

**INTERNATIONAL RESCUE COMMITTEE  
Lebanon**

**Support for Social Recovery Needs of  
Vulnerable Groups in Beirut (P176622)**

**Labor Management Procedures**

**1 September 2021**

**Updated in March 2023**

## ABBREVIATIONS AND ACRONYMS

CoC	Code of Conduct
ECU	Ethics and Compliance Unit
ESS2	Environmental and Social Standard 2: Labor and Working Condition
FT	Fixed Term
GBV	Gender-Based Violence
GBVIMS	Gender-Based Violence Information Management Systems
GM	Grievance Mechanism
HR	Human Resources
IIA	Intermediary Implementing Agency
ILO	International Labor Organization
IRC	International Rescue Committee
LMP	Labor Management Procedures
LRR	Lebanon Recruitment Request
mhGAP	Mental Health Gap Action Program
MHPSS	Mental Health and Psychosocial Support
MoL	Ministry of Labor
MOSA	Ministry of Social Affairs
MOPH	Ministry of Public Health
MMU	Mobile Medical Units
NMHP	National Mental Health Program
NCLW	National Commission for Lebanese Women
OHS	Occupational Health and Safety
PHC	Primary Health Care
SBS	Step-by-Step
SDC	Social Development Centers
SOP	Standard Operating Procedures
SH+	Self Help Plus
SGBV	Sexual and Gender Based Violence
ToR	Terms of Reference
UNICEF	United Nations International Children's Emergency Fund
WB	World Bank
WHO	World Health Organization

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## INTRODUCTION

**Labor Management Procedures.** Under the World Bank Environmental and Social Standard 2 (ESS2: *Labor and Working Conditions*), the Recipient is required to develop labor management procedures (LMP). The purpose of the LMP is to identify the main labor requirements and risks associated with the project, and help the Recipient to determine the resources necessary to address project labor issues. The LMP will enable different project-related parties, for example, staff of the project implementing unit, contractors and sub-contractors and project workers, to have a clear understanding of what is required on a specific labor issue. The LMP is a living document, which is initiated early in project preparation, and is reviewed and updated throughout development and implementation of the project.

**Project Description.** The August 4, 2020 Port of Beirut explosion compounded Lebanon's existing economic and social challenges and disproportionately affected Beirut's vulnerable populations. Since the explosion the efforts of civil society have been crucial for recovery and rehabilitation efforts. Several obstacles remain that challenge the effectiveness, inclusivity and sustainability of the broader recovery and rehabilitation process, which include coordination challenges between ongoing efforts and the ad hoc or temporary nature of interventions. The situation of Beirut's population remains precarious and the need for support to recovery and reconstruction efforts urgent.

Supporting Beirut's Immediate Social Recovery Services: The project will focus on reducing vulnerabilities prevalent amongst three groups affected by the blast in Beirut: (i) survivors of Gender-Based Violence (SGBV); (ii) those suffering from deteriorated psycho-social wellbeing; (iii) and/or those facing limitations related to being a person with disabilities and older persons. Supporting Beirut's Immediate Social Recovery Services interventions will entail providing grant financing directly to a selected number of NGOs, to enable them to provide social services to reduce vulnerabilities in these groups.

This will be achieved by supporting non-government stakeholders that are engaged and have a track record in delivering social recovery services and working with target groups by improving their capacity to participate in the broader social recovery and reconstruction processes.

The World Bank has selected the International Rescue Committee (IRC) to act as the Intermediary Implementing Agency (IIA) to implement the Supporting Beirut's Social Recovery Services project. The IRC will take on project management, grant provision and/or procurement of services from NGOs, and will be responsible for the fiduciary supervision of the selected NGO partners.

# LABOR MANAGEMENT PROCEDURES

## 1. OVERVIEW OF LABOR USE ON THE PROJECT

This section describes the following, based on available information:

**Number of Project Workers:** The total number of workers to be employed on the project, and the different types of workers: direct workers and contracted workers, and this will be continually updated as per the progress, project phase, and needs. As per IRC Processes, a *Lebanon Recruitment Requisition (LRR)* template will be completed detailing the length of assignment, contract type, budget codes, reporting lines and other related information in addition to the *Job Description* template.

Table 1: Project workers

Workers Type	Number of Workers	Local Residents	Imported/ Foreign Workers	Staff Under 18	Timing of Engagement	Type of Job or Skills
Direct Workers (PMU)	17 full time workers, 1 consultant, 4 part time technical specialists <sup>1</sup>	14	0	0	Q2 2022- Q4 2023	Management and specialist staff
Contracted Workers (employees of partner organizations)	244	244	0	0	Q3 2022-Q3 2023	Delivery staff
Community Workers	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

**Characteristics of Project Workers:** Project workers will be local Lebanese citizens. The project workers will be as well of balanced gender ratio and adults above the age of 18 years old.

The determined skillset of the potential candidates will be closely screened and assessed by the recruitment team and the project stakeholders based on approved job descriptions. The skillset needed for this project include the following:

- Significant experience leading the management of complex donor funded programmes.
- Extensive leadership experience in managing a diverse team of professionals and partners.
- Experience and ability to provide leadership and direction in harnessing the multi-disciplinary skillsof

<sup>1</sup> These workers are financially covered by both IRC and the WB.

- the technical personnel and partners;
- A proven track record of leading partnership and stakeholder relationships;
  - Prior experience in operating effectively within complex and high-risk environments and managing the needs of multiple stakeholders;
  - Developed understanding of business and partnering standards required to create a high performing and accountable partnership environment.
  - Previous experience in developing donor compliant partnering and stakeholder engagement tools, templates and trainings.
  - Technical expertise and service provision experience in Gender-Based Violence (GBV), mental health, and supporting persons with disabilities and the elderly.

**Timing of Labor Requirements:** The skills of the labor on the project will be determined at a later stage in the project and will be part of the job description, while meeting the minimum IRC requirements; as well the deployment and sequencing will be based on the project needs throughout the project. It will be defined at the start of the project and updated throughout to meet the project needs.

**Contracted Workers:** Until now, this project includes 9 partners who are considered as contracted workers. They are the following: ABAAD, Embrace, KAFA, Mousawat, Nusroto, Red Oak, Caritas, Tabitha, and IDRAAC. Three partners are yet to be selected.

**Migrant Workers:** Not applicable.

## 2. ASSESSMENT OF KEY POTENTIAL LABOR RISKS

This section describes the following, based on available information:

### 2.1. Project activities

The project includes the following 2 Components: (1) Support for Social Services for Vulnerable Groups affected by the Explosion, and (2) Capacity Building and Project Management

#### **Component 1. Support for social services for vulnerable groups affected by the explosion**

This component will finance NGOs to provide social services to vulnerable groups affected by the crises including: (i) survivors of GBV; (ii) those suffering from deteriorated psycho-social wellbeing; (iii) and Persons with Disabilities and OPs facing limitations related to their disabled or elderly status. Given the cross-cutting nature of their vulnerability, refugees and migrant domestic workers will be targeted across these beneficiary groups. The component includes the following three sub-components: (i) Enhanced Support for Survivors of GBV in Beirut; (ii) Enhanced Support for psycho-social wellbeing in Beirut; and (iii) Enhanced Support for to Persons with Disabilities and OPs. In order to undertake these activities, a total of 28 grants and 9 service agreements will be entered in with local NGOs.

### **Sub-Component 1.1 Enhanced Support for Survivors of GBV in Beirut**

This component will provide support for a small-scale effective, inclusive and sustainable model for non-government support for social services for survivors of GBV as well as first responder service workers. The project will finance holistic services for survivors of GBV by NGOs in line with international good practices. Support will be provided for (i) expand the capacity of existing shelters to include GBV services; (ii) case management; (iii) psycho-social support; (iv) life skills; (v) referrals for tailored services, including medical services and psychosocial and legal assistance, and (vi) provision of education for children in shelters.

In addition, this sub-component will also finance:

- Capacity-building, training, and ongoing mentoring with full range of adapted tools, materials, training and coaching for service providers in the non-government and public sectors, including Social Development Centres.
- Adoption of Standard Operating Procedures (SOP) and protocols for supporting different categories of GBV cases especially in the context of the Covid-19 pandemic, including on safe and integrated digital case management systems and protocols. This will include supporting the implementation of GBV case management, including technical support and supervision for GBV response staff/ case workers (for example, including support to suicidal and self-harming survivors in line with IRC Mental Health and Psychosocial Support in Emergencies (MHPSS) COVID-19 learning series<sup>2</sup>, WHO mhGAP humanitarian intervention guide<sup>3</sup> and WPE program tools) and case management supervision. Moreover, the support will include a comprehensive integrated package of primary and secondary health care referral services through the available Ministry of Public Health (MOPH) networks and responding to specialized needs of boys and girls survivors of GBV as well as children from survivors. Additionally, discussions would be convened with all stakeholders to consider adopting the SOP as a permanent component of case management, thus ensuring sustainability of services during any emergency or period of constraint.
- Offer support towards improving GBV Information Management Systems (GBVIMS); particularly aimed at upgrading GBVIMS to a more user-friendly and easy access version, providing further training to enhance skills related to preserving the security and confidentiality of data shared by survivors; operating and maintaining safe and integrated digital case management systems; public information sharing, and complaint management mechanisms.
- Training for staff/volunteers responding to the national hotline as well as other front liners on GBV Core Concepts and Safe Referrals.

The project will also support awareness raising of GBV and availability of services via community communication channels and the development of a social media communication strategy and dissemination of information to women and girls and other vulnerable and at-risk groups. Extensive consultations have already been undertaken with civil society organizations working with survivors through the WB's partners on the ground. Through the Citizen Engagement program and outreach activities, via the NGO sector, survivor inputs would be considered during the design for implementation. Moreover, while no additional analytical work is possible under the scope of this project, the social norms surrounding GBV and gender inequalities are structural factors that cannot be ignored in any serious medium to long-term strategy to address these vulnerabilities. Accordingly, the findings of pre-existing research and analytics conducted by stakeholders in

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<sup>2</sup> IRC MHPSS COVID-19 Learning Series (IRC, 2020)

<sup>3</sup> mhGAP Humanitarian Intervention Guide (WHO, 2015)

Lebanon, as well as the extensive experience of partners on the ground, will be integrated in the implementation approach of this sub-component.

The proposed activities are in alignment with existing but limited country systems for survivors of GBV and build upon extensive consultations with government agencies, national and international NGOs, UN agencies and bi-lateral donors. The activities are aligned with the National Women Strategy endorsed by *National Commission for Lebanese Women (NCLW)* (in consultation with relevant concerned Ministries), and in line with the National Women and Children Safeguarding Strategy endorsed by Ministry of Social Affairs (MOSA) (and UNICEF in coordination with concerned Ministries). In addition, it will contribute to operationalizing the National GBV Standard Operating Procedures (SOP), under leadership of MOSA and ownership/endorsement of Ministry of Justice, Ministry of Interior and Municipalities, Ministry of Public Health and NCLW. The project will also work closely with and through the network of the MoPHs SDCs to ensure that existing initiatives build on existing initiatives.

### **Sub-Component 1.2 Enhanced Support for psycho-social wellbeing in Beirut**

This sub-component supports vulnerable individuals and households in the Greater Beirut area to improve their psycho-social wellbeing. Support will be provided mainly for the following two psychos-social interventions:

- Fine tuning/adaptation of Step-by-Step (SbS)<sup>4</sup> program in an initial phase to support provision to a range of target groups including youth, persons who have lost livelihoods, Persons with Disabilities, and migrants in Lebanon.
- Adaptation of Self Help Plus (SH+)<sup>5</sup>, to the local context and target groups including employees, health workers, and NGO workers as well as the development of a protocol for online delivery in English and Arabic.
- The selected specialized NGOs organization will work closely with The National Mental Health Program (NMHP) in the MoPH and WHO specialists to assist with.
- Recruiting and training master and councilor e-helpers and facilitators, and resourcing NGOs to deliver services training using the existing WHO training tools for delivery of the programs, adapted for local context.
- Monitoring the delivery of interventions to target beneficiaries.
- Conduct technical debriefing sessions with stakeholders to support future adaptation to make necessary adjustments to the program after implementation and provide refresher trainings.
- Identifying cases and referring them to different levels of specialized services (i.e. case management, psychotherapy, management through mhGAP protocols and advanced psychiatric services).
- All products and materials developed will be subject to NMHP-MoPH review.

In addition, this sub-component will include:

- Developing and piloting a program for Training for Managers and Small Business Owners on how to support the mental health of their staff.
- Development of a new and improved software platform for delivery of the Step-by-Step program

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<sup>4</sup> <https://pubmed.ncbi.nlm.nih.gov/30225240/>

<sup>5</sup> SbS and SH+ are previous collaborations between the World Health Organization (WHO) and the National Mental Health Programme



suitable for implementation in Lebanon and building on results from findings of recent research trials of the intervention.<sup>6</sup>

- Development and implementation of sensitization and awareness programs on mental health awareness in general and specifically for participation in SbS and SH+ interventions. This awareness component supports the operationalization of the community component of the NMHP strategy.

### **Sub-Component 1.3 Enhanced Support for to Persons with Disabilities and OPs**

The project will provide support for the implementation of rehabilitation services through specialized NGOs and CSOs to improve access to quality healthcare for Persons with Disabilities and Older Persons, through outreach, at-home health, physiotherapy services and other interventions<sup>7</sup>. Specifically, the project will support: (a) the undertaking of a local pilot participatory needs assessment; (b) training of caregivers to deliver at-home therapies including physiotherapies; and (c) development of peer-to-peer activities and self-help groups.

As part of this initiative the project will develop and pilot an Identification, Counselling and Referral portal through the CBR program for Persons with Disabilities and OPs in order to match potential beneficiaries to existing services.

In addition, the project will support:

- Mobile Medical Units (MMUs) and their outreach teams in identifying Persons with Disabilities and older persons in remote and hard-to-reach parts of Beirut who are at risk of being excluded due to: a) lack of assistive devices, b) inaccessible physical environments, and c) unaffordability and lack of accessible transport. These MMUs can then provide transport and referrals to NGO CBR teams, and therefore play a supporting role to the CBR initiative more broadly.
- Capacity building and financing for NGO-run Primary Health Care Centres (PHC) for the procurement and delivery of assistive devices (e.g. crutches, hearing aids and visual aids) along with the provision of promotive, preventive, therapeutic (including NCDs, essential and life-saving medications), rehabilitative and palliative services. This activity will only be implemented if aligned to existing MoPH-approved service plans, whereby distribution is done in a coordinated manner with leading local stakeholders. The project will align with and engage in a system of distribution of assistive devices. The principles underpinning the distribution will be derived from the WHO's 'Guidelines on the provision of assisted devices in less-resourced settings'<sup>8</sup>, which outlines how devices should be resourced and distributed.
- Finally support will also be provided for the development of NGO led social media communication strategy and dissemination of information aimed at reducing stigma related to Persons with Disabilities and OPs and inform potential beneficiaries of available services.

All activities for this sub-component will, wherever possible, be synchronized and aligned with existing services and plans approved by the MoPH and MoSA and current CSO initiatives targeting Persons with Disabilities. The IRC, together with local NGOs will work with MoPH and MoSA to ensure that there is synergy and in doing so

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<sup>6</sup> This will be built as an open source product for other countries to be able to use the Application.

<sup>7</sup> While Children with Disabilities represent a critical sub-group of the most vulnerable populations, the project cannot directly address their needs considering that they have a unique set of needs which requires further expertise and specialization that cannot be covered due to the project's limited finances.

<sup>8</sup> For full guidance see here: <https://www.who.int/publications/i/item/guidelines-on-the-provision-of-manual-wheelchairs-in-less-resourced-settings>

develop a set of protocols.

### **Cross-Cutting Component Support to migrant domestic workers and refugees working as domestic workers**

It is estimated that at least 24,500 migrants were directly affected by the blast – having lost their livelihoods<sup>9</sup>. The situation for many has deteriorated since then. The enhanced support for survivors of GBV and support mental health and Persons with Disabilities initiatives are open to all migrants and refugees. In addition, within each of these initiatives, provision has been made to develop sensitized awareness-raising material targeting migrant (domestic) workers, including dissemination plans and identifying local community focal points and NGOs to provide support for outreach and referrals, to migrant and refugees domestic workers will in need for SGBV, psycho-social and physical rehabilitation services. However, due to the limited financial resources and the complexities of the challenges faced by the refugee and migrant population in Lebanon, the services delivered through this project will only target them indirectly as described above.

### **Component 2. Capacity Building and Project Management**

This component will finance project management costs over the project life. The International Rescue Committee has been selected to be the Interim Implementation Agency (IIA). Costs of the IIA include management and consultancy fees and operations and administrative costs for the management and supervision of the project activities. Project management activities by the IIA will include: (i) overall project management, fiduciary and safeguards management; (ii) providing technical assistance and institutional strengthening measures; (iii) developing and implementing a monitoring and reporting plan to provide visibility of the results and a transparent model for the development and implementation of all activities. All capacity building support to beneficiary NGOs will be gender sensitive and will also be made accessible and without segregation to Persons with Disabilities. Specific solutions will be developed to tackle common challenges such as physical inaccessibility and barriers to full inclusion in social services or stigmatization.

## **2.2. Key Labor Risks**

The following are the key labor risks associated with the implementation of this project:

1. **COVID-19:** The risk of workers being exposed to COVID-19 depends on numerous factors, including community transmission, existing medical conditions workers may have and environmental conditions such as working in close areas. However, IRC globally has established a COVID-19 team. Its main role is to support country programs with guidance and supporting document to handle the situation as well as to monitor the pandemic situation. On country level, IRC identified two COVID-19 focal points that are responsible to coordinate with global and regional teams and with the IRC Senior Management in Lebanon for information sharing and to facilitate the coordination for the adaptation of the new normal. The team works with partners and stakeholders in order to ensure the safety of staff and the business continuity through working on programmatic and operational resumption plans. IRC adopted a phased approach to resumption; we have reached currently our full capacity of staff and activities while maintaining all COVID-19 security measures. IRC encourages staff who can perform their work remotely to work from home to minimize staff exposure; thus, ensure staff safety and business continuity. Circular No. 70 of January 9th, 2020 issued by the Lebanese ministry of labor and related to PCR tests in workplaces provides that all institutions and companies

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<sup>9</sup> IOM; Well-Being and Security of Migrant Workers in Lebanon Deteriorate Since Beirut Blast, <https://www.iom.int/news/well-being-and-security-migrant-workers-lebanon-deteriorate-beirut-blast>, dd 10.16.20

in the Lebanese territory having more than 100 employees must effectuate the PCR test to all their employees on roundly basis at least once per month (pooling accepted) and send the results to the link <http://companypcr.net/> while complying with the national measures taken for managing COVID-19.

2. **Cholera:** The first cholera outbreak in nearly three decades in Lebanon was declared by the Ministry of Public Health on October 6, 2022. The identified cholera strain in circulation was the Serotype *Vibrio cholerae* O1 El-Tor Ogawa. While the outbreak was initially confined to northern districts of Lebanon, it has spread rapidly, with laboratory-confirmed cases now reported from all eight governorates.<sup>10</sup> The risk of workers being exposed to Cholera depends on numerous factors, including community transmission, and environmental conditions mainly the limited access to clean water and proper sanitation across the country. On country level, In October 2022, IRC provided mandatory awareness session to all its staff in Lebanon concerning the Cholera outbreak and how to minimize the risk of being infected. The awareness sessions were carried out by the HR Department, however in such cases of pandemic and outbreaks, the Health Department, Safety and Security Department and the HR Department all coordinate to organize the response and establish the required guidelines. By establishing measures, IRC ensures the safety of staff and the business continuity through working on programmatic and operational plans. IRC encourages staff who have symptoms but can perform their work remotely to work from home to minimize staff exposure; hence, maximizing staff safety and business continuity.

In addition, IRC adopted the following prevention measures:

- IRC provided trainings on Cholera to all staff, with refresher and follow up sessions to frontliners and outreach volunteers from the different sectors (protection, health, livelihood, and education).
  - IRC provided trainings on cleaning and disinfection best practices to the IRC housekeepers and cleaning agents.
  - IRC conducted deep cleaning and sanitization for all the drinking water dispensers and domestic water storages tanks across the offices.
  - IRC confirmed the drinking water contracted supplier's water tests meet the drinking water standard as the governmental and health requirements.
  - IRC will regularly conduct testing of the Free residual chlorine (FRC) Chlorine and PH levels in water in the IRC offices, as monitor water chlorination by Aquatabs/drinking water purification tablets to meet the minimum WHO recommendations FRC 0.2mg/l.
3. **Community Acceptance:** The acceptance of specific projects at the local level, including affected populations, key local stakeholders and local authorities is important to ensure an environment of collaboration and acceptance for project workers, and to ensure the effectiveness of project activities. IRC gets community buy in through involvement in activities from the planning stage and throughout implementation, hiring local staff; messaging about the activities and the organizational goals and objectives; avoid raising expectations that cannot be met. IRC has established and

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<sup>10</sup> United Nations (2022). "Cholera spreading throughout Lebanon, WHO warns". Referenced from: <https://news.un.org/en/story/2022/11/1130067>

maintained relationship with local stakeholders, consulted and involved them in project design to ensure an environment of collaboration and cooperation.

4. **Occupational health and safety:** Risks related to safety and health in the work environment could arise when workers are providing services on-site – in the project shelters, social service provision locations, or mobile medical units. The IRC has robust occupational, health and safety (OHS) measures in place which will be implemented throughout the duration of the project and will work with implementing partners to ensure that staff remain safe while working on-site. These procedures (described under section 6 of this document) are reflected in the *Staff Health* page on IRC Portal (staff access only) which is available to all staff and is updated and shared periodically through a newsletter and Safety and Security communication. These procedures and guidance include:
  - a. Preventing Illness and Injury at Work
  - b. Managing Injuries and Illness while working at IRC
  - c. Health Risk Education
  - d. Primary Health Care Services for IRC Staff and Family
  - e. Travel Health
  - f. Mental Wellbeing

The global Staff Health team and dedicated Staff Health Advisor provides guidance to all staff on Staff Health policies, practices and the training materials related to personal health of staff and the health and safety of IRC workplaces.

In addition, the IRC has developed the following dedicated website to guide staff on the support they can receive, including COVID-19 specific resources: <https://doc.rescue.org/staff/>. IRC also shared with all its staff IRC's consolidated cholera guidance Cholera Outbreak.

5. **Security Risks:** staff being paid in cash might impose a direct risk on them and their families. IRC communicates regularly on precautionary measures to mitigate this risk.
6. **Staff turnover and workload:** Due to the economic crises in Lebanon, programs and support departments might lose staff to seek opportunities outside of Lebanon. Losing key staff members poses additional strains on existing staff, leading to work overload and potential burn out. To mitigate this risk, the IRC has succession plans in place in order to provide backups to key roles and provide opportunities for staff to Act in other positions. Other measures include implementing a rotational schedule and access to mental health support to deal with stress or anxiety.

### **3. BRIEF OVERVIEW OF LABOR LEGISLATION: TERMS AND CONDITIONS**

#### **APPLICABLE LAW**

Beyond the provisions of the Employee Handbook, each employment relation is governed by the Lebanese Labor Law, the Social Security Law and the individual employment contract. In addition to Lebanese Laws and Regulation of relation.

The primary instrument that governs employment in the private and mixed sectors in Lebanon is the Labor Law of 1946.

Other domestic sources include:

- the Law on Regulating Foreigners' Employment, enacted by Decree 17561/1964;
- the Social Security Law, enacted by Decree 13955/1963;
- the Collective Agreements, Mediation and Arbitration Law, enacted by Decree 17386/1964;
- the Occupational Emergencies and Injuries Law, enacted by Decree-Law 136/1983;
- the Occupational Health, Safety and Welfare Law, enacted by Decree 11802/2004;
- the Code of Obligations and Contracts of 1932; and
- the Penal Code enacted by Decree-Law 340/1943.

In addition, governmental decrees and decisions issued by the Ministry of Labor and customary practices further regulate employment in Lebanon.

*Sexual Harassment:*

- A standalone Law no. 205 criminalizing sexual harassment was passed in December 2020. This law targets all types of sexual harassment, in any setting, and especially in the workplace.
- Per the law, perpetrators can be sentenced to up to two years in prison and fined up to 20 times the value of the minimum wage, which stands at 675,000 Lebanese pounds, according to Lebanese rights group Legal Agenda.
- The punishment increases to between six months and two years in prison and a fine of between 10 and 20 times the minimum wage if there is a “relationship of dependency” or work between the perpetrator and the victim; if the perpetrator uses their position of power over a colleague; or if the harassment occurs at a range of state institutions, universities, schools or on transport services.
- Maximum penalties are reserved for harassment in the workplace, public institutions, or educational facilities.
- In addition, relevant measures as per the World Bank’s Good Practice Note on addressing sexual exploitation and abuse and sexual harassment (SEA/SH) will be referred to.

*Grievance Mechanism:*

As there are no current statutory requirements on grievance redress mechanisms (GRM), the GRM for the project workers will be established following the World Bank’s Guidance Note for Borrowers on Environmental and Social Standard 2 (ESS2) for Labor and Working Conditions which is also outlined in section 9 of this document.

**Employment Contract:** Employment contracts may be oral or written. Written contracts are more common such as IRC is practicing.

The employment contract is governed by the labor law of September 23<sup>rd</sup> 1946.

The employment relation is based on three criteria:

- (a) Financial dependency of the employee towards the employer
- (b) Direct and constant supervision of the employer over the work of the employee, and
- (c) continuous presence at the working place to allow the employer to guide the work of the employee.

When the above conditions are met (or at least two of them), the relation is a work relation governed by the provisions of the labor law, and therefore the parties are bounded by an employment contract.

**Types of Employment Contracts:** Employment contracts may be either Fixed Term (FT) or indefinite in duration.

Fixed-term contracts are executed for a specific period or for the performance of specific work. Such contracts are not subject to the severance pay and termination notice obligations. Nonetheless, in case of renewal of a fixed-term contract, either by a renewal agreement or by continued execution of the contract, the employee shall be entitled to the same severance pay as would be payable under an indefinite-term contract as per Article 23 of Convention 1/1966 on Labor Standards.

**Content of the employment contract:**

The contract specifies the following:

- employer's name and address
- information about worker related to name and father's name and family name
- address, educational degree
- salary, transportation allowance and overtime
- Obligations of worker
- Duration of Contract, Trial Period, Working Hours, Annual Leave
- Social Security and Medical Insurance
- Taxes - Social Security Contributions
- Election of domicile - Notifications
- Applicable laws – Competent Courts

**Notice for termination of contract**

**Termination ((i) fixed-term and indefinite contracts (ii) economic reasons)**

As a matter of fact, fixed-term and indefinite contracts abide by different regimes when it comes to termination:

- (i) Notice period and compensation for fixed-term and indefinite term contracts:

a- Fixed-term contracts: Fixed-term contracts can be terminated at any time and at-will by the employer or by the employee, with the respect of a notice period (statutory or contractually). However, if such termination is deemed to be abusive, and/or in the event of any damage caused by said termination, the terminating party is required to compensate the other party in accordance with Article 248 of the Lebanese Code of Obligations and Contracts (CoC).

b- Indefinite term contracts:

Notice Period	Duration of employment
One month	Less than three years
Two months	Between three to six years
Three months	Between six to twelve years
Four months	More than twelve years

Pursuant to Article 50 of the Lebanese Labor Law, in the event of a wrongful termination by the employer of an indefinite term contract, a compensation shall be paid and assessed in accordance with the following criteria:

- The nature of employment;
- The employee’s age, employment period, family status, health condition;
- The magnitude of the caused damage.

In the aforementioned case, the compensation shall vary between a two (2) months and a twelve (12) months salary, without prejudice to any other indemnity to which the employee can be legally entitled.

In the event of a wrongful termination by the employee that caused a damage to the employer, the compensation shall vary between a one (1) month and a four (4) months salary, without prejudice to any other indemnity to which the employer can be legally entitled.

(ii) Termination for economic reasons

Pursuant to Article 50 paragraph (F) of the Lebanese Labor Law, the employer is entitled to terminate all or part of the employment contracts if the company is encountering economic and financial complications or in the event of the occurrence of a force majeure.

Accordingly, the Lebanese legislator gave the right to the employer to terminate employment contracts for economic reasons and without paying any compensation.

Nevertheless, there is a mandatory procedure that the employer must follow, the latter is required to:

- i. Notify the Ministry of Labor (the “**MoL**”) of the employer’s intention to terminate all or part of the employment contracts before one (1) month of said termination. The said notification

shall take form of a letter (the “**Letter**” sometimes referred to as “**Letter of Negotiations**”); and

- ii. Negotiate with the MoL by creating a termination program related to the employees that shall be dismissed. The said program shall take into consideration the following criteria of the employees in the company:
  - a- Seniority;
  - b- Specialization;
  - c- Age;
  - d- Family and social status.

Finally, the employer and the MoL must set the means deemed necessary for an eventual re-employment, if possible.

Moreover, kindly note that the dismissed employees shall benefit from a right of preference to be re-employed in the event of a financial recovery of the company.

**Minimum wages:** the statutory minimum wage in Lebanon is equal to LBP 675,000 as determined by Decree 7426/2012.

**Working hours and overtime:** Pursuant to Article 31 of the Lebanese Labor Law, the maximum legal duration of work shall not exceed forty-eight (48) hours per week.

However, and under urgent circumstances, the daily maximum working hours may be increased to twelve (12) hours, if the following conditions are fulfilled:

- the Ministry of Labor shall be notified within twenty-four (24) hours of the matter and of the time needed to accomplish the work; and
- the wage pertaining to overtime hours is equal to one and a half times the usual hourly wage; and
- the above should follow paragraphs 2 and 3 of Article 23 when it involves minor employees.

During Ramadan, IRC’s working hours during are determined each year by senior management. However, Ramadan working hours shall not exceed Seven (7) hours a day.

**Annual leaves:** Pursuant to Article 39 of the Lebanese Labor Law, each employee is entitled to an annual leave of fifteen (15) days in full pay, if he/she has been employed for a minimum of one (1) year.

Employees cannot be terminated during their annual leave unless the employee has been employed by another employer during such period. The provisions of the Labor Law regarding annual leave are mandatory. However, an employee may benefit from more favorable terms included in his or her employment contract. Annual Leaves at the IRC are depicted in the Internal Regulation of Article 8.5.

**Sick leaves:** Any sickness contracted by the employee as a result of his or her job or any occupational accident



shall be subject to the Occupational Emergencies and Injuries Law. As for other sicknesses and accidents not related to the job, the Labor Law grants the employees the right to a yearly sick leave, also as depicted in IRC Handbook Article 8.6.

**Maternity leave:** A woman worker shall be entitled, on presentation of a medical certificate indicating the expected date of her confinement, to 84 days' maternity leave with full pay.

**Fringe Benefits:** Eligible employees are entitled to a Schooling Allowance as per the National Social Security Fund (NSSF) for children aged between 3–21 years of age.

**Non-discrimination and equal opportunities:** Article 26 prohibits employers to discriminate employees on gender basis regarding the nature of the work, the amount of the salary, the hiring, the promotion, clothing etc.

## JURISDICTION

Lebanese courts have jurisdiction to settle labor disputes.

In the event of a dispute, the parties will endeavor to settle their differences amicably, before taking the matter to court.

## COMPENSATION AND BENEFITS

The IRC follows a comprehensive system for compensation and benefits globally, that is amended locally to adhere to the local labor laws and other laws of relation. A thorough explanation of the topic is provided in the 'IRC Compensation and Benefits' internal document.

## 4. BRIEF OVERVIEW OF LABOR LEGISLATION: OCCUPATIONAL HEALTH AND SAFETY

Decree No. 11802 is pursuant to the International Labour Organization (ILO) Conventions has been signed by the Government of Lebanon. It sets out the key aspects regulating occupational prevention, safety and Health in all enterprises subject to the Code of Labor. The Decree comprises the following chapters:

- Chapter 1: Prevention and safety
- Chapter 2: Health
- Chapter 3: Safe use of chemicals at work
- Chapter 4: Prevention from the dangers of working with benzene
- Chapter 5: General provisions

The said decree sets that the employer should:

- Install safety provisions and measures to prevent any risks to the health and safety of the workers and limits the maximum time allowed to workers' exposure to din, noise and vibrations and limit the period of exposure as per the limits set in the said Decree. The employer shall also resort to possible scientific means for eliminating or reducing noise.
- The employer shall provide the workers with the appropriate personal prevention and protection uniforms and gears, ensure their maintenance and preserve them in good conditions for later use, without the workers being liable to pay any costs.
- The employer shall take the general measures of health protection in the workplace, especially in

relation to safety, lighting, ventilation, aeration, drinking water, lavatories, evacuation of dust and smoke, and hygiene measures to protect workers from pollution by pathological biological factors.

- Workers shall be given sufficient and appropriate information on the risks related to their work.

Article 61 of the Lebanese Labor Law provides that institutions that fall within the scope of the said Law must always be clean and meet the necessary health and rest requirements for employees. The institution should be equipped to ensure the safety of the employees. Mechanical machinery, parts, mobility devices, tools must be considered in their installation and preservation with the best possible safety conditions.

According to Article 62 to abovementioned law, the Council of Ministers has the authority to promulgate decrees related to the overall measures of protection health.

## 5. RESPONSIBLE STAFF

This section identifies the functions and/or individuals within the project responsible for.

- A Dedicated Environmental and Social (E&S) Focal Point assigned to this project will manage the engagement and management of project workers, and will be supported by a dedicated Project Lead and Project Management Team.
- The IRC Project Management team and the IRC Partnerships and Supply Chain department will manage the engagement and management of contractors/subcontractors.
- The IRC Safety and Security team and the Human Resources Department will oversee the occupational health and safety (OHS) and the environment and social assessment.
- The IRC Human Resources Department and supporting functions will manage the training of workers.
- All related functions as well as a third-party provider, EthicsPoint, will address worker grievances – *see section on Grievances mechanism and reporting channels in section 9 below.*

## 6. POLICIES AND PROCEDURES

### Health and Safety

The following protocols from IRC's Safety and Security team are important for the health and wellbeing of IRC staff. The IRC encourages staff to review the following key protocols and to speak with office level Safety and Security advisor for more information.

- [Fire Safety Protocol](#)
- [Road Traffic Accident](#)
- [Staff Travel Checklist](#)
- Pre-arrival briefings outline the safety and security risks of each country including important health considerations you should know about before you travel.
- IRC's recommended [First Aid Kit for Offices and Vehicles](#)

## **Working from Home- Guidance on how to avoid injury**

Staff members recruited to work from home full time or staff who find themselves working in their house temporarily may find it a little difficult without a dedicated office set up. Staff who are having trouble, such as muscle pain, are encouraged to speak with their line manager or HR representative about equipment to help relieve muscular skeletal strain.

For information about how to prevent injury while working from home, workers can access the following pages in the IRC portal (staff access only):

- [Ergonomic Tips to Reduce Musculoskeletal Strain When Working from Home](#)
- [Tips for Reducing Digital Eye Strain While Working from Home](#)
- [IRC's Workstation check list to Reduce Musculoskeletal Strain](#)
- [Staff Health slide deck on Ergonomic Tips for Working from Home](#)
- [Recorded session on Ergonomic Tips to Reduce Musculoskeletal Strain When Working from Home](#)
- [Staff Health Advisor](#).

## **WORKPLACE HEALTH AND SAFETY POLICY**

The health, safety and general well-being of IRC Employees are of paramount importance to the organization. Accordingly, the IRC has adopted this policy to assure that potential risks are minimized and that Employees work in a safe and secure environment free from alcohol and drugs, and violent and threatening behavior.

Employees can contribute a great deal to this effort to maintain the highest standards of safety in the workplace by recognizing and reporting potential hazards in and around their work area in a timely manner and by complying with the safety rules.

The IRC provides first aid kits in each office and residence and the vehicles are equipped with basic items for primary first aid response. Periodic first aid training will be arranged by the Operations Lead for all Employees in each location.

The IRC strictly prohibits the manufacture, possession, use or distribution of illegal substances in any workplace or while on IRC business. The IRC also prohibits Employees from being under the influence of alcohol or controlled substances in an IRC office, work-site or while on IRC business.

The IRC is also committed to maintaining a work environment free of violence, threats of violence, harassment, intimidation and other disruptive behavior and these will not be tolerated in the workplace. All reports of such incidents will be taken seriously and will be dealt with appropriately.

Unacceptable behavior is determined at management's sole discretion and may include (1) verbal or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm; (2) intentional destruction of or threatening to destroy IRC property; (3) unauthorized possession of firearms or weapons; (4) harassing surveillance or stalking; and (5) hitting, shoving or otherwise physically assaulting an individual.

Employees who engage in violent or threatening behavior or who are found to be in possession of illegal substances on IRC premises, or are under the influence of controlled substances or intoxicated while on IRC premises or on IRC business will be suspended and subject to disciplinary/corrective action up to and

including termination of employment; where appropriate, the incident may be referred to law enforcement, taking into account article 74 of the labor law.

In an effort to further reduce the risk of physical harm to Employees and to maintain the highest standards of safety, the IRC requires that all Employees comply with the following safety rules while conducting business or in an IRC office or field location:

- Keep work areas clean and neat at all times.
- Do not remove or bypass any safety guards on any machinery at any time.
- Be aware of the security environment and familiar with the Security Management plans for your office.
- Use the appropriate safety equipment for the task. Employees must ask their supervisor if he/she needs additional equipment or instruction to get a job done safely.
- Review IRC's security guidelines and country specific health and safety information before visiting IRC's field offices.

## **ANTI-HARASMENT POLICY**

The IRC has a long-standing policy of ensuring a work environment that is free from all forms of harassment based on the employee's race, gender, religion, color, national or ethnic origin, citizenship, marital status, sexual orientation, age, disability, veteran status, or any other characteristic protected by federal, state or local law. Harassing conduct in violation of this policy, whether based on sex or otherwise, will not be tolerated. This policy applies to interactions between Employees of the IRC, independent contractors and consultants, temporary agency workers, interns, volunteers, and vendors or suppliers. Conduct by any of these individuals and/or companies that violate this policy will not be tolerated. Code of Conduct (IRC Way) is to be acknowledged and signed by all identified project workers.

### **Prohibited Harassment**

Prohibited harassment includes unwelcome verbal or physical conduct when such conduct is based upon an Employee's race, gender, religion, color, national or ethnic origin, citizenship, marital status, sexual orientation, age, disability, veteran status, or any other characteristic protected by law, and has the purpose or effect of unreasonably interfering with that Employee's work performance and/or creating an intimidating, hostile or offensive working environment.

Examples include without limitation: making inappropriate or disrespectful comments about a person's age, physical condition or sexual orientation; using racial slurs or epithets; negative stereotyping; denigrating jokes and display or circulation in the workplace of written or graphic material that denigrates or shows hostility or aversion toward an individual or group based on their protected class status (including, but not limited to, via e-mail, text or instant messaging); removing accommodations or corrective devices provided to or used by a disabled individual; and excluding individuals from the use of or making them feel uncomfortable in their use of IRC facilities because of protected characteristics.

## **AGE OF EMPLOYMENT**

This section sets out details regarding:

- The minimum age for employment on the project is 18 years old in compliance to the current employment practice at IRC, IRC does not hire employees younger than 18 years of age, yet the

Lebanese Labor Law allows for children of the age 13 and above to be employed in specific vocations.

- Candidates selected to vacancies at IRC are required to provide verification documents that may include original or a copy of: National ID, Passport, Judiciary Certificate, that would validate the age of birth and the actual age of any potential candidate.
- IRC follows very strict protocols concerning Child Safeguarding, including Child labor. The Child Safeguarding policy applies to IRC staff, Visitors, Sub-grantees, suppliers/subcontractors, and implementing partners.<sup>11</sup>
- The procedure for conducting risk assessments for workers aged between the minimum age and 18 are nonexistent, as IRC refrains from hiring staff below than the age of 18.

## **7. TERMS AND CONDITIONS**

### **Wages that apply to the project**

The IRC uses salary scales and bands to determine compensation, and each position is assigned to a band corresponding to increasing requirements in qualifications, work experience and responsibilities.

Some of the bands are divided into two levels: A and B. B is the default band while A is used to differentiate positions with greater complexity, impact, compliance risk and/or scope. Each band includes a minimum, midpoint and maximum salary. Where an individual's salary is situated on the scale between minimum and maximum depends on variation in work experience, technical qualifications, availability of skills in the market, scope of work, and/or length of service.

### **Regular Working Hours**

The normal work schedule for most Employees is Monday through Friday from 8:00 AM to 5:00 PM, including an hour break. The one hour break is not considered as a working hour and cannot be used to reduce working hours.

Due to the nature of some jobs, a different work schedule may be required, yet this work schedule should not exceed 48 hours per week. Furthermore, due to operational and programmatic requirements, some positions may require Employees to work on shifts or on a schedule other than the standard working hours; this will be documented and Employees will be informed with every intention to give advance notice.

(Working hours during Ramadan will be determined each year by senior management. However, Ramadan working hours shall not exceed Seven (7) hours a day.)

Maternity leave, annual leave, and sick leave, follow the Lebanese Labor law.

The rest days per week are considered Saturday and Sunday, which maybe be altered shall the function deem necessary.

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<sup>11</sup> Child Safeguarding Policy (3.1.1.k)

## **Labor Relations**

The ongoing labor relations will be governed by the Lebanese Laws and especially the Labor Law and the Social Security Law

## **Other Terms and Conditions**

IRC project management will ensure compliance to terms and conditions set in the agreement with the World Bank and in compliance with IRC placed policies and procedures of relation.

## **8. GRIEVANCE MECHANISM**

This section sets out details of the grievance mechanism that will be provided for all direct and contracted workers, and describes the way in which these workers will be made aware of the mechanism. The IRC operates a comprehensive reporting, handling, and investigations mechanism to ensure a survivor-centered approach to safeguarding misconduct. This is reflected in IRC Guidelines for a Survivor-Centered Approach to Reporting Safeguarding Misconduct, which is part IRC's Beneficiary Safeguarding Policy. The process is overseen by IRC's Ethics and Compliance Unit (ECU), which counts with one of the largest teams of investigators in the NGO sector. Details on how all project stakeholders can access this mechanism is provided below, and this information is communicated to all staff when they are hired, as well as through regular refresher trainings, materials and newsletters.

Safeguarding protection and obligations are for:

- All IRC Workers: employees, interns, incentive workers, volunteers, contracted workers, consultants, and independent contractors
- Visitors: individuals hosted by the IRC, who are visiting IRC and are not IRC workers (journalists, photographers, board members, and others)
- Sub-grantees, suppliers, and implementing partners
- Beneficiaries, adults and children

### ***How to seek assistance or raise a concern at the IRC:***

*If you find yourself in a situation that raises concerns, or you're facing a dilemma where the right choice is not clear, the IRC has many resources that can help you:*

- *Your supervisor; country, regional, executive directors; or unit leader*
- *Human Resources Department*
- *Ethics and Compliance Unit (ECU): [integrity@rescue.org](mailto:integrity@rescue.org)*
- *[Online Form](#)*
- *Legal Department*
- *Subject matter experts (e.g. Audit, Finance, Gender Equality, Procurement, Security)*
- *IRC maintains an "Open Door Policy" for reporting staff concerns, meaning that any IRC staff member can inform his or her supervisor or other trusted leader of any suspected*

*inappropriate or illegal activities, or any other concerns.*

In addition to the above, IRC provides all affiliates with contacts for EthicsPoint (an independent vendor) that confidentially receives issues reported through the webform or by phone, and takes needed steps to follow up and review.

All allegations of violations of the IRC Way, IRC policies, procedures, and the law received by the Ethics and Compliance Unit (ECU) will be reviewed and investigated as appropriate, in accordance with IRC processes and as required by law.

When a report is made to the ECU:

- A reporter will receive an acknowledgement of the allegations received. An ECU investigator may contact the reporter for additional information.
- Complaints are reviewed and a decision made whether to conduct a full investigation. Not every complaint results in a full investigation. The reporter is advised if there is to be a full investigation.
- Investigations by the ECU are handled professionally, objectively, thoroughly and in a confidential manner.
- The ECU works with HR on allegations or inquiries relating to HR matters (workplace misconduct, sexual harassment), and as appropriate with country teams to conduct reviews.
- The names of the reporter, victims, witnesses and subjects are kept confidential by the ECU throughout the process, and only disclosed to authorized persons, when necessary, to protect those who may need help, to carry out an investigation, or as required by law.
- Those interviewed or contacted during an investigation are specifically instructed to maintain confidentiality and not to discuss the matter. It is the responsibility of all staff to respect the confidentiality of investigations.
- Final reports of investigations may be provided to the donor (as required by our contracts), Country/Regional Management, Functional Unit Management. Names of current staff are not disclosed in these reports.
- Due to the confidentiality of investigations, the outcome of an investigation will not always be communicated to the reporter. The reporter will be advised that the review has been completed.

***When a report is made to the ECU through the IRC Ethics Hotline:***

The reporter is given a private key number that they can use to follow up for investigation status updates. The reporter may obtain updates on the status of the matter (e.g., ongoing or completed) by calling the IRC Ethics Hotline, checking the web reporting site, or contacting the investigator directly. Updates are limited to the status of the matter (ongoing, completed).

***IRC Global Reporting Guidelines - ECU team***

The time to complete an investigation depends upon its complexity, and the availability of witnesses and documents. ECU attempts to complete low risk matters within 90 days. Complex investigations may take longer to complete. ECU works with the locations to ensure that immediate threats or risks are addressed and mitigated pending the completion of an investigation.

All reports and investigations are monitored by the Chief Ethics and Compliance Officer (CECO). The CECO reports into the General Counsel, Chief Executive Officer and Audit Committee of the Board of Directors at IRC.

***What happens if I contact ECU with a question, to seek advice, or if I am not sure if an issue should be reported?***

*You should not hesitate to contact ECU through [integrity@rescue.org](mailto:integrity@rescue.org) or by phone. ECU is here to provide advice and assistance as well as a place to report concerns. An ECU staff member will contact you to discuss the matter.*

*All project staff as well as IRC staff learn about IRC policies, including the Grievance standard practice during their onboarding sessions, and with frequent internal communication and newsletters, in addition to [rescue.net](http://rescue.net) (the web portal of IRC).*

*Contract workers, visitors, suppliers, and other stakeholders of IRC are encouraged to use the same guidelines for Grievance Mechanism as detailed above. The grievance mechanism under the LMP is applicable to all project workers and not only to IRC staff.*

*Guidelines for Grievance are formally shared in the case of Contract workers (during the onboarding process), Visitors and Suppliers are also informed about Ethics Point specifically when an incident occurs and/or a complaint needs to be raised. Periodic refreshers are used to remind stakeholders that they may always use Ethics point to raise complaints.*

## **9. CONTRACTOR MANAGEMENT**

This section sets out details regarding:

- The service provision contract (or consultant agreement) is governed by article 624 paragraph 3 of the Code of Obligations and Contracts, which stipulates that “the contract by virtue of which a person exercising a liberal profession or art, provide their services to their customers. Thus, the SP are contracted under a Service Provider agreement defining the payment terms and the accomplishment of work. There is no legal subordination (no defined working schedule or annual leaves. The SP must submit an invoice and the amount paid to them should be declared to the Ministry of Finance and are subject to income tax.
- The contracts of the SP can be extended and/or renewed through a new SP contract, or through an addendum.
- The SP contracted by the IRC are asked to sign a Non-disclosure agreement
- All service providers engaged with IRC are to follow all the policies and procedures of relation, including Code of Conduct, Health and Safety Standards and Policies, Harassment-Free Workplace Policy, Adult Safeguarding Policy, and other policies of relation.
- IRC uses the Individual Consultant Form to request the needed Service Providers/ Individual Consultants and Terms of Reference (TOR).