does not include access to information. The law also recognises the National Council for Disability Affairs (NCDA), which has members elected by and from disabled persons' organisations and persons with disability.

Article 1 of the UN Convention on the Rights of Persons with Disability (CRPD), defines people with disabilities as including "those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others".<sup>19</sup> The Washington Group has developed and tested some useful measurement tools including a Short Set of Six Questions which can be used to identify the population of persons with disability. It is important to note that there are many types of disability and that it is a misconception to think that disabled people cannot be involved in construction. According to Lebanese law it is also considered discriminatory to pay PWDs less or avoid recruiting someone because of their disability.

### 4.4.3. GOOD PRACTICE

#### **Increasing participation of persons with disability**

In order to accommodate the needs and increase the participation of persons with disability in EIP activities, the following are examples of measures that could be put in place:

- Publicise the fact that projects welcome applications from PWD – and ask community representatives if there are PWD in the community who would like to work
- Encourage persons with disability to apply via outreach activities with local Disabled Persons' Organisations (DPOs)
- Provide basic disability awareness training to persons in charge of implementing the projects (particularly those recruiting workers)
- With the support of relevant DPOs, provide specific adjustments (which should be effective and at reasonable cost) in workplaces to allow PWDs to do the job
- Use a time-based work system instead of task rate system for Persons with Disability, where appropriate
- Ensure that measures promoting gender balance take into account women with disabilities
- Where relevant ensure that any infrastructure developed or rehabilitated meets appropriate accessibility standards (see references)

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<sup>19</sup> Convention on the Rights of Persons with Disabilities and Optional Protocol  
<http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>

- If needed identify a consultant or NGO with experience in disability to provide advice on how to make projects inclusive and provide disability awareness training
- Ensure that project staff, employers' staff and other workers do not make inappropriate comments or jokes about anyone's disability
- Ensure delivery of anti-bullying sessions, Psychological First Aid (PFA) training and awareness raising regarding several topics, to lay down the foundation of safe environment for inclusion of PWD

### Recruiting disabled people

The aim should be to employ an average of 2% persons with disability in the course EIP activities. The following table can be used as a guide to help in recruiting disabled people. This information is for guidance only, as reductive perceptions on the capabilities of persons with disability can lead to further stigmatising and marginalisation.

*Table 3 Work that can be carried out by PWD*

| Disability                    | Type of works that may be carried out  |
|-------------------------------|--|
| <b>Leg amputee (one leg)</b>  | Excavation, loading, unloading, crushing stone, screening material, mixing concrete and mortar, constructing dry and mortared masonry work, dressing of stone paving blocks, weaving of gabion baskets, supervision of work teams. |
| <b>Leg amputee (two legs)</b> | Crushing stone, dressing stone paving blocks, weaving gabion baskets, preparing stone for masonry work, flagman, cleaning and maintenance  |
| <b>One hand amputee</b>       | Flagman, control of work team  |
| <b>Deaf person</b>            | All tasks, but other persons should be informed about disability   |
| <b>Person with one eye</b>    | All tasks  |
| <b>Mute</b>                   | All tasks, but other persons should be informed about disability   |
| <b>Mentally impaired</b>      | Degree to which these persons can be included will depend upon the severity of condition. All tasks If person is not aggressive and can follow instructions.   |

#### 4.4.4. FURTHER REFERENCES

- Information on Accessibility standards from Article19.org:  
<https://www.article19.org/data/files/medialibrary/37983/Disability-and-access-to-information-in-Lebanon,-31-May-2015,-English.pdf>

## 4.5. LABOUR MANAGEMENT

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### 4.5.1. KEY CONDITIONS

**Labour recruitment should follow the labour code and SSF guidance with workers hired in line with government regulation. Where there is an overabundance of labour a job rationing method must be used to fairly distribute the benefits of temporary employment and income opportunities. Communication campaigns targeting both Syrians and Lebanese host community members prior to registration, are needed to attain maximum levels of transparency.**

### 4.5.2. GENERAL GUIDANCE AND FRAMEWORK

#### **Recruitment processes**

Prior to enrolment/recruitment potential workers must be fully briefed on the implication of them taking part in the project (particularly in regard to their residency and received aid assistance). See information below on communication and information. The recruitment of labourers should respect the following key points:

1. Ensure that the Lebanese Labour code and SSF guidance is followed regarding age of labourers, fair opportunities for women and PWD and prohibition on forced labour
2. Recruit workers from the population in the project locality and ensure there will be enough labour interested and available for the work and willing to be paid basic wages
3. Recruit labourers required for the execution of the project in a mix of Syrians and Lebanese host community members according to government requirement<sup>20</sup>.
4. Ensure that social objectives are clear and transparent when recruiting and registering workers (such as targeting vulnerable women or attaining a gender mix)
5. Use a communication system and publicly post information to ensure transparency, on available temporary employment and income opportunity, criteria, wages, payment, works that will be done within the locality etc. (see below for details)
6. If demand for work exceeds job availability a job rotation system may be needed - how this would work should be explained during registration (see below for further details)

As outlined in [Section 4.1.2](#) targeting can be done using a variety of approaches. .

For most EIP activities the responsibility for overall targeting lies with the agency while actual recruitment would be the responsibility of the employer (or building contractor), with the agency ensuring that the targeting principles (such as vulnerability) are followed. In some cases, the agency may take the lead or the recruitment may be done jointly. In all cases, but particularly if a building contractor is the employer and is responsible for construction works, there must be clear division of roles and responsibilities.

Employers should use a standard registration form and should notify the agency at least one week ahead of any major recruitment. A sample of a muster roll, for recording labour attendance, is included in [Annex 5.6](#).

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<sup>20</sup> The current government requirement is that at least 50% of the workforce should comprise of Lebanese labourers. This requirement may be difficult to achieve in practice, however, every effort must be made to ensure the Lebanese host community population has the opportunity to participate. A record should be maintained, so it is clear where the gaps exist in beneficiary engagement.

### Job rotation

In a programme where there is an overabundant supply of labour, it might be necessary to use some job rationing methods in order to fairly distribute the benefits of temporary employment and income opportunities. The following are some key considerations:

- All parties must be consulted when developing a worker rotation system and the principles of equal access to work and fair wages must be adhered to
- Wages must not be reduced in order to share out the work, as this can lead to exploitation and tends to reduce productivity

#### It is also recommended that:

- A simple starting point would be to limit registration to only 1 labourer per household (with second members enrolled only after priority households have been served)
- Work can be provided for a limited duration (not less than 2 months or 40 working days) and a lottery system can be used to rotate temporary employment and income opportunity
- If necessary participation in the lottery could be limited to priority groups (nearest the site or most vulnerable for example – see below for further information)
- Lottery draws could be held separately for men and women in order to ensure any desired gender balance
- Lottery draws could also be used to achieve the planned balance between Lebanese and Syrian applicants as per the project/donor/government requirements
- It is not advisable to reduce the size of daily tasks (to be able to employ more workers to complete the project) while retaining the same wages – as this increases costs
- If appropriate the work could be split into phases, if this is more acceptable to the community than a lottery system

It is not recommended to make work durations and thus rotation periods, any less than 2 months. More frequent rotation can affect the progress of work because new batches of workers need orientation (provided by either the Employer or Agency, depending on how the project is implemented). Frequent rotation periods can thus be inefficient and entail more administrative costs.

### Communication and information

Prior to registration of workers by the employer, the agency should run a communication campaign to attain the maximum levels of transparency. The aim should be to make communities familiar with the programme, specific project aims, the number of temporary employment and income opportunities, selection criteria (if any), work timing, wages, payment details, work rotation etc.

Information campaigns must target both Syrians and Lebanese host community members and should bear in mind that some types of manual labour are not considered attractive and that engaging Lebanese workers has been difficult in some areas. Employers should advertise a date, time and venue (such as the SDCs) for registration. On the registration day, before actual registration, a further briefing on the project can be provided by the agency or the employer (depending on how the project is implemented), following which workers can be registered.

#### 4.5.3. GOOD PRACTICE

##### Output based work and productivity

As mentioned in the introduction and [Section 4.2](#) on Decent Work, a productivity-based or output-based approach to wage payments is ideal in employment intensive works because the system can be more effective in maximising outputs and controlling labour costs.

Under conventional **daily paid** systems (as opposed to a productivity approach) the labour input is not related to the outputs – workers are paid to attend each day and may not always be productive. Thus this conventional approach does not always bring about value for money. To explain in more detail, three commonly used remuneration systems are as follows:

#### Conventional approach

- **Daily paid** (or conventional time-based remuneration) whereby workers are paid an agreed sum of money each working day in return for a fixed number of hours. Achieving productivity depends on high levels of supervision and discipline. Some international experience shows that under daily wage systems the labour input is not related to outputs - so the approach may not always bring about value for money

#### Productivity-based approaches

- **Piecework** whereby workers are paid an agreed sum of money per unit of output. Determination of the daily output is usually left to the discretion of the worker. Outputs can be maximised each day so productivity is assured, but workers tend to self-exploit because no limit is placed on the amount they can do
- **Taskwork** whereby workers are paid a fixed daily wage in return for a fixed quantity of work. This is the preferred arrangement for labour-based work = fair and easy to manage

Task rates are set with the average worker in mind – based on what she/he can achieve in about 6-8 hours. Payment is made on completion of outputs. **One Task Per day is recommended.** Women should have equal access to work activities, although certain tasks requiring a great deal of physical strength may be more suitable to men – and task rates should be the same for both men and women. Group tasks are also an option. Distribution of tasks is the responsibility of the employer or the agency's work supervisors (depending on how the project is implemented – refer to [Section 3.3.1](#) on key stakeholders and their role). **Task Rates are important, so they must be kept fair.**

Using a productivity approach is fair because anyone can participate with payments being based on an agreed output – as noted above this must be based on a fair standard. Even so it is important to avoid protection concerns, competition and any resulting tension in conflict sensitive areas.

#### Workers motivation

Workers productivity is essential as it aids in the development of workers personal life and technical skills and increases their motivation and accountability to deliver results and complete requirements. Workers' motivation and productivity are influenced by a variety of factors, but important factors include conditions of work, organization and management of the worksite, use of incentive schemes (bonuses for quality outputs, shorter work times gained by completing tasks, rewards for best performance etc.), availability of appropriate tools and equipment, and effective communication between the workers and various management levels.

Worksite must be organised and managed by well-trained supervisory staff (either of the employer or agency depending on how the project is implemented) who are able to establish fair work tasks for the different activities and to organize the workforce in such a way that each worker can function effectively. A site functions more effectively if regular monitoring and feedback procedures (leading to corrective measures as necessary) are used because they can contribute to the well-being and sense of belonging of all concerned.

### Advantages of a productivity-based approach

A productivity-based approach (see explanation above) incentivises workers and provides them with flexibility in terms of working hours – which can be useful in allocating work to workers who may have household duties to undertake. Workers can be rewarded with shorter work times gained by completing tasks quickly and going home early. Productivity-based systems can also be easier to supervise (supervision is linked to agreed outputs) and can be clearer to the workers - they know that they are entitled to a certain fixed payment for a certain completed output. However, the approach is more demanding in terms of setting out tasks.

Normally productivity payments can be applied to about 90-95% of the work with time-based methods being used for about 5-10% of the work. The piece-work system can be applied for structural work, with rate negotiation based on unit rate calculations. Daily paid system can be applied where task work and piece work are not applicable.

### Importance of good labour management

Although employers (including building contractors) should have been trained in local resource-based approaches and ultimately are responsible for labour management on site, good management of labour is crucial for the success of Employment Intensive projects.

Social Safeguards Officers working on EIP activities support the employer (or building contractor) in this regard. They facilitate dialogue with local authorities and communities in time of recruitment to ensure that sufficient number of labourers are available and that equal opportunities are provided to Lebanese and Syrian workers etc. SSO's advise on task work and on payment procedures to ensure that workers and building contractors (the employers) fully understand the system.

#### 4.5.4. FURTHER REFERENCES

- ILO Employment-intensive infrastructure programmes: Labour policies and practices: [https://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_policy/@invest/documents/publication/wcms\\_114940.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_policy/@invest/documents/publication/wcms_114940.pdf)

## 4.6. DESIGNING EMPLOYMENT INTENSIVE PROJECTS

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### 4.6.1. KEY CONDITIONS

**Projects must be designed to optimise the labour content and specific work methods should be laid down in the tender documents. Project designers must understand and set the labour productivity norms for each item of work in order to calculate the amount of labour required, which is an essential part of the engineers estimate.**

### 4.6.2. GENERAL GUIDANCE AND FRAMEWORK

#### Optimising labour content

Once priority projects have been identified they must be designed to optimise the labour content. For infrastructure projects, changes in the type of construction methods and technologies used can yield an increase in the number of employment opportunities generated. This usually requires established construction companies to reduce their reliance on capital intensive technologies and use of equipment.

At the same time Municipalities need to be involved and understand the benefits of this process as they can have concerns about materials and designs and will eventually take ownership of the results of the project.

Listed below are two key aspects to optimising labour content to consider:

- **Designs and materials:** Choose designs and materials that are more labour-intensive, e.g. retaining walls using stones or gabions rather than conventional concrete or using cobblestone pavement rather than asphalt.
- **Specifications and work methods:** Lay down the specific employment-intensive technologies and methods that are to be used through technical specifications in the tender documents - i.e. by restricting the use of certain plant or construction methods

Design choices and technical instructions to implementers that enhances the employment content depends on the ability of the designer to estimate the cost of different approaches and select locally appropriate technologies. See also capacity building in [Section 4.8](#).

Labour content can often be increased by letting works in smaller packages targeting small-scale companies, who by being small, have limited access to capital and operate in a more employment-intensive way favouring light non-equipment forms of construction.

#### Productivity norms

To use an output-based approach, productivity norms must be set for each item of work – meaning how much of a certain task one person can undertake in one day. These rates can be based on:

- Information from local communities about worker productivity for different activities
- National, regional and international standards
- Advice from competent technical line ministries or municipalities

Local contractors can also be involved in the process of setting norms, with guidance to ensure that workers are not exploited.

A guideline for task rates (productivity norms) for common activities in EIPs is included in [Annex 1.17](#).

### Cost estimates and unit rate analysis

In order to plan a project properly and to evaluate and analyse a building contractors' bid, an engineer's estimate is essential - this should include information about the cost and required amounts of skilled and unskilled labour, materials and equipment. Two steps are required:

1. Prepare a **Unit Rate Analysis** for the different items of work, calculating the amount of labour, materials and equipment for each item.
2. Prepare an overall **cost estimate** combining the information from the Bill of Quantities with the Unit Rate Analyses – thus including the cost of labour.

The cost-estimate also normally includes general items, like accident insurance, the provision of drinking water and other health and safety provisions. General work items like the costs of laboratory testing of materials and the establishment of a site camp may also have to be included, depending on the type of works and the contracting modality.

An examples of a unit rate analysis is included in [Annex 1.18](#).

#### 4.6.3. GOOD PRACTICE

##### Appropriate contracting methods

There are a number of common contracting implementing methods that can be used, appropriate for employment intensive projects. These are summarised as follows:

1. **Force account model** - in such cases an “in house” workforce is used, where a government body hires labour directly (either individuals or as teams) and provides all necessary supervision, administration and management required to execute the works
2. **Conventional model** whereby a conventional building contractor hires labour directly and provides the supervision, administration and management required to execute the works.
3. **Sub-contracting model** where a large building contractor or firm sub-contracts the portions of the projects that are labour-based to small building contractors but assumes overall responsibility for the supervision, administration and management
4. **Community contracting** This means the direct involvement of the community in their own infrastructure works with the extent of their responsibility varying depending on the situation. The aim in such a case would be to not only assist the community in accessing improved services and infrastructure, but also promote capacity building in the community and provide them with experience in negotiating with government and NGO partners, and in the responsibilities of organising labour, contracting and construction.
5. **Performance Contracts** Performance contracts have in recent years become an increasingly popular approach to road maintenance both in industrialised and developing countries. The basic principle is to define a desired condition or standard to which services or works are to be delivered. Example: road condition which the building contractor needs to maintain during a certain period of time, instead of specifying the works activities based on a bill of quantities. The duration of the contracts span from several months, i.e. throughout a rainy season, to several years.

##### Orientation for national consultants in infrastructure

If local engineering consultants are engaged to carry out design work for more complex construction projects, a short orientation training would be required to ensure that their design work corresponds to LRB work methods and the programme contract document requirements. Attending such training should be a condition of their service contract.

### Technical specifications for infrastructure

Each BoQ item should include at least the following information:

- a. Technical standard (to be achieved and controlled)
- b. Work method (to be applied for each item, e.g. **use of labour-based method**)
- c. Quality control (standard with tolerances, checking method - building contractor responsibility)
- d. Measurement (unit, method and time)
- e. Payment (description of what is included in the rate)

### Contracting in Lebanon

In Lebanon building contractors, although less familiar with employment intensive approaches, are experienced in conventional contract management and assuming that the agency can provide sufficient guidance and supervision in EIP and DWP, this would be the recommended model.

A familiar model that promotes the use of labour-based practices among established building contractors is more likely to lead to the absorption of employment intensive approaches in wider contracting and infrastructure development. While using conventional contract systems, it is recommended to:

- Include specific requirements of the local resource-based project approach: e.g. labour standards and recruitment, approval of equipment, time for completion, contract price and payment, etc.

### Developing a work plan

As part of the building contractor's (or employer) tender submission, a work-plan must be included. Ideally this should provide information about the expected duration of the work, what activities will take place (week by week), monthly cash flow requirements **and labour requirements**.

An examples of a comprehensive work plan is included in [Annex 1.19](#).

#### 4.6.4. FURTHER REFERENCES

- Local Resource-Based Approaches for Infrastructure Investment Source Book:  
<http://www.ilo.org/dyn/asist/docs/F1132677515/022%20-%20200491.pdf>
- Contracting Local Infrastructure Works ILO:  
[https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_112668.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_112668.pdf)

## 4.7. ENVIRONMENTAL SAFEGUARDS

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### 4.7.1. KEY CONDITIONS

Applying environmentally sound principles must be an integral part of the design and implementation of EIP activities with a balanced protection and use of natural resources. Measures to comply with relevant environmental safeguards standards must be incorporated into the design of all infrastructure works.

### 4.7.2. GENERAL GUIDANCE FRAMEWORK

Projects must ensure compliance with applicable national requirements and international good practice standards regarding environmental protection. As per Lebanon's Environmental Protection Law possible environmental risks should be assessed for new construction and mitigation measures and opportunities for sustainable solutions developed.

#### Lebanese Environmental Protection Law

The legal basis for the Lebanese EIA system is established in the Environment Protection Law No. 444/2002 and the EIA decree No. 8633/2012 including 9 annexes (annex 1-4 listed below). The EIA decree and its annexes include all the requirements for screening, preparation of the environmental assessment and the supervision of the environmental assessment process.

**Annex 1** of the decree, a positive list for which an EIA study is required for construction of

- Dams, large irrigation schemes > 500Ha, desalination, wastewater treatment, solid waste treatment and disposal, deforestation, roads, power generation, quarrying, hospitals, selected industries, etc.

**Annex 2** of the decree a positive list for which an Initial Environmental Examination (IEE) is required for construction of

- Large irrigation > 100Ha, water treatment, wastewater network, afforestation, new agricultural roads, power distribution, recreational facilities, housing facilities, high-rise buildings, selected farms and industries, hazardous material depot, etc

**Annex 3** of the decree states that projects located in sensitive areas such as coastal areas or near protected areas are also subject to environmental assessment.

**Annex 4** Environmental Screening Template. Template included in [Annex 5.10](#).

#### Types of environmental impact evaluations

Two types of environmental impact evaluations are defined by Decree 8633 based on the nature of the project and the sensitivity of the area where the project is located: Simple projects require an Initial Environmental Examination (IEE), which is a limited environmental study; More complex projects (or projects located in more sensitive environments) require a more complete Environmental Impact Assessment (EIA)

- **IEE** A preliminary study to capture potential environmental impact of a project in order to determine whether conducting an EIA study is necessary for the project (Article 2 of Decree 8633/2012).
- **EIA** An assessment of the likely environmental consequences of a proposed project, and determination of necessary measures for mitigating negative environmental consequences and increasing positive impact on the environment and natural resources before approving or disapproving the project (Article 2 of Decree 8633/2012)

A typical procedure for carrying out environmental assessment is as follows<sup>21</sup>:

According to the Decree 8633 (2012) of the Lebanese law, new projects in Lebanon should undergo the procedure outlined below.

- 1 Fill and submit the template of Annex 4 of the aforementioned decree also known as “Environmental Screening Template” to the MoE (included in [Annex 5.10](#)).
- 2 The MoE team will review the screening form and will be able, based on the submitted documents, to specify whether the project in concern will require an environmental study or not. MoE will need two weeks to respond, and one of the following three scenarios may occur:
  - Scenario 1: No environmental studies are required based on the information provided in the “Environmental Screening Template”.
  - Scenario 2: An initial environmental Examination (IEE) is required. This would usually take up to one month to complete. The study should then be submitted to MoE. MoE will provide a final approval within 30 days, as long as the study is complete and no further investigations are needed.
  - Scenario 3: EIA would be required (not likely for EIP).

#### 4.7.3. GOOD PRACTICE

Implementers of EIPs shall ensure compliance with applicable national requirements and international good practice standards regarding environmental, occupational and public health and safety where risks to the environment may be foreseen for the construction of infrastructure, and for which mitigation measures and opportunities for sustainable solutions can be engaged.

The nature of EIP’s usually mitigates and reduces environmental risk, rather than creates them. For example, forest management, terracing, the construction of side drains at roads all have a positive impact on the environment. EIP’s will thus provide solutions that will have a positive impact on the environment, while creating “green jobs”. Moreover, EIP’s often rehabilitate and maintain existing infrastructure rather than undertaking new construction and often would not require an EIA or IEE.

Environmental Guidelines to screen for potential environmental and social impacts as well as an **environmental checklist** for infrastructure projects should be developed and should be applied in all newly identified projects. It is further recommended to produce an Environmental Management Plan

Environmental Management Plan (EMP)

- A group of impact mitigation measures, monitoring and control tools, and institutional procedures taken during building, operating, or decommissioning a project, with a view to eliminating or mitigating negative environmental effects to locally acceptable levels, if any, or to UN standards..

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<sup>21</sup>Environmental Safeguards Summary

<http://www.lb.undp.org/content/dam/lebanon/docs/Energy%20and%20Environment/Publications/20171218%20Environmental%20safeguards%20EN.pdf>

#### 4.7.4. FURTHER REFERENCES

- Fundamentals of Environmental Impact Assessments in Lebanon:  
<http://www.undp.org.lb/stores/profiles/vacatt/1465.pdf>
- Guidelines for a just transition towards environmentally sustainable economies and societies for all, ILO:  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/documents/publication/wcms\\_432859.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/publication/wcms_432859.pdf)
- Environmental, Health, and Safety General Guidelines, World Bank Group:  
<https://www.ifc.org/wps/wcm/connect/554e8d80488658e4b76af76a6515bb18/Final%2B-%2BGeneral%2BEHS%2BGuidelines.pdf?MOD=AJPERES>

## 4.8. CAPACITY BUILDING, TRAINING AND CERTIFICATION

### 4.8.1. KEY CONDITIONS

**Employers (including building contractors) must be given pre-tender training on EIP approaches and technical training for construction and labour management. Government staff has to understand EIP principles and the benefits of the approach. The community must be oriented on the nature of the project and workers should ideally be able to gain skills to increase their employability after project completion.**

### 4.8.2. GENERAL GUIDANCE AND FRAMEWORK

#### Training overview

The following diagram summarises the distinct but interrelated training needs for four groups related to employment intensive projects:

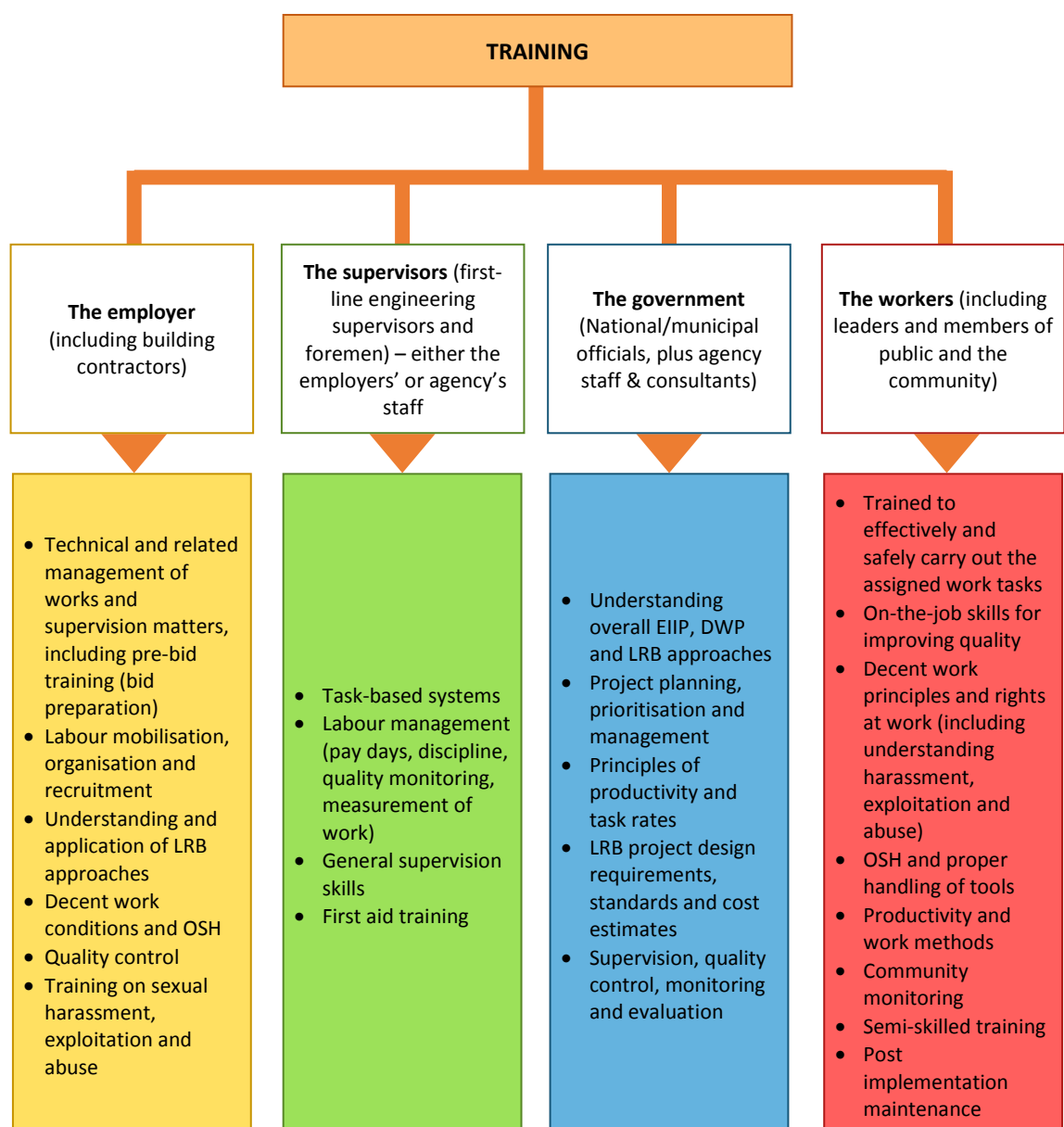


Figure 2 Overview of training

Training programmes need careful planning and most likely, a longer project timeline, including training prior to any start of work, in order to ensure proper training is provided. Generally, all training should be provided by professional staff from the agency (or by an approved training consultancy), though for workers the training can be provided either by the employer or the agency. Employers training should be followed up and monitored during implementation to ensure that it is being applied appropriately. Workers training must be conducted efficiently and effectively so as to minimize the burden on and maximize the benefits.

### **Training for employers**

Employers (including building contractors) should be provided with a combination of pre-tender training introducing them to LRB and Decent Work approaches and to the overall aims of an Employment Intensive Project approach. This basic training package can be supplemented with additional mobilisation training for building contractors who are awarded work and on-site mentoring during implementation. Employer (or building contractor) training should be provided to both engineering staff and supervisors or foremen. The objectives of the training could be as follows:

**Engineer:** To tender successfully for employment intensive works, plan and carry out the LRB operations according to the contract and specifications and to manage the business efficiently and profitably, effectively managing project resources including staff and labour.

**Supervisor/foreman:** To efficiently and effectively organise and supervise all activities in accordance with the specifications, work standards and contract conditions, effectively managing all site resources, particularly the labour force.

### **Employer (and building contractor) eligibility**

Although each agency may apply its own criteria for employers (and building contractors) to be eligible to bid for works, there are some common parameters that may be confirmed or applied. These include:

- Relevance of company profile and track record
- Financial capacity
- Sound management structure, including social monitoring capacity
- Key staff attendance at pre-bid EIP training and certification for such

### **Capacity building for government staff**

Government staff (including municipal engineers / technical staff who may be more directly involved in the implementation of projects) should be oriented on the EIP approach, Decent Work Principles and LRB methods. The aim should be to raise their awareness on the applicability and benefits of a labour-based approach in investing in infrastructure or public service provision. A longer-term objective is to institutionalise labour-intensive approaches, mainstream adjusted contract formats, payment modalities, contracting procedures etc., enabling a broader use of employment intensive approaches in the future.

General orientation and briefing could be achieved by having staff and engineers from municipalities where projects are being executed, attend employers orientation sessions. It may also be appropriate to give municipal engineers / technical staff on-the-job training if they are to be involved in the implementation and monitoring of projects.

More formal briefing sessions for government staff less directly involved in the implementation of projects, on the principles of an employment intensive approach and DWP, should be conducted at a national level, introducing systems, policies and processes such as these Guidelines and the SSF.

#### 4.8.3. GOOD PRACTICE

##### **Community mobilization and capacity building**

There are several aspects of sustainable skills development that employment intensive programmes can provide to local communities, thus helping to address poverty reduction at the same time as developing and maintaining local infrastructure:

- Local communities in the vicinity of the project should be oriented on the nature of the project, LRB approaches, decent work principles and can be introduced to information sharing and complaints systems
- Workers recruited for the project should be given a pre-implementation orientation on proper handling and safe use of tools, application of OSH measures, Decent Work Principles and their rights at work
- Unskilled workers from the local community (whether Syrian or Lebanese) can be provided with skills training through on-the-job coaching, to enable them to carry out their assigned work to the correct standard and quality
- If semi-skilled workers are required for certain operations (e.g. concrete mixing, paving with cement blocks, dry-stone masonry, gabion filling, bio-engineering etc.), workers can be trained on-the-job or more formally to obtain the required skills
- As indirect beneficiaries of any improved infrastructure, communities in the vicinity of the project can be provided with a post-implementation orientation on routine maintenance together with local authorities

##### **Certification and post-employment support for workers**

While workers on employment intensive projects benefit from short-term income and perhaps the opportunity to learn new skills, a more sustainable programme should consider what will happen to workers once the project is complete. Some key considerations would be:

- Career guidance services can include employment counselling, referrals and job placement, but requires profiles of workers, accurate labour market information (and analysis) and occupational information. For these services, the official authority on behalf of Government is the National Employment Office (NEO).
- Training can be integrated into existing formal technical and vocational skills training programmes in Lebanon (adapted and adjusted to meet the needs of workers), enabling certification according to national skills standards.
- Life skills, non-vocational or soft skills can be a critical part of employment training, being as important as academic or technical skills in gaining work. These can include social and communication skills, higher-order thinking, teamwork and entrepreneurship.
- Literacy training can help overcome barriers to formal courses by addressing a lack of formal education before joining other skills training. Numeracy training can enable participants to better plan how they spend their income and increase their savings
- Short cycle skills courses which combine short periods of classroom training with on-the-job experience can address the skills needs of humanitarian agencies –providing more employment opportunities after the employment intensive project finishes
- Skills development can target disadvantaged groups such as specific categories of women, youth or persons with disability. Programmes should also respond to the trainee's personal circumstances, in terms of location, timing or methodology
- Workers completing short term contracts can be provided with career guidance – meaning services that assist individuals in understanding themselves and the world of work, to make educational, training and occupational choices and manage their careers

- While the ILO have given training to some agencies and have undertaken Training of Trainers, at the time of writing there are no general training providers available in Lebanon. Thus, certification of training although recommended in some form, is not a strict requirement

### Training providers

As the focus of employer (and building contractor) training is on the specific application of Decent Work Principles, LRB work methods etc. it is unlikely that outsourcing this training to local institutions in Lebanon would be feasible. However, it may be possible to make partnership arrangements with agencies implementing employment intensive projects. Existing training institutions or local NGOs for vocational training may offer training on the specific construction skills that are needed<sup>22</sup>.

### Training for national consultants

A training programme for national consultants could include both classroom training and a site visit, covering an introduction of LRB methods, specific LRB design requirements and standards, productivity norms and contract procedures. If only one or two consultants are to be hired the training could be conducted through a round table discussion rather than a classroom arrangement.

A vast array of training material is available on line. This should be adapted to reflect the local context.

#### 4.8.4. FURTHER REFERENCES

- ILO Employment Intensive Infrastructure Programme: Capacity Building for Contracting in the construction Sector  
[https://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_policy/@invest/documents/publication/wcms\\_114960.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_policy/@invest/documents/publication/wcms_114960.pdf)

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<sup>22</sup> National Strategic Framework for Technical Vocational Education and Training in Lebanon:  
[https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms\\_633487.pdf](https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_633487.pdf)

## 4.9. IMPLEMENTATION AND MONITORING

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### 4.9.1. KEY CONDITIONS

**Employment intensive projects must be monitored throughout the implementation covering: social development, contract compliance, technical quality, key performance indicators, employment generation and environmental safeguards. Monitoring employers' compliance with social safeguards is particularly important. In construction and infrastructure projects employers (including building contractors) must provide a qualified engineer to take responsibility for daily technical supervision.**

### 4.9.2. GENERAL GUIDANCE AND FRAMEWORK

#### **Key aspects of monitoring**

Monitoring is the permanent tracking of performance, compliance and milestones during project implementation. The agency needs to ensure that the following key aspects of an employment intensive project are monitored:

- **Contract compliance** – administrative contract management including monitoring employers' compliance with the general terms and conditions of the construction works contract
- **Social safeguards** – employer compliance with social development aspects, i.e. the SSF framework, particularly in regard to the beneficiary selection process, OSH, decent work practices, and payment practices
- **Environmental safeguards** – to monitor compliance with Lebanon's environmental protection law and ensure that any required mitigation measures are put in place
- **Technical quality of works** – ensuring specified standards of workmanship and materials are followed
- **Employment targets and other key performance indicators (KPI)** – ensuring employment targets as well as related KPI are met, including number of worker-days, number of temporary employment and income opportunities, duration and disaggregation by gender and nationality. Other KPI might include worker satisfaction, turnover and reasons for leaving (if any).

#### **Monitoring contract compliance**

Once a contract has been awarded the administrative elements of the contract, including the processing of amendments, obtaining approvals, maintenance of audit files (including correspondence), facilitating contract meetings, financial monitoring, tracking of payments and deadlines, performance monitoring and contract closure activities would normally be conducted by the agency procurement unit according to the agency's standard procedures.

##### **- Start-up meeting with a building contractor (or employer)**

Following the tender process and upon appointment of the employer, a start-up meeting should take place between the agency and employer staff and engineers to ensure both parties are satisfied with all terms and conditions in the contract as well as agreeing on the methodology to be taken during implementation. At this meeting any review and revision of the employers' work-plan can also be discussed, in order for all parties to be aligned and in agreement in regard to all aspects of the implementation including quantities, labour content, timeframe, contracts and sub-contracts and monitoring processes.

##### **- Progress meetings**

Progress meetings are necessary to make sure that implementation is on track and that any issues arising on the field are discussed and solved in a timely manner. For projects with

durations of more than 6 months, a progress meeting should be held at least once a month, to discuss any revisions to the work-plan and get a progress update from the employer in regards to targets. If the employer is facing any implementation problems, these should be raised and discussed with agency staff, with a status update given at the next meeting. During the progress meeting, the employers' representative, site engineers and foremen/forewomen should be present alongside agency technical staff (supervising engineers, procurement, monitoring and evaluation staff and the project manager).

### **Monitoring compliance with social safeguards**

As outlined in [Section 4.3](#) the agency needs to ensure that the employer complies with social safeguards. The following are the key aspects that need to be monitored:

- General compliance with social development aspects of project – with particular emphasis on recruitment practices and community engagement (refer to [Section 4.1.2](#) on targeting workers and [Section 4.5.2](#) on recruitment)
- Occupational safety and health and working conditions - including sanitation and provision of proper hand tools, PPE, first aid kit, drinking water etc.
- Decent work practices - minimum working age, gender balance, working hours/days, elimination of discrimination/harassment etc. and PWD participation
- Payment practices – timeliness, payment of minimum wages, equality of pay for men and women
- Worker nationality – aiming for a ratio of Syrians to Lebanese host community members is in accordance with government requirement

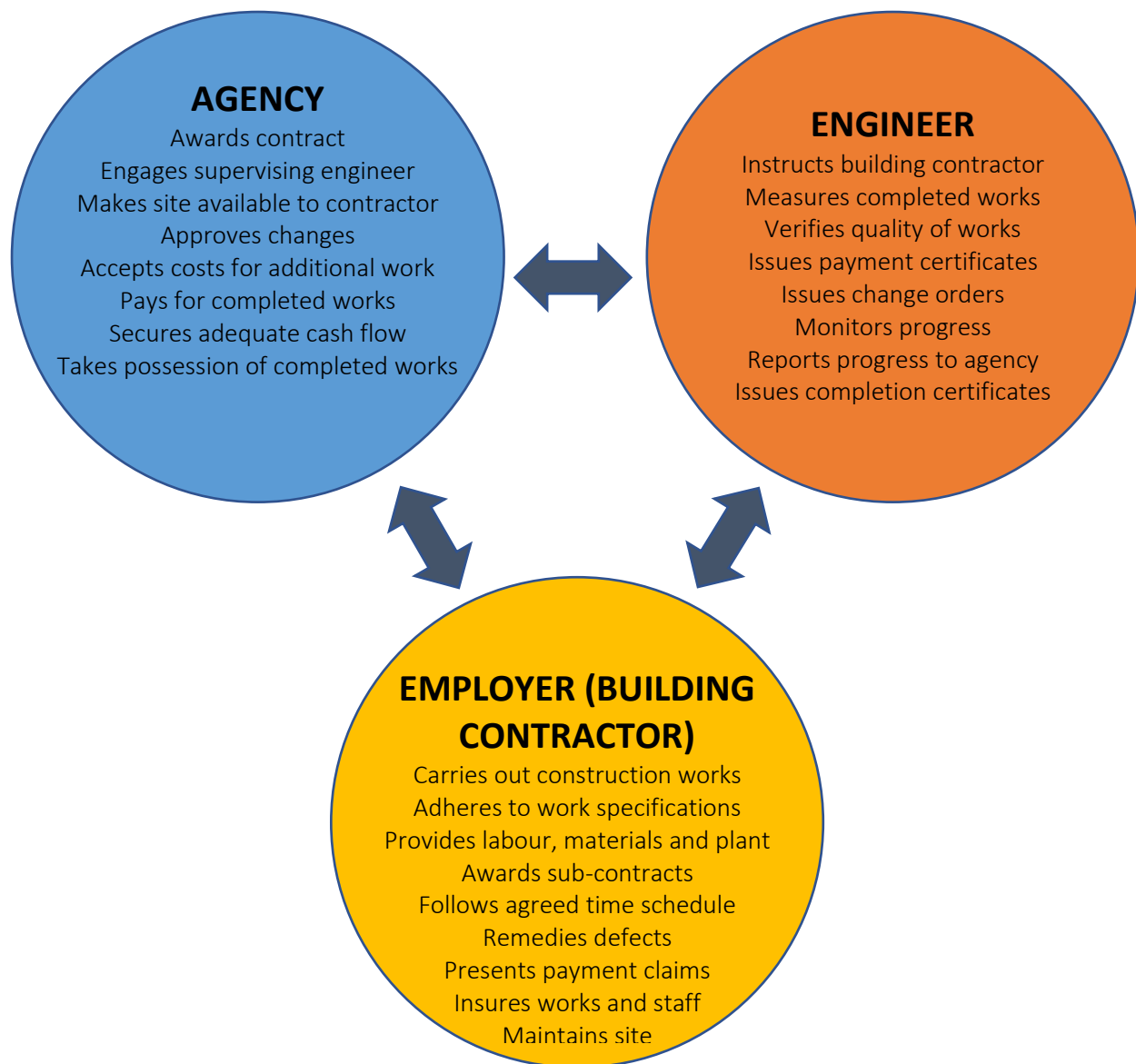
Generally, implementation and compliance of a Social Safeguards Framework can be monitored by having trained social safeguard or field officers make regular inspections of worksites. The SSF should include checklists/inspection reports that can be used at the mobilization stage and during implementation. Data on payment, worker nationality and gender balance can be obtained from the employers' registration of workers and daily attendance records or muster rolls (see sections below).

### **Monitoring environmental safeguards**

In accordance with Lebanon's environmental protection law, programmes should conduct an environmental impact assessment (EIA) or an Initial Environmental Examination (IEE) where risks to the environment may be foreseen and where sustainable mitigation measures could be put in place. To do this, programmes should develop an Environmental Safeguards Framework, setting out guidelines for designs and activities that may affect the environment, noting that LRB methods generally mitigate and reduce environmental risks. This should include a checklist to make an initial screening for potential impacts. If issues are identified during the project development mitigation measures should be planned and a more detail environmental impact assessment may be required at a later stage.

### **Monitoring technical quality of works**

In order to ensure that all projects are being implemented according to required technical standards and specifications, as well as in accordance with the budget and time-frame for implementation, infrastructure projects need to be monitored on a regular basis by the agency's engineering staff. The diagram below summarises the shared responsibilities for quality control in a construction related EIP activity (noting that these relationships may vary depending on the type of works and implementation modality):



*Figure 3 Shared responsibilities for quality control in a construction related EIP activity*

Daily technical supervision is the responsibility of the employer and they must provide a qualified engineer / technical staff to take on this role (e.g. Site Engineer). Employers (including building contractors) can also include in their team foremen/forewomen to organise and supervise labour gangs depending on the size of the works. The agency should provide an engineer to monitor and inspect the work on a regular basis (Supervising Engineer). The following are key aspects of overall supervision to ensure good quality. It should be noted that the list is not exhaustive:

- Ensure good daily supervision by qualified technical staff – employers (including building contractors) should provide a site engineer and the agency should provide a supervising engineer;
- Make sure that technical design drawings, specifications and standards are available on site and are fully understood by the site engineer;
- Site engineers should set out the works to be undertaken by the labourers in a particular period (e.g. one day or one week)
- Site engineers should assign daily tasks to the labourers (individual or on group basis) and/or assign piece-work to (groups of) labourers;

- Ensure that construction materials are approved by the site engineer and the supervising engineer, before using them;
- As required in the specifications, employers (including building contractors) should use laboratories to test materials and to test achieved strength of work (e.g. concrete works)
- Ensure that supervision tools are available with the site engineer like measuring tape, abney level, ranging rods, setting out strings, setting out boards, GPS device, etc.;
- Make sure that OSH provisions are in place and that OSH measures are implemented (refer to checklist for SSF monitoring);
- Site engineer or foremen/forewomen should, on a daily basis, keep daily attendance records of the work done by the labourers.
- Attendance lists should also record whether the assigned daily tasks have been completed. If not, record what portion of the daily task has been completed.
- Once a month, the site engineer, together with the agency's supervising engineer and representatives of the community should measure the completed work
- A valuation of the completed work should also be done – including the number of labour-days for unskilled, semi-skilled and skilled labour paid for the completed work.
- Specific and crucial areas of attention in supervising construction works include the following (the list is not exhaustive):
  - Proper curing of cement/masonry works (2 weeks)
  - Proper compaction of earthworks (as per specifications)
  - Using the correct mix in cement/masonry works
  - Using good quality sand (or approved alternative)
  - Overall quality of workmanship for cement/gabion works, pipe works, welding, etc.
  - Organization of the labour force in such a way that productivity can be maximized
  - Good quality back-fill behind retaining walls, masonry drains, etc.
  - Use of correct camber (cross-fall) in the case of roads
  - Efficient chainage-wise organization of the works that will allow equipment that needs to be used in the works, without disturbances
  - Setting out of the proper gradients in irrigation canals (to prevent scouring)
  - Using of approved bricks and rocks/stones/aggregates

#### 4.9.3. GOOD PRACTICE

##### **Monitoring employment targets and other key performance indicators**

Although each agency may have a different process, as an example, the process below highlights the recommended steps to receive and compile all data from the field to generate reports and prepare sub-project status reports with regards to employment generation.

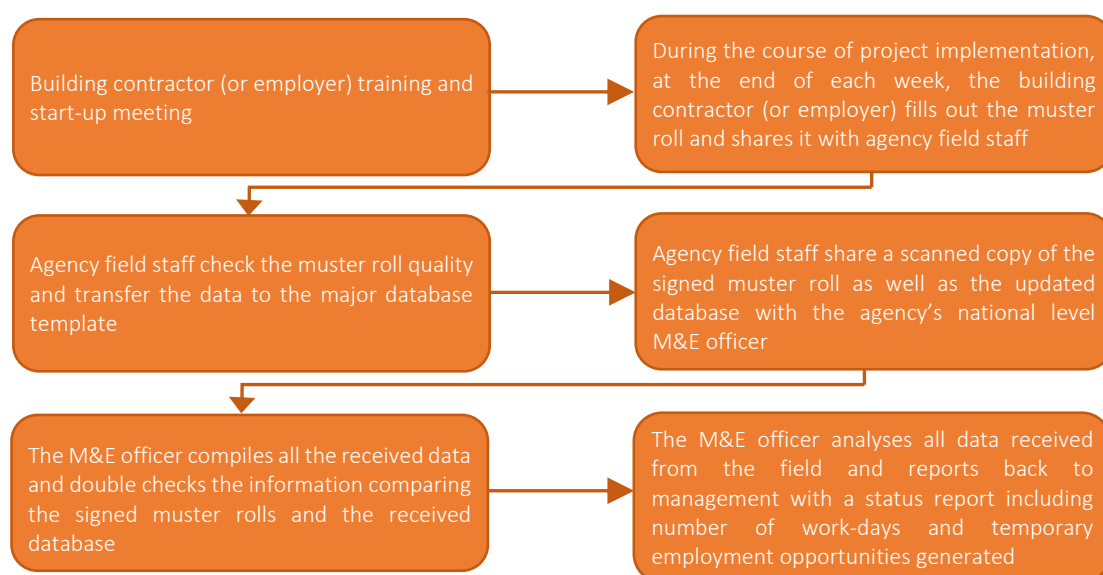


Figure 4 example of process for data collection and reporting

As noted in the diagram, the number of work-days is calculated using the muster roll which is submitted by the employer at the end of each week during implementation. However, before implementation begins it is also recommended that the employer registers workers and provides this information to the agency. A template for a muster roll, for recording labour attendance, is included in [Annex 5.6](#).

### Key performance indicators

To measure a project's progress, a set of performance indicators needs to be set at the design phase which will be used to determine if the project is achieving its goals. Key Performance Indicators can vary from one programme and project to another. However, the table below includes the most commonly used indicators within an employment intensive project. The indicators need to be in line as well with the monitoring of the LCRP, which might be updated from year to year.

Table 4 Common indicators for an EIP activity

| Indicator  | Disaggregation           |
|--|--------------------------|
| 1. No. of workers employed by project (temporary employment)       | Nationality, Gender      |
| 2. Duration of each temporary employment (in days)                 | Nationality, Gender      |
| 3. No. of work-days created under the project                      | Nationality, Gender      |
| 4. No. of workers benefitting from a labour contract <sup>23</sup> | Nationality, Gender      |
| 5. No. of Persons with Disability (PWD) working on the Project     | Nationality, Gender      |
| 6. No. of workers benefitting from insurance (social/health)       | Nationality, Gender      |
| 7. No. of contracts signed with employers applying LRBT            | Geographical Area, Value |
| 8. No. of employer staff trained on EIP approaches/DWP             | Nationality, Gender      |
| 9. No. of government staff trained on EIP approaches/DWP           | Gender                   |

<sup>23</sup> Indicators 4 and 6 should be the same as indicator 1, however these are included in order to monitor use of contracts and provision of insurance

| Indicator  | Disaggregation          |
|--|-------------------------|
| 10. Units of infrastructure constructed, rehabilitated or maintained | Geographical Area, Type |

### Monitoring tools

To monitor and report to the Government, donors and other stakeholders on the key performance indicators, the agency requires a set of reporting and monitoring tools. Below are listed the most commonly used tools to capture data in the field enabling M&E staff can easily make an analysis and report on the project status:

*Table 5 Reporting and monitoring tools*

| Tool                            | Function and Purpose   |
|---------------------------------|--|
| <b>Database</b>                 | A database should include all monitoring information needed for reporting purposes such as: Workers' Registration, Training Information, Workday Count, and Project Status             |
| <b>Muster roll</b>              | A muster roll allows employers to keep track of worker attendance and payment and allows the agency's team to monitor workdays. A sample is provided in <a href="#">Annex 5.6</a> .    |
| <b>Monthly Progress Reports</b> | Monthly progress meetings and reports are necessary to make sure that implementation is on track and that any issues arising on the field are discussed and solved in a timely manner. |
| <b>Worker survey</b>            | Worker surveys help measure general satisfaction of the worker (and reasons for leaving, if any), uses and impact of wages earned on the project.                                      |
| <b>Perception survey</b>        | Perception surveys are conducted to study the impact of the project on the population within a given area as well as looking at social cohesion and satisfaction.                      |
| <b>Pre and post tests</b>       | Pre and post-tests measure any change that occurs after training is provided to employers, government, NGO staff or workers.   |

In order to make sure that monitoring data gathered from the field is accurate and to ensure quality and transparency, the employer should provide the agency with a copy of the employment contract of each worker under the project including the worker's Identification Documents for transparency. During execution of the project the employers' muster rolls should be available at any time for inspection by any person authorised by the agency. The employer should also keep daily labour records such as category of labour, productivity per person, wage rates, machine outputs etc.

#### 4.9.4. FURTHER REFERENCES

- Contractor's Handbook ILO:  
[http://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_policy/@invest/documents/instructionalmaterial/wcms\\_asist\\_8075.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_policy/@invest/documents/instructionalmaterial/wcms_asist_8075.pdf)
- Jobs Make the Difference:  
[http://rdpp-me.org/RDPP/files/job\\_difference\\_1499128342.pdf](http://rdpp-me.org/RDPP/files/job_difference_1499128342.pdf)

## 4.10. EVALUATION AND IMPACT ASSESSMENT

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### 4.10.1. KEY CONDITIONS

**Evaluation and impact assessments are management, control and learning tools. They are important to verify achievements of agreed results, to improve programme design, and to inform decision making. There should be an increasing focus on social, environmental and economic impact as a contribution to Lebanon's long-term development perspectives. In this sense, the OECD-DAC criteria for project evaluation may provide suitable guidance.**

#### Theory of Change

Employment intensive projects in Lebanon are designed to stabilize the livelihoods of Lebanese host communities and displaced Syrians, as a result of access to employment and the social and economic benefits they derive from improved infrastructure and services.

Investment in public services and works can create different types of employment effects which in the frame of evaluations and impact assessments should be taken into account:

- Direct employment effects in the form of short-term job opportunities during the project period
- Long term job opportunities through operation and maintenance.
- Indirect employment effects through sourcing material and equipment from local suppliers.
- Induced effects resulting from additional local consumption through the wages generated by the project.
- Spin-off effects by local businesses and farms benefitting from economic infrastructure like roads, irrigation or markets.

Furthermore, the income generated by the workers on the project, is expected to enhance the living standards of the beneficiaries and their households. Interventions will reduce tensions among communities and contribute to peace and security, by allowing displaced Syrians to contribute to the creation of public goods, and demonstrate the added value of their presence in the community. The creation of livelihoods will lessen the competition on the constrained labour market. Interventions will also allow co-workers to share a common sense of purpose for the creation or maintenance of public goods and is likely to contribute to conflict prevention.

Besides monitoring the generation of temporary employment and income opportunities, projects should thus evaluate their social, environmental and economic impact.

#### Project evaluation and impact assessment

Evaluation and impact assessments are a management, control and learning tool for which both, qualitative and quantitative information should be gathered and analysed.

- Evaluations should measure achievements against agreed results and targets
- Evaluations should focus on what worked well, what didn't work and why.
- For smaller projects an end-of-project evaluation might be enough.
- For large scale projects of longer duration, evaluations should be done by independent (external) experts at different stages: at the outset (baseline), mid-term, end-of-project and impact evaluation around 6 to 12 months after project closure. Latter one should focus on social, economic and environmental impact and on sustainability, assessing also operation and maintenance of works if applicable.
- Evaluation reports to donors need to verify that the funds have been managed properly and spent correctly and efficiently (internal and/or external audits).

## OECD-DAC criteria

Though EIP activities often emerge in the context of crises, the focus of international assistance in Lebanon is increasingly shifting to long-term development. For this, the OECD-DAC criteria for evaluating development assistance provide useful guidance:

| OECD-DAC Criteria     |  |
|-----------------------|--|
| <b>Relevance</b>      | <ul style="list-style-type: none"><li>▪ To what extent are the objectives of the programme still valid?</li><li>▪ Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?</li><li>▪ Are the activities and outputs of the programme consistent with the intended impacts and effects?</li></ul> |
| <b>Effectiveness</b>  | <ul style="list-style-type: none"><li>▪ To what extent were the objectives achieved / are likely to be achieved?</li><li>▪ What were the major factors influencing the achievement or non-achievement of the objectives?</li></ul>   |
| <b>Efficiency</b>     | <ul style="list-style-type: none"><li>▪ Were activities cost-efficient?</li><li>▪ Were objectives achieved on time?</li><li>▪ Was the programme or project implemented in the most efficient way compared to alternatives?</li></ul>   |
| <b>Impact</b>         | <ul style="list-style-type: none"><li>▪ What has happened as a result of the programme or project?</li><li>▪ What real difference has the activity made to the beneficiaries?</li><li>▪ How many people have been affected?</li></ul>  |
| <b>Sustainability</b> | <ul style="list-style-type: none"><li>▪ To what extent did the benefits of a programme or project continue after donor funding ceased?</li><li>▪ What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?</li></ul>  |

## Indicators to analyse project impacts

Depending on project objectives and priorities, some impact analysis indicators may include:

- Changes in household monthly income and ability to meet basic needs<sup>24</sup>
- Changes in workers coping strategies<sup>25</sup> (negative vs. positive) and self-reliance
- Perception of financial security and confidence in economic future
- Impact on family relations and gender-based roles
- Perceptions of community members on changes in social stability
- Perceptions of community on the extent of service/infrastructure improvements
- Change or improvements in the use of the services/infrastructures
- Contribution to sector strategies or municipal action plans
- Effects on local economic development
- Secondary employment effects
- Environmental impact (positive vs. negative)
- Contribution to elimination of child labour
- Improving inclusion of PWD

### 4.10.2. FURTHER REFERENCES

- UNEG (United Nations Evaluation Group) Norms and Standards for Evaluation

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<sup>24</sup> Basic needs can be defined as the items that people need to survive. This can include safe access to essential goods and services such as food, water, shelter, clothing, health care, sanitation, protection and education.

<sup>25</sup> Coping strategies can be measured using a "Coping Strategies Index (CSI)" - a tool that measures what people do when they cannot access enough food, using a series of questions. Similarly a Livelihood Coping Strategy Index (LCSI), can measure reliance on livelihood-based coping mechanisms to cope with lack of food.

<https://www.iom.int/sites/default/files/about-iom/evaluation/UNEG-Norms-Standards-for-Evaluation-2016.pdf>

- UNEG Handbook for Conducting Evaluations of Normative Work  
<https://undg.org/wp-content/uploads/2016/10/UNEG-Handbook-for-Conducting-Evaluations-of-Normative-Work-Final-ENGLISH.pdf>

## 5. ANNEXES

### 5.1. SOCIAL SAFEGUARDS PROVISIONS

#### 5.1.1. SOCIAL SAFEGUARDS PROVISIONS

Social Safeguards provisions of EIPs should be designed to ensure an appropriate application of the standards that are set forth by the Laws and regulations and are well within requirements described in the Chapter 4.2. The Social Safeguards Provisions, which should be applied in all EIP activities are described in the table below:

|  |   |
|--|---|
| Equality and Child Protection Provisions | <p><b>Minimum Age for Admission to Work is 18</b></p> <p>Purpose: To ensure that no children under the age of 18 are engaged in the EIP activities, for reasons related to safety and health.</p> <p>Notes: the Lebanese Labour Law allows in certain cases the employment of children under the age of 18. However, it is advisable that no children under the age of 18 are allowed to be employed for reasons related to the nature of the infrastructure work that might risk the health and safety of children.</p>  |
|  | <p><b>Equal Employment Opportunities for Women</b></p> <p>Purpose: To Ensure that women are not denied from their rights to have equal employability opportunities under the EIP activities.</p> <p>Note: The Lebanese Labour Law forbids employers to discrimination based on gender between female and male workers in terms of type of work, salary or wage, employment, promotion, progress, professional rehabilitation and training, or dress code.</p> <p>The contactors are encouraged to have at least <i>[insert project specific target]</i> female participation in the projects for casual labour.</p> |
|  | <p><b>Including People with Disabilities in EIP</b></p> <p>Purpose: To ensure that employers have adequate knowledge to promote the inclusion of people with disabilities in the workforce. Note: People with disabilities shall have the same rights to work and earn same level of salaries as any other citizen according to Article 74 of Law number 220 /2000.</p>   |
|  | <p><b>Facilitate the establishment of childcare centres near the work place</b></p> <p>Purpose: Support the engagement of women in the EIP activities. Specifically, that in many areas, females hold greater household responsibilities and family obligations than males, facing pressure to prioritize those often- time-consuming responsibilities over their professional interests and obligations.</p> <p>Prevent children's presence at work site.</p> <p>The Social Safeguards Officers will collaborate with the employer and local community to facilitate the support to women engagement.</p>          |
|  | <p><b>Task Based Wages</b></p> <p>Purpose: To ensure that all workers, independent of their sex, ethnicity or mental or physical condition, receive the same salary for the same type of work done. The task-based payment method also facilitates the implementation of same salary for work that is of equal value.</p>   |
|  | <p><b>Induction on Safety and Health Procedures to workers</b></p> <p>Purpose: Employers shall provide safety induction training or briefing to all personnel upon starting on sites on safety, protection and health related themes.</p>   |
|  | <p><b>First Aid Kit present on site</b></p>   |

|                                      |   |
|--------------------------------------|---|
| Health and Safety Related Provisions | <p>Purpose: Comprehensive and well stocked First Aid Kits shall be present on sites at all times, conveniently located and clearly identifiable, to ensure proper treatment to workers who get injured during the implementation of the work.</p> <p>Note: Female hygiene products are recommended to be included in the Kit.</p>   |
|                                      | <p><b>Safety Gear Provided to Workers</b></p> <p>Purpose: Prevent workers from getting injured or disabled during road work.</p> <p>Note: Employers shall also ensure that no firearms, weapons, illegal substances or alcoholic beverages are brought onto site and that no personnel under the influence of alcohol or drugs are permitted on sites. All personnel shall always obey the warning signs and drivers or operators of vehicles, equipment and machinery follow the rules for safe operations.</p> <p>Employers shall provide personal protective equipment to workers-according to the work being implemented, including but are not limited to hard hats, safety glasses, gloves, safety shoes, hearing protections, or other means provided against cuts, corrosive liquids, and chemical. Employers shall make sure that holes in the floor, sidewalk, or other walking surface repaired properly, covered, or otherwise made safe.</p> |
|                                      | <p><b>Work and Health Insurance for Workers</b></p> <p>Purpose: To provide financial backing to any worker who gets hurt, disabled or loose life due to a work-related accident.</p> <p>Note: The insurance needs to be valid for the entire duration of the works. The insurance should cover all work-related accidents including the transportation from and to the work site.</p>   |
|                                      | <p><b>Access to Drinking Water at the Workplace</b></p> <p>Purpose: The purpose of providing water is to prevent heat stress, heat stroke, hypothermia, hyperthermia and the medical condition of dehydration. These are all threats to workplace safety, especially in settings where employees may be working at very high or low temperatures, or outside.</p>   |
|                                      | <p><b>Provision of Toilet and Washing facilities at the Work Place</b></p> <p>Purpose: To ensure that employers provide adequate toilet and washing facilities for workers.</p> <p>Note: This means ensuring enough toilets and washbasins for those expected to use them; where possible, separate facilities for men and women to prevent harassment; such facilities should have lockable doors and always be clean.</p> <p>Suitable rest facilities should also be provided for workers to eat meals, etc...</p>  |
|                                      | <p><b>Provision of Safety Transportation</b></p> <p>Purpose: To ensure that safety transportation is provided to the workers from and to the work sites.</p> <p>Note: If possible, to ensure that transportation means are separate for female and male workers when necessary, to decrease the risk of harassment.</p>   |
|                                      |   |








### 5.1.2. GUIDANCE ON PERSONAL PROTECTIVE EQUIPMENT (PPE)

A **first aid kit** must be available on site and should be regularly checked and restocked. This must include items like plasters, bandages, disinfectant, antiseptic cream, clean fresh water for washing eyes, saline, irrigation syringe, sterile dressings, adhesive tape, scissors, disposable gloves.

**Markings and detours** are required when work is taking place along roads. Warning signs or cones should be placed at each end of the work area, at least 50-100 m away from the working areas.

**Deep excavations** (more than 1.5 m deep) for foundations etc. should be clearly marked and fenced off in a way that people cannot drive or fall into the excavation.

The following is a brief summary of key PPE that is required in common construction work:

| Type of task  | Required safety gear |   | Why it's needed  |
|---|----------------------|---|--|
| Digging, carrying a heavy load when using hand tools, working with concrete and masonry, bending and fixing steel bars, breaking rocks  | Gloves               |    | Repetitive work without gloves can cause abrasions and other minor injuries  |
| Working with sharp tools (e.g. pick axes), carrying heavy loads, working with cement (mixing concrete and mortar), working in wet or muddy places                                 | Boots                |   | Even a small accident in these tasks could cause serious injury to the feet, which can result in permanent physical disability. Closed shoes should be worn at all other times |
| Where there is a risk of eye injury such as breaking rocks or welding (where a special eye shield is needed)  | Safety goggles       |  | If stone chips fly into workers eyes the worker might suffer serious injury, even losing their eyesight  |
| Where there is a danger of falling objects, working under bridges or lower parts of steep slopes where rocks may fall, in deep drains or foundation excavations, under tall trees | Safety hat or helmet |  | If any heavy item falls on a person's head and the person is not wearing a safety hat, this could cause serious injury and even death  |
| Any work on a road or in an intersection that has frequent traffic  | Bright Vest          |  | Bright vests will help oncoming road users see workers from a distance and thus prevent serious traffic accidents  |
| Where working in places that produce a lot of dust or bad smells  | Masks                |  | Dust can cause respiratory problems, which can be especially serious if person has asthma, allergies or related other health issues  |
| Where working under direct sunlight with no proper shade nearby   | Sun hats             |  | Working under direct sunlight for extensive periods of time can result in a heatstroke   |

### 5.1.3. GENERIC TERMS OF REFERENCE FOR SOCIAL SAFEGUARDS OFFICER

In monitoring decent work and labour conditions Social Safeguard or Field Officers role can include the following activities:

- **Establish communication** between government, community and contractors to facilitate efficient implementation, community involvement and mitigate conflicts
- **Implement a community engagement strategy**, to assist the participation of communities bordering the worksite in construction and maintenance activities
- **Facilitate community meetings**, to collect accurate baseline and regular data and support the monitoring of community-level activities
- **Organize awareness-raising and training activities** relating to the SSF to ensure appropriate measures are put into practice throughout the project
- **Monitor recruitment procedures**, ensure that job opportunities are widely advertised, recruitment procedures fair and transparent, reaching the intended target groups
- **Monitor work conditions on construction sites**, ensuring adherence to labour laws, Decent Work principles and labour-intensive approaches
- **Monitor Payments to workers** ensuring workers are paid in full and on time, and verify that employment reporting is based on actual work and signed payments
- **Ensure that work permits are submitted to the MOL** (as applicable) on time by encouraging and assisting contractors and workers in preparing the required documentation
- **Identify hindrances, confusions or other issues** raised by workers or the community and suggest corrective action and facilitate the complaints mechanism and report any grievances.
- **Identify possible collaboration mechanisms** with other partners and projects in the field, especially to avoid overlap and duplication
- **Support the promotion of women's involvement** in the works. The officers shall also be sensitized on the various GBV themes, and shall monitor the safety of the work sites from a protection aspect.
- **Ensure the timely reporting of incidents** and submission of reports (from contractors and for monitoring)

## 5.2. VULNERABILITY MAP

# MOST VULNERABLE LOCALITIES IN LEBANON

March 2015



**Inter-Agency  
Coordination  
Lebanon**

Calculation of the Most Vulnerable Localities is based on the following datasets:

### 1 - Multi-Deprivation Index (MDI)

The MDI is a composite index, based on deprivation level scoring of households in five critical dimensions:

- i - Access to Health services;
- ii - Income levels;
- iii - Access to Education services;
- iv - Access to Water and Sanitation services;
- v - Housing conditions;

MDI is from CAS, UNDP and MoSA Living Conditions and Household Budget Survey conducted in 2004.

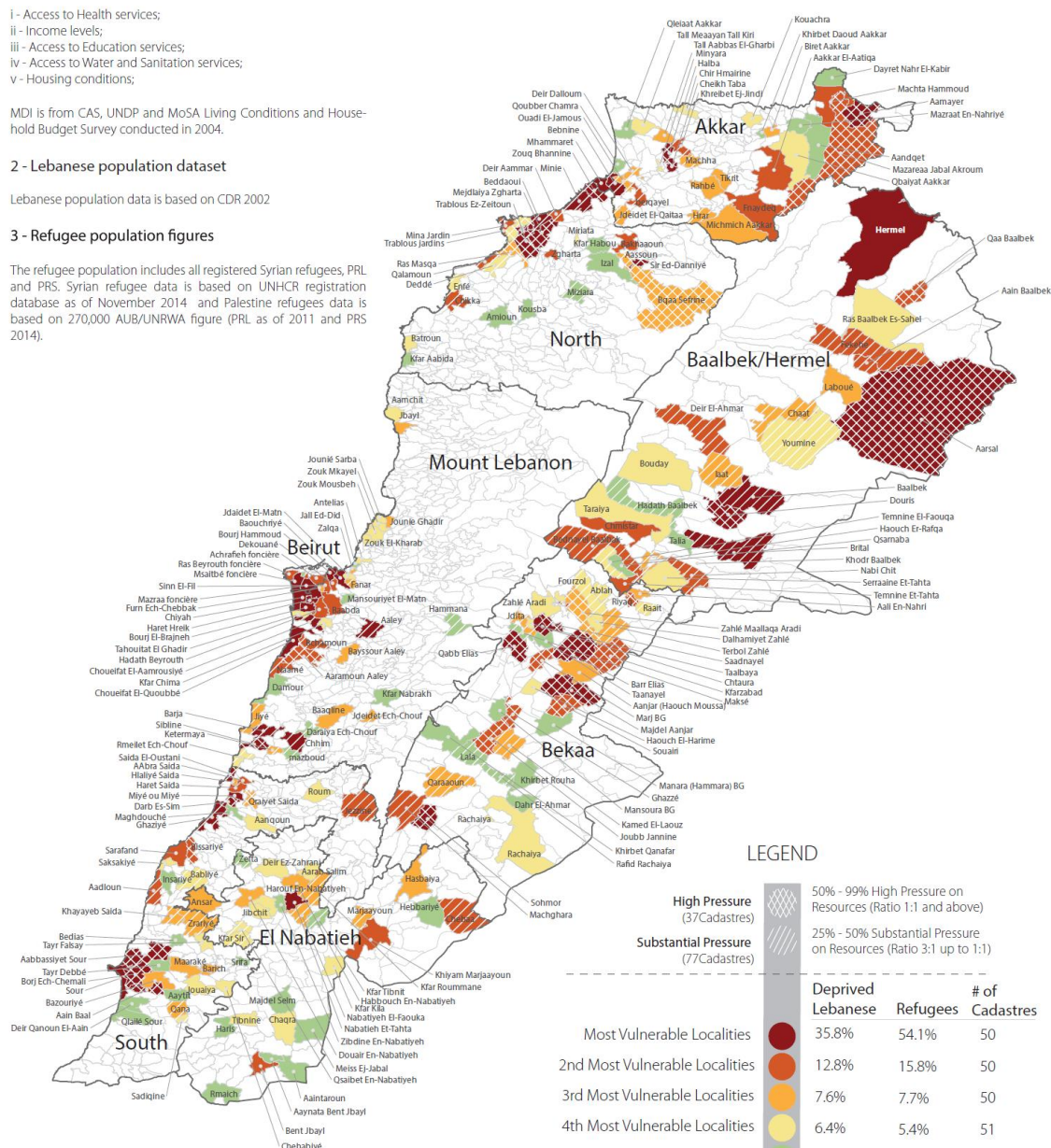
### 2 - Lebanese population dataset

Lebanese population data is based on CDR 2002

### 3 - Refugee population figures

The refugee population includes all registered Syrian refugees, PRL and PRS. Syrian refugee data is based on UNHCR registration database as of November 2014 and Palestine refugees data is based on 270,000 AUB/UNRWA figure (PRL as of 2011 and PRS 2014).

251 Most Vulnerable Cadastres  
87% Refugees  
67% Deprived Lebanese



The Ratio of Refugees to Lebanese, by cadaster, is included to highlight the potential degree of population pressure on services and resources.

### 5.3. RATIFIED ILO CONVENTIONS AND RELEVANT INTERNATIONAL CONVENTIONS

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#### 5.3.1. ILO CONVENTIONS:

##### **Fundamental ILO Conventions**

- C029 - Forced Labour Convention, 1930 (No. 29)
- C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- C100 - Equal Remuneration Convention, 1951 (No. 100)
- C105 - Abolition of Forced Labour Convention, 1957 (No. 105)
- C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
- C138 - Minimum Age Convention, 1973 (No. 138)
- C182 - Worst Forms of Child Labour Convention, 1999 (No. 182)

##### **Technical ILO Conventions**

- C081 - Labour Inspection Convention, 1947 (No. 81)
- C122 - Employment Policy Convention, 1964 (No. 122)
- C176 - Safety and Health in Mines Convention, 1995 (No. 176)
- C159 - Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)
- C152 - Occupational Safety and Health (Dock Work) Convention, 1979 (No. 152)
- C150 - Labour Administration Convention, 1978 (No. 150)
- C148 - Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148)
- C142 - Human Resources Development Convention, 1975 (No. 142)
- C139 - Occupational Cancer Convention, 1974 (No. 139)
- C131 - Minimum Wage Fixing Convention, 1970 (No. 131)
- C127 - Maximum Weight Convention, 1967 (No. 127)
- C120 - Hygiene (Commerce and Offices) Convention, 1964 (No. 120)
- C106 - Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106)
- C095 - Protection of Wages Convention, 1949 (No. 95)
- C089 - Night Work (Women) Convention (Revised), 1948 (No. 89)
- C059 - Minimum Age (Industry) Convention (Revised), 1937 (No. 59)
- C052 - Holidays with Pay Convention, 1936 (No. 52)
- C030 - Hours of Work (Commerce and Offices) Convention, 1930 (No. 30)
- C017 - Workmen's Compensation (Accidents) Convention, 1925 (No. 17)
- C001 - Hours of Work (Industry) Convention, 1919 (No. 1)
- C174 - Prevention of Major Industrial Accidents Convention, 1993 (No. 174)

### 5.3.2. INTERNATIONAL CONVENTIONS

Lebanon is party to the following Legal instruments:

- The Universal Declaration of Human Rights (UDHR)
- The International Covenant on Economic and Social and Cultural Rights (ICECSR)
- The International Covenant on Civil and Political Rights (ICCPR)
- The Convention on the Rights of the Child (CRC)
- The International Convention on the Elimination of all Forms of Racial Discrimination (ICERD)
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- The Convention on the Protection of the Rights of Persons with Disability (Disability Convention)

Lebanon is not a state party to the 1951 Convention Relating to the Status of Refugees yet the UN and ILO programme are implemented in application of this convention.

## 5.4. EXAMPLE EMPLOYMENT CONTRACT

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### Contract for Daily Workers

Between the two parties

**Employer** (First Party): \_\_\_\_\_

Registry of Commerce Number: \_\_\_\_\_

Contract Name: \_\_\_\_\_

Contract Code: \_\_\_\_\_

**Worker** (Second Party): \_\_\_\_\_

Nationality: \_\_\_\_\_ ID Number: *[ID number or civil extract registry number and place – for registered Syrians include progress number]* \_\_\_\_\_

Phone Number: \_\_\_\_\_ Residence: \_\_\_\_\_

Gender: \_\_\_\_\_ Disability: \_\_\_\_\_

This contract is for daily task-based delivery of services within *[insert name of project]*. Within this contract the second party will undertake as required by the Employer, numerous task work activities in group or individual tasks.

### Terms of Employment

The Location of project workplace is: *[insert location - address of the locality]*

This Contract begins on: *[insert date]* and ends on: *[specify date]*

Actual End Date: *[Record actual date in which the individual stopped work]*

The Worker is informed and is aware of the limited period of this contract and that this is not a trial period for a permanent job and that daily wage will be paid only for daily tasks accomplished to satisfaction. The Worker is required to deliver the services required to complete the requested task in the time allocated for the project.

The contract may be terminated for one of the following reasons:

- a) If the Employer contract with *[insert name of project]* is discontinued,
- b) Funding for the programme in the location of the project workplace is discontinued,
- c) The Worker is frequently absent or repeatedly do not perform in terms of the tasks set out in the work programme.

### Duties

The Worker will be delivering basic services as assigned by the employer independently but in coordination with other workers in the same workplace.

The tasks assigned to the workers are safe, the worker is required to follow the safety measures.

### Remuneration

The worker will be paid a daily wage for a daily task completed to satisfaction at the rate of [minimum of 30,000 Lebanese Pound, LBP]. A daily task should be accomplishable in 8 hours or less.

The expected quantity of work completed each day should be compatible with the timeframe allocated for the completion of all tasks by all the workers assigned to it. The work quantity required for the

agreed rate of pay will vary from activity to activity. The worker will be informed at the beginning of each task or group of tasks how much work is expected to be completed per day. The Worker will be paid the daily rate even when work is finished before the time or after the estimated time of completion.

The Worker will only be paid for daily tasks completed to satisfaction. The Worker will not be paid if absent, for whatever reason.

The Employer will provide transport in and out of the workplace from the place of residence of the Worker.

Payment is made on a bi-weekly basis at the place of work.

### **Conditions**

In case of any conflict in the interpretation of the terms of the contract and the roles and responsibility of the worker or bad working conditions, the worker should inform the Social Safeguards Officers designated for the location of the project.

In addition to the conditions above all terms and conditions of the Lebanese Code of Obligation and Contracts and *[project specific]* Decent Work Standards are applied to this delivery of services.

### **Signatures**

Signed in *[indicate location]*

On behalf of:    The Employer: \_\_\_\_\_ Date: \_\_\_\_\_

The Worker: \_\_\_\_\_ Date: \_\_\_\_\_

## عقد تأجير الخدمات للعمال اليوميين

بين الطرفين

**المقاول: (الطرف الأول)**

رقم السجل التجاري: \_\_\_\_\_

اسم المشروع: \_\_\_\_\_

رقم المشروع: \_\_\_\_\_

**العامل: (الطرف الثاني)**

الجنسية: \_\_\_\_\_ رقم الهوية: \_\_\_\_\_ أو رقم سجل النفوس والمكان - للاجئين المسجلين رقم المفوضية [\_\_\_\_\_]

رقم الهاتف: \_\_\_\_\_ مكان السكن: \_\_\_\_\_

الجنس: \_\_\_\_\_ إعاقة: \_\_\_\_\_

هذا العقد هو لتقديم الخدمات لالقيام بمهام على أساس يومي ضمن " برنامج التوظيف والبنية التحتية في لبنان ".  
وضمن هذا العقد، سيقوم الطرف الثاني بإقيام كما هو مطلوب من قبل المقاول، بالعديد من أنشطة العمل من خلال مهام جماعية أو فردية.

### شروط التوظيف

موقع المشروع مكان عمل هو: [أدخل الموقع - عنوان، اسم و رقم المشروع ]

يبدأ هذا العقد في: [أدخل التاريخ] وينتهي في: [حدد مدة العقد بعد 40 يوم عمل]

تاريخ إنتهاء العقد الفعلي: [حدد مدة إنتهاء العقد الفعلي]

إن العامل إبلاغ ويدرك الفترة المحدودة لهذا العقد وأن هذه ليست فترة تجريبية لوظيفة دائمة وسيدفع الاجر عند اكمال المهمة اليومية بشكل صحيح. يطلب من العامل تقديم الخدمات المطلوبة لاستكمال المهمة المطلوبة في الوقت المخصص للمشروع.

ويجوز إنهاء العقد لأحد الأسباب التالية:

(أ) إذا تم إيقاف عقد المقاول مع برنامج التوظيف والبنية التحتية في لبنان ،

(ب) توقف تمويل البرنامج في مكان عمل المشروع،

(ج) العامل لا يؤدي بشكل متكرر المهام المحددة في برنامج العمل أو غالبا ما يكون غائبا.

### الواجبات

سوف يقوم العامل بتقديم الخدمات الأساسية التي يعينها المقاول بشكل مستقل ولكن بالتنسيق مع العاملين الآخرين في نفس مكان العمل.

والمهام الموكلة إلى العمال أمانة، ويتعين على العامل اتباع تدابير السلامة.

### الأجور

يدفع للعامل أجرا يوميا عن العمل المنجز بشكل صحيح بمعدل [30 000 ليرة لبنانية كحد أدنى]، للمهام التي يجب إنجازها خلال 8 ساعات أو أقل.

وينبغي أن تكون الكمية المتوقعة من الأعمال المنجزة كل يوم متوافقة مع الإطار الزمني المخصص لإنجاز جميع المهام من قبل جميع العمال المكلفين بها. وتختلف كمية العمل المطلوبة لمعدل الأجر المتفق عليه من نشاط إلى آخر. وسيتم إبلاغ العامل في بداية كل مهمة أو مجموعة من المهام الكم المتوقع أن يتم الانتهاء منه يوميا. ويدفع للعامل الأجر اليومي حتى في حال الانتهاء من العمل قبل الوقت أو بعد الوقت المقرر للانتهاء.

سيتم دفع الأجر فقط عن المهام اليومية المنجزة بشكل صحيح. لا يمكن دفع الأجر لـ لا عمل إذا غاب، لأي سبب من الأسباب.

سيقوم المقاول بتوفير النقل ذهاباً واثياباً الى مكان العمل من مكان إقامة العامل.  
ويتم الدفع كل أسبوعين في مكان العمل.

#### الشروط

ويتحمل العامل مسؤولية تنظيم الإقامة القانونية والامتثال للتشريعات اللبنانية السارية الإجراء في حالة وجود أي تعارض في تفسير شروط العقد وأدوار ومسؤولية العامل أو ظروف عمل سيئة ويجب على العامل أن يبلغ منسق الضمانات الوقائية الاجتماعية لوزارة العمل المعنيين لموقع المشروع. وبالإضافة إلى الشروط والأحكام الواردة أعلاه ، تطبق جميع بنود وشروط قانون الموجبات والعقود اللبناني ومعايير العمل اللائق لمنظمة العمل الدولية على تقديم الخدمات.

#### التوقيع

تم التوقيع في: [مكن توقيع العقد]

نيابة عن المقاول: \_\_\_\_\_ التاريخ \_\_\_\_\_

\_\_\_\_\_ التاريخ \_\_\_\_\_ العامل:

## 5.5. DECENT WORK CLAUSES IN A CONSTRUCTION CONTRACT

The following community employment practice and Decent Work clause could be inserted into contracts with third parties:

### Employer's (building contractor's) commitment to community employment practices

The Project's approach includes the application of local resource based (and equipment supported) work methods (LRBT) and the active involvement of local communities in the implementation of the works. A key condition to the successful application of LRBT is the active involvement of local communities in the planning and implementation of the works and adherence to the use of decent working conditions. For this reason it is of critical importance that the employer (building contractor) reaches an agreement with the involved local authorities and local leaders about various LRB "best practices" and decent working conditions.

Such practices and decent working conditions includes a **formal employment contract with the worker** (template reproduced in [Annex 5.5](#)). Commitment to community employment practices could in addition include, but is not limited to:

- Clear information about the work and recruitment practices, and information about the number of workers needed for the contract;
- Promoting the involvement of women in the workforce, i.e. equal access to job opportunities. This could for example be achieved by offering women work closer to their homes, providing child-care facilities, allowing women to participate in the works, even if they are not able to work for whole days (which can be done, while using the output-based task work system);
- The provision of transportation for the workers, if long walking distance from their homes to the worksite would prevent their participation in the workforce;
- The provision of adequate drinking water, toilet facilities, protective gear;
- Training of workers, in particular women, where possible;
- Regular and timely payment (every 2 weeks), full payments to workers;
- Programming of the works, considering periods when workers have no/limited time to participate in the works.
- The inclusion of people with a disability, wherever possible (experiences have shown that – depending on the particular nature of the disability – people with a disability can participate in certain work activities)
- Equal payment for work of equal value (which is possible by using a task-work based payment system) and compliance with the payment of least minimum wages
- The use of a system of workers' selection and workers' rotation that is acceptable to the community and the employer (building contractor)
- Set up grievance policies and complaints mechanism, GBV referral systems

Employers (building contractors) will be required, as part of the contract submission requirements, to commit to "best community engagement practices" and if awarded the contract, the contractor is obliged to agree with local authorities (through a duly signed minute of a meeting) to "best community engagement practices", including but not limited to the points listed above.

Name:

\_\_\_\_\_  
(Bidder fills in Name when signing this Certificate)

Date:

\_\_\_\_\_  
(Bidder fills in Date when signing this Certificate)

Authorised Signature:

\_\_\_\_\_

## 5.6. MUSTER ROLL PAY ROLL

[illegible]

1 يوم عمل كامل Full work day

1/2 نصف يوم عمل Half work day

|  |  |
|--|--|
|  | الموافقة من قِبَل Approved by                                  |
|  | توقيع المسؤول عن الموافقة<br>Signature of the Approval Officer |

|                          |                       |
|--------------------------|-----------------------|
| اسم مدقق الكشف           | منظمة العمل الدولية / |
| توقيع مدقق الكشف         |                       |
| Signature of the Checker |                       |

|  |   |
|--|---|
|  | Prepared by اسم معد الكشف                             |
|  | توقيع معد الكشف<br>Signature of the Reporting Officer |

## 5.7. TYPICAL PRODUCTIVITY NORMS/LABOUR TASK RATES

The following table indicates daily task rates for typical types of work for Employment Intensive Projects. **Note that these rates are for guidance only and must be adapted to local conditions.**

| Item No.   | Description of works  | Unit           | Daily Task Rate (Unit / Wd) |  |
|--|---|----------------|-----------------------------|--|
|  |   |                | Unskilled Labour            | Semi-skilled (group leader qty supervised/day) |
| Task Rates for earthworks / graveling works, eg agricultural road, irrigation canal, storm-water |   |                |                             |  |
| 1  | Clear vegetation & grass  | m <sup>2</sup> | 150-180                     | 3000-3600                                      |
| 2  | Removal of top soil   | m <sup>2</sup> | 18 - 22                     | 360 - 440                                      |
| 3  | Removal of isolated rocks   | m <sup>3</sup> | 0.25 - 0.5                  | 5 - 10   |
| 4  | Cut (excavation) to spoil in soft soil  | m <sup>3</sup> | 2.5 - 3                     | 50 - 60  |
| 5  | Cut (excavation) to spoil in hard soil  | m <sup>3</sup> | 2 - 2.5                     | 40 - 50  |
| 6  | Cut (excavation) to spoil in rock   | m <sup>3</sup> | 0.3 - 0.5                   | 6 - 10.  |
| 7  | Fill and spread ordinary soil (hauling within 30 m )  | m <sup>3</sup> | 5-7                         | 100-140  |
| 8  | Cambering spreading   | m <sup>3</sup> | 5 - 7                       | 100-140  |
| 9  | Gravel wearing course (spreading and level to form camber)                                    | m <sup>3</sup> | 5 - 7                       | 100-140  |
| 10   | Crushed stone road base spreading and levelling   | m <sup>3</sup> | 5 - 7                       | 100-140  |
| 11   | Place Hand-packed stone for road base   | m <sup>3</sup> | 2 - 3                       | 40-50  |
| Task Rates for structure works   |   |                |                             |  |
| 12   | Cement-stone Masonry(mixing cement mortar and placing stone)                                  | m <sup>3</sup> | 3-5                         | 1.8-2  |
| 13   | Placing Dry masonry   | m <sup>3</sup> | 3 - 3.5                     | 5  |
| 14   | Pointing  | m <sup>2</sup> | 8-10                        | 8-10   |
| 15   | Plastering  | m <sup>2</sup> | 8-10                        | 8-10   |
| 16   | Gabion work   | m <sup>3</sup> | 2 - 3                       | 4 - 5.   |
| 17   | Mix and place Concrete (mixing with small concrete mixer of capacity 1 bag of cement per mix) | m <sup>3</sup> | 1.2-1.5                     | 5-7  |
| 18   | Bending and placing reinforcement Steel   | Kg             | 200 - 240                   | 140 - 160                                      |

| Item No.                             | Description of works                                     | Unit           | Daily Task Rate (Unit / Wd) |  |
|--------------------------------------|--|----------------|-----------------------------|--|
|                                      |  |                | Unskilled Labour            | Semi-skilled (group leader qty supervised/day) |
| Task Rates for bio-engineering work  |  |                |                             |  |
| 19                                   | Slope trimming   | m <sup>3</sup> | 2 - 3                       | 12-14  |
| 20                                   | Grass planting on slopes                                 | m <sup>2</sup> | 10 - 15                     | 35-40  |
| 21                                   | Tree and shrub planting                                  | No             | 35 - 45                     | 500 - 650                                      |
| 22                                   | Brush layer  | m              | 4 - 7                       | 80 - 150                                       |
| 23                                   | Live check-dam   | m <sup>2</sup> | 18 - 20                     | 250 - 300                                      |
| 24                                   | Sub-surface main drain                                   | m              | 2 - 4                       | 2.5-3.5  |
| 25                                   | Sub surface herringbone drain                            | m              | 2 - 4                       | 2.5-3.5  |
| 26                                   | Stone soling   | m <sup>3</sup> | 1 - 3                       | 1 - 3  |
| Task Rates for public gardening work |  |                |                             |  |
| 27                                   | Weed management  | m <sup>2</sup> | 300                         | 3000   |
| 28                                   | Removal of debris  | m <sup>3</sup> | 6                           | 60   |
| 29                                   | Pruning/thinning of existing trees                       | No.            | 30                          | 300  |
| 30                                   | Soil stabilization (if applicable)                       | m <sup>2</sup> | 200                         | 2000   |
| 31                                   | Supply and spreading of drainage gravel                  | m <sup>3</sup> | 5-7                         | 50   |
| 32                                   | Supply and layout of filter membranes and drainage pipes | m              | 20                          | 200  |
| 33                                   | Turf grass   | m2             | 50                          | 500  |
| 34                                   | All other plants   | No.            | 40                          | 400  |

The following table provides indicative task rates for select types of equipment. **As with the labour rates these need to be checked against local experience**

| Rates of Equipment for agricultural road irrigation canal/storm water works |   |                |                             |
|---|---|----------------|-----------------------------|
| Item No   | Type of Equipment   | Unit           | Daily Task Rate (Unit / Wd) |
| 1   | Hand tools (as percentage of labour cost )                  | %              | 1-2% of labour cost         |
| 2   | 6 to 8 Ton roller   | m <sup>2</sup> | 1000 - 1200                 |
| 3   | Pedestrian roller   | m <sup>2</sup> | 600 - 650                   |
| 4   | Light truck for haulage up to 10 km                         | Trips          | 7 - 8                       |
| 5   | Light truck for haulage materials from 11 to 15 km distance | Trips          | 9 - 11                      |
| 6   | Excavator (0.6 m <sup>3</sup> ) - loose to medium hard soil | m <sup>3</sup> | 120 - 150                   |
| 7   | Excavator (0.6 m <sup>3</sup> ) - hard soil                 | m <sup>3</sup> | 90 - 120                    |
| 8   | Concrete mixer  | m <sup>3</sup> | 8 - 10                      |
| 9   | Poker vibrator  | m <sup>3</sup> | 8 - 10                      |

## 5.8. EXAMPLE OF UNIT RATE ANALYSIS

| UNIT PRICE ANALYSIS (soft soil excavation)                   |  |      |           |              |                 |             |
|--|--|------|-----------|--------------|-----------------|-------------|
| Work item:   | Soft soil excavation by labour - disposal within 10 m, all complete          |      |           |              |                 |             |
| Assumptions  |  |      |           |              |                 |             |
| 1. Cost of equipment based on rental costs, all inclusive    |  |      |           |              |                 |             |
| 2. The excavation is done by labour                          |  |      |           |              |                 |             |
| 3. The excavated material disposed nearby                    |  |      |           |              |                 |             |
| 4. Labour task rate  |  |      |           |              |                 |             |
| -For Unskilled = 2-2.5 m3/Wd                                 |  |      |           |              |                 |             |
| -For semi-skilled (group leader can supervise) = 40-50 m3/Wd |  |      |           |              |                 |             |
| No   | Description  | Unit | Task Rate | Productivity | Unit Price      | Unit - 1 m³ |
|  |  |      | (Unit/Wd) | (Wd)         | (US\$)*         |             |
|  |  |      | a         | b=1/a        | c               | d=b x c     |
| A  | LABOUR   |      |           |              |                 |             |
| 1  | Unskilled Labour   | M³   | 2.5       | 0.400        | 20.0            | 8.00        |
| 2  | Semi-Skilled labour (Gang Leader)  | M³   | 50        | 0.020        | 35.0            | 0.70        |
|  |  |      |           |              |                 |             |
|  | Sub Total  |      |           |              |                 | 8.70        |
| B  | TOOLS/EQUIPMENT  |      |           |              |                 |             |
| 1  | Hand Tools (2 % of item A)   | %    | 2         |              |                 | 0.17        |
|  |  |      |           |              |                 |             |
|  | Sub Total  |      |           |              |                 | 0.17        |
| C  | MATERIALS  | Unit | Quantity  |              | Unit Price (\$) |             |
|  |  |      |           |              |                 |             |
|  |  |      |           |              |                 |             |
|  | Sub Total  |      |           |              |                 | 0.00        |
| D  | SUM OF LABOUR, EQUIPMENT AND MATERIALS (A+B+C)                               |      |           |              |                 | 8.87        |
| E  | INDIRECT COST: SUPERVISION, COMPANY COST, RISK ALLOWANCE, PROFIT, TAX: D x % |      |           |              | 20%             | 1.77        |
| F  | TOTAL WORK ITEM UNIT PRICE (D + E)   |      |           |              |                 | 10.65       |

\* Example is in US\$. In practise, local currency for wages should be used.

## UNIT PRICE ANALYSIS (concrete)

**Work item:** Structure Concrete work ( M250) - all complete

**Assumptions**

1. Cost of equipment based on rental costs, all inclusive
2. Material cost delivered on site, all inclusive
3. Activities include: prepare bedding, mixing using small concrete mixer, placing and compaction
4. Labour task rate
  - Unskilled for helper: 1.2-1.5 m<sup>3</sup>/Wd
  - Semi-skilled for screeding and operating the mixer = 5-7 m<sup>3</sup>/Wd

| No | Description  | Unit | Task Rate<br>(Unit/Wd) | Productivity<br>(Wd) | Unit Price<br>(US\$)* | Unit - 1 m³ |
|----|--|------|------------------------|----------------------|-----------------------|-------------|
|    |  |      | a                      | b=1/a                | c                     | d=b x c     |
| A  | LABOUR   |      |                        |                      |                       |             |
| 1  | Unskilled Labour   | M³   | 1.5                    | 0.67                 | 20.0                  | 13.33       |
| 2  | Semi-skilled for operating mixer and vibrator and screeding                  | M³   | 7.0                    | 0.14                 | 35.0                  | 5.00        |
|    |  |      |                        |                      |                       |             |
|    | Sub Total  |      |                        |                      |                       | 18.33       |
| B  | TOOLS/EQUIPMENT  |      |                        |                      |                       |             |
| 1  | Hand Tools (2% of item A)  | %    | 2                      |                      |                       | 0.37        |
| 2  | Concrete mixer with fuel and operator  | M³   | 10                     | 0.100                | 20                    | 2.00        |
| 3  | Poker vibrator   | M³   | 10                     | 0.100                | 20                    | 2.00        |
|    | Sub Total  |      |                        |                      |                       | 4.37        |
| C  | MATERIALS  | Unit | Quantity               |                      | Unit Price (\$)       |             |
| 1  | Cement(50kg bag)   | bags | 7                      |                      | 5.0                   | 35.00       |
| 2  | Sand   | M³   | 0.47                   |                      | 15.0                  | 7.11        |
| 3  | Aggregate(20 mm down)  | M³   | 0.94                   |                      | 10.0                  | 9.40        |
|    |  |      |                        |                      |                       |             |
|    | Sub Total  |      |                        |                      |                       | 51.51       |
| D  | SUM OF LABOUR, EQUIPMENT AND MATERIALS (A+B+C)                               |      |                        |                      |                       | 74.2        |
| E  | INDIRECT COST: SUPERVISION, COMPANY COST, RISK ALLOWANCE, PROFIT, TAX: D x % |      |                        |                      | 20%                   | 14.8        |
| F  | TOTAL WORK ITEM UNIT PRICE (D + E)   |      |                        |                      |                       | 89          |

*\*Example is in US\$. In practise, local currency for wages should be used*

## 5.9. EXAMPLE OF A COMPREHENSIVE WORK PLAN INCLUDING LABOUR CONTENT

The following is an example work-plan based on the project and cost estimate for gravel road construction (labour and equipment plan overleaf)

| Description   | Works  |               |      | Month-1 |   |      |   | Month-2 |   |      |   | Month-3 |      |      |      | Month-4 |      |      |      | Month-5 |   |      |   | Month-6 |   |      |      | Task rate | WD (a) | Days (b)  | No of labour (C)=a/b |
|---|--------|---------------|------|---------|---|------|---|---------|---|------|---|---------|------|------|------|---------|------|------|------|---------|---|------|---|---------|---|------|------|-----------|--------|-----------|----------------------|
|   | Qty.   | Bid price. \$ | %    | 1       | 2 | 3    | 4 | 1       | 2 | 3    | 4 | 1       | 2    | 3    | 4    | 1       | 2    | 3    | 4    | 1       | 2 | 3    | 4 | 1       | 2 | 3    | 4    |           |        |           |                      |
| General item (LS)   | 1      | 10,000        | 2.5  | 0.21    |   | 0.21 |   | 0.21    |   | 0.21 |   | 0.21    |      | 0.21 |      | 0.21    |      | 0.21 |      | 0.21    |   | 0.21 |   | 0.21    |   | 0.21 |      | daily     | 312    | 156       | 2                    |
| Sub grade preparation and clearing (m2)                                 | 15,000 | 9,000         | 2.2  |         |   | 0.75 |   | 0.75    |   | 0.75 |   |         |      |      |      |         |      |      |      |         |   |      |   |         |   |      |      | 100       | 150    | 18        | 8                    |
| Common soil excavation include side drain excavation by labour (m3)     | 4,000  | 32,000        | 8.0  |         |   | 1.59 |   | 1.59    |   | 1.59 |   | 1.59    |      | 1.59 |      |         |      |      |      |         |   |      |   |         |   |      |      | 2.5       | 1,600  | 60        | 27                   |
| Common soil excavation include side drain excavation by equipment. (m3) | 3,000  | 18,000        | 4.5  |         |   |      |   |         |   |      |   | 1.49    |      | 1.49 |      | 1.49    |      |      |      |         |   |      |   |         |   |      |      | -         | -      | by equipm | -                    |
| Filling ordinary soil and levelling and forming camber (m3)             | 7,000  | 42,000        | 10.5 |         |   |      |   |         |   | 2.62 |   | 2.62    |      | 2.62 |      | 2.62    |      |      |      |         |   |      |   |         |   |      |      | 7         | 1,000  | 48        | 21                   |
| Sub base construction 15 cm compacted thickness (m3)                    | 4,500  | 63,000        | 15.7 |         |   |      |   |         |   |      |   |         | 3.92 |      | 3.92 |         | 3.92 |      | 3.92 |         |   |      |   |         |   |      |      | 7         | 643    | 48        | 13                   |
| Gravel wearing course (final layer) 15 cm compacted thickness (m3)      | 4,500  | 67,500        | 16.8 |         |   |      |   |         |   |      |   |         |      |      |      |         |      | 4.20 |      | 4.20    |   | 4.20 |   | 4.20    |   |      | 7    | 643       | 48     | 13        |                      |
| Construction of reinforced concrete side drain (m)                      | 1,500  | 150,000       | 37.4 |         |   |      |   | 4.67    |   | 4.67 |   | 4.67    |      | 4.67 |      | 4.67    |      | 4.67 |      | 4.67    |   |      |   |         |   |      | 0.91 | 1,650     | 96     | 17        |                      |
| Concrete pipe culvert   | 100    | 10,000        | 2.5  |         |   |      |   | 0.62    |   | 0.62 |   | 0.62    |      | 0.62 |      |         |      |      |      |         |   |      |   |         |   |      | 0.71 | 140       | 24     | 6         |                      |
| TOTAL WORKS   |        | 401,500       | 100  |         |   |      |   |         |   |      |   |         |      |      |      |         |      |      |      |         |   |      |   |         |   |      |      | 6,138     |        |           |                      |

|                             |                |   |        |  |     |     |      |      |      |      |      |      |      |      |      |       |      |
|-----------------------------|----------------|---|--------|--|-----|-----|------|------|------|------|------|------|------|------|------|-------|------|
| Planned Progress            |                | %   |        |  | 0.2 | 2.5 | 7.8  | 10.5 | 11.2 | 15.1 | 12.9 | 8.8  | 13.0 | 9.1  | 4.4  | 4.4   |      |
| Planned cumulative progress |                | %   |        |  | 0.2 | 2.8 | 10.6 | 21.1 | 32.3 | 47.4 | 60.3 | 69.1 | 82.1 | 91.2 | 95.6 | 100.0 |      |
| Resource plan               | Labour         | Total number of labour per day                | Labour |  |     | 2   | 37   | 60   | 81   | 73   | 80   | 53   | 33   | 33   | 33   | 15    | 15   |
|                             |                | Total Number of Worker-day / 2w               | Wds    |  |     | 24  | 444  | 720  | 970  | 870  | 961  | 641  | 391  | 391  | 391  | 185   | 185  |
|                             |                | Cumulative Worker-days                        | Wds    |  |     | 24  | 468  | 1188 | 2159 | 3029 | 3990 | 4631 | 5022 | 5413 | 5804 | 5988  | 6138 |
|                             | Equipment plan | Mechanical stamper or plate compactor         | No     |  |     |     |      | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |       |      |
|                             |                | Water truck                                   | No     |  |     |     | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1     | 1    |
|                             |                | Roller  | No     |  |     |     | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1     | 1    |
|                             |                | Excavator                                     | No     |  |     |     | 1    | 1    | 1    | 1    | 1    | 1    |      |      |      |       |      |
|                             |                | Dump truck                                    | No     |  |     |     |      |      | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1     |      |
|                             |                | Concrete mixer (1-3 bags of cement for 1 mix) | No     |  |     |     |      | 3    | 3    | 3    | 3    | 3    | 3    | 3    | 3    |       |      |

## 5.10. ENVIRONMENTAL SCREENING TEMPLATE

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*Extracted from Decree 8633/2012, Annex 4*

1. **Name of Project:**

2. **Project Owner:**

|  |                                 |
|--|---------------------------------|
| <input type="checkbox"/> Name:         |                                 |
| <input type="checkbox"/> Organization: |                                 |
| <input type="checkbox"/> Address:      |                                 |
| <input type="checkbox"/> Tel or cel:   | <input type="checkbox"/> Fax:   |
| <input type="checkbox"/> Email:        | <input type="checkbox"/> Other: |

3. **Type of Project:**

|                                   |  |
|-----------------------------------|--|
| <input type="checkbox"/> Public:  | <input type="checkbox"/> Agricultural (specify):<br>Agricultural roads and agricultural drains |
| <input type="checkbox"/> Private: | <input type="checkbox"/> Industrial (specify ISIC number):                                     |
|                                   | <input type="checkbox"/> Tourism (specify):  |
|                                   | <input type="checkbox"/> Services (specify):   |
|                                   | <input type="checkbox"/> Other:  |

4. **Nature of Project:**

|                                       |   |
|---------------------------------------|---|
| <input type="checkbox"/> New Project: | <input type="checkbox"/> Existing project or holder of a license or approved: |
|                                       | <input type="checkbox"/> Modification   |
|                                       | <input type="checkbox"/> Addition   |

|  |   |
|--|---|
|  | <input type="checkbox"/> Expansion      |
|  | <input type="checkbox"/> Rehabilitation |
|  | <input type="checkbox"/> Closure        |

5. **Project Objectives:**

6. **Estimated Cost of Project:**

- Construction:
- Equipment:

7. **Project Time Schedule:**

|                      | Commencement | End |
|----------------------|--------------|-----|
| Planning and designs |              |     |
| Construction         |              |     |
| Operation            |              |     |

8. **Map:** (showing project location) - attached

*Note: The Ministry of Environment may request other documents as per the nature of the project.*

The EIA classification decision  
(to be filled by the Ministry of Environment)

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