

## **I. BACKGROUND**

As Lebanon emerges from the 2023-24 conflict that affected Lebanon and overlapping multifaceted crises,<sup>1</sup> the Lebanon Emergency Assistance Project (LEAP) is designed to address supports the most urgent repair and reconstruction of damaged critical public infrastructure and public lifeline services and the sustainable management of rubble. Given the magnitude of the needs, estimated at approximately \$11 billion,<sup>2</sup> the Project establishes a robust, transparent, and data-driven framework to identify and execute priority investments, restoring essential services where they are most urgently needed to resume social and economic activities. This framework will allow the Government of Lebanon (GOL) to seamlessly coordinate support for recovery and reconstruction as additional financing becomes available from partners. To enable the efficient delivery of the expected volume of investments in the years ahead in an accountable and transparent manner, reform measures and streamlined procedures have been identified to strengthen the implementing agency, the Council for Development and Reconstruction (CDR), according to international benchmarks. As a high-risk operation, the Project includes supplemental arrangements, such as third-party monitoring and enhanced supervision with regular audits, to mitigate risks and support Lebanon's commitment to a sustainable recovery and reconstruction process, as well as transparency, consultation, and open access to information as foundations of a renewed social contract.

## **II. LEBANESE EMERGENCY ASSISTANCE PROJECT (LEAP) OBJECTIVE AND COMPONENTS**

The Proposed Development Objective is to enable sustainable recovery and restore lifeline services and critical infrastructure in conflict-affected areas of Lebanon. The project will require \$1 billion to finance appraised activities, with \$250 million in IBRD financing currently available, leaving a \$750 million financing gap. This approach reflects the unique post-conflict context in Lebanon, with massive needs and the urgency of implementing recovery activities before full project financing is secured. The project supports the GoL in a sequenced approach to response, recovery, and early reconstruction, including improvements in environmental management of rubble, restoration of lifeline services, and critical infrastructure in prioritized areas affected by the conflict. The four Project components are: (1) Immediate Response, (2) Public Lifeline Services and Critical Public Infrastructure Recovery; (3) Sustainable and Robust Reconstruction of Public Infrastructure and Public Lifeline Services; and (4) Project Management.

Component 1 covers the immediate response actions required to ensure readiness for recovery, to create the conditions that favor a return to normality and can start immediately. This component can finance goods (equipment), works contracts and consultancy services related to: i) works and supervision consultancies for the sorting of rubble and extraction of usable materials and crushing of rubble for aggregate and other purposes; ii) final disposal of unusable rubble and hazardous waste in quarries based on rehabilitation plans of these sites that meet relevant standards; iii) securing sites of structurally unsound and completely collapsed buildings to ensure no injuries to public in case of sudden collapse of all or parts of the buildings; iv) assessment of damage to cultural heritage sites and potential actions to temporarily stabilize the condition of affected heritage to prevent further damage and loss, , v) measures required to decommission centers for internally displaced persons and revert the building back to its original use, such as schools, and vi) rapidly restoring road access to heavily damaged areas .

---

<sup>1</sup>2011 Syrian conflict and the resulting refugee crisis, the 2019 economic and financial crisis, the 2020 Port of Beirut (PoB) explosion and the COVID-19 pandemic

<sup>2</sup>WB. 2025. Lebanon Rapid Damage and Needs Assessment [link](#)

LEAP-Third Party Monitoring Agent

Component 2 supports Rapid restoration of critical public infrastructure and public lifeline services in affected areas, through repair and provision of alternative service delivery mechanisms. This focuses on the rapid integrated, green and multi-sector restoration of the critical infrastructure and lifeline services critical for the functioning of localities, health and safety of residents and the return to economic activity in prioritized geospatial areas. Areas with high economic potential, winter populations and lower damage per population are prioritized to ensure communities with restored lifeline services have access to jobs and livelihoods. Deployment of standalone generation systems can be used to restore basic services while longer-term reconstruction of the energy system is completed under Component 3. Alternative arrangements to supply safe water can take place temporarily while more repairs to water networks are undertaken, such as repairs to pumping stations or restoration of energy supplying the water facilities. Repair of partially damaged health facilities (hospitals and PHCCs) and/or the installation of container clinics or provision of mobile clinics, coupled with the replacement of medical equipment and supplies, will restore access to essential healthcare services. Similarly, the repair of schools and/or the installation of temporary learning spaces, coupled with the replacement of school equipment, will support resumption of education services. Roads and bridges would need to be restored to allow access to jobs and services and to enable the reconstruction, and the movement of reconstruction material.

Component 3 will finance necessary consultancy services to enable the preparation of a pipeline of reconstruction investments that are ready for civil works contracting as soon as financing becomes available. These types of public reconstruction investments may include inter alia transport and electricity network infrastructure, water and wastewater infrastructure reconstruction, SWM sites, and severely damaged public buildings etc. This includes feasibility studies, concept design, preliminary designs and E&S studies. The component will also finance consultancy services to inter alia assess options to harness private capital and implementation capacity to contribute to the reconstruction of severely damaged housing units and apartments, the delivery and long-term operation of other assets and services supported by the Project and explore alternative options to reconstruction of infrastructure, such as use of Nature-Based Solutions. Based on the disaster and climate risks, investments in buildings under this Component will be designed to be seismic resistant, resilient to extreme heat, energy efficient and water efficient, universally accessible, located outside areas under flood risk and designed to meet the needs of a modern and growing Lebanese economy and society. The key driver to incorporate these risk reduction measures in the design of building stock is to make them resistant to climate change impacts.

Component 4 will finance consulting and non-consulting services, goods, training, and operating costs for supporting the Project Management Unit (PMU) in management and implementation activities under the Project, including for, but not limited to, monitoring and evaluation, reporting, procurement, financial management, environmental and social management (and preparation of relevant documents), grievance redress mechanism, citizen engagement, and extensive communication and outreach. Such outreach may include, for example, awareness campaigns for beneficiaries including ensuring women and children are aware of rehabilitated health center services. A variety of communications mechanisms should highlight planned activities, implementation progress and completed efforts and beneficiaries.

### **III. OBJECTIVES OF THE SERVICES UNDER THIS TOR.**

The Council for Development and Reconstruction (CDR - hereinafter referred as Client), acting as executing agency for and on behalf of the GOL, intends to engage a Third Party Monitoring Agent (TPMA). The TPMA will be responsible for reviewing, verifying and reporting on the compliance of project activities under Components 1 and 2 with the World Bank's operational, fiduciary, environmental and social framework. This includes: (i) reviewing and verifying – through site visits, satellite imagery, surveys, and review of relevant project documents - the delivery of all activities and eligibility of expenditures according to the terms of references and contracts signed, (ii) ensuring compliance with the project operational manual, (iii) verify outputs from contracts under the project, such as the volume of rubble recycled/disposed of, completion of repairs, and delivery/installation of

LEAP-Third Party Monitoring Agent equipment; and (iv) track intermediate results under the project and collect feedback from various stakeholders involved, including end beneficiaries.

#### **IV. DETAILED DESCRIPTION OF THE TPMA SERVICES**

Based on a minimum sample as per the following: (i) 100% of contracts for total contracts between 1 and 5; (ii) 50% for total number of contracts between 6 and 14, but no fewer than 5 contracts; (iii) 25% for number of contracts exceeding 15, but no fewer than 5 contracts. As agreed between CDR and the World Bank, the TPMA will monitor outputs and results and physical delivery of all goods, works and services and acceptance by the recipients to the extent possible. The TPMA will also review the timeliness and completeness of consultants' deliverables.

##### ***A. Activity 1 - Inception Phase***

The TPMA shall develop a strategy and implementation action plan to monitor the compliance of the project activities under Components 1 and 2 of the LEAP. This will include the following activities:

- Review existing regulatory documents and procedures applicable to the Project, at national and subnational levels. Based on the reviews, the TPMA shall assess the adequacy of the existing process, compliance of local authorities with the process, and identify gaps or areas of improvement.
- Develop a methodology for monitoring Project activities and processes and verification plan (including, as required, the development of questionnaires and surveys (including online forms of questionnaires if applicable), site visit plans, checklist for conformity with environmental and social requirements, beneficiary feedback form and anticipated results).
- Develop the methodology for assessment of the project's social and economic impact on the Project beneficiaries and local communities, and respective tools.
- Develop a methodology for tracking intermediate results under the project and collecting stakeholder feedback, including end beneficiaries
- Prepare templates for reporting, including: brief monthly reports, quarterly reports, annual report and action reports, and propose a structure of the final report to agree with the Client.
- Prepare training material covering instructions and guidance for the staff of the TPMA to ensure (i) uniformity across project locations for the collection of data and information and procedure for monitoring and verification, and (ii) safety and compliance with security procedures during site visits.

##### ***B. Activity 2 - Implementation Phase***

###### **Component 1: Immediate response (Rubble Use in Circular Economy)**

Under component 1, the TPMA will review and verify the following:

- Verify that the procurement process has been conducted in compliance with World Bank rules and regulations.
- At each of the localities selected, verify the quality of the works related to rubble removal and sorting in addition to extraction of usable materials and crushing of rubble for aggregate and other purposes, including environmental and social safeguards aspects.
- Cost and time control including physical and financial advance. Variance analysis of physical and financial progress.
- Validate that the work is completed and delivered as per the terms of reference and contracts signed between the contractors and the Client.
- Validate the compliance with the delivery schedule, analyze potential delays.
- Verify and confirm that all payments are made as per the terms and provisions of the contracts signed between the Client and the contractors, and that payments are eligible and are made

LEAP-Third Party Monitoring Agent  
against the delivery of works/services and that all works/services are delivered are in full before each payment.

**Component 2: Rapid Recovery of Public Lifeline Services and Critical Public Infrastructure**

Under component 2, the TPMA will review and verify the following:

- Verify that the procurement process has been conducted in compliance with World Bank rules and regulations
- Quality of works related to the delivery of services through alternative mechanisms (i.e. transportation of water supplies, deployment of standalone systems - solar/BESS, provision of mobile health clinics/classrooms etc..).
- Quality of works related to the repair of damaged energy network, water and communication systems and roads/bridges; repair of buildings with minor to partial damage that provide education, health, social and municipal services, including replacement of damaged equipment of the works including safeguards aspects.
- Quality of work related to the replacement of damaged vehicles required for SWM, mobility and municipal fire and rescue services and ambulance services, and acquisition and installation of mobile/container buildings to temporarily replace severely damaged buildings.
- Cost and time control including physical and financial advance, variance analysis of physical and financial progress.
- Confirmation that all payments are made as per the terms and provisions of the contracts signed between the Client and the contractors, and that payments are eligible and made against the delivery of work/services and that all works/services are delivered are in full before each payment.
- Verify that the works are being implemented in compliance with the environmental and social requirements of the Project

The TPMA shall monitor the progress of works using multiple methods, including desk review, on site visits, and virtual verification (through satellite imaging). The TPMA will report and notify the Client of any inconsistencies in terms of work/goods execution/delivery immediately upon the detection of such violations.

The TPMA will work with the Client to integrate measures and arrangements to mitigate the risks of irregularities related to the delivery of work and services related to component 1 and 2 of the project.

***Safeguards***

Safeguards' responsibilities will be as follows:

- Review Environmental and Social documents to gain understanding on which standards are triggered at all levels and to also be familiar with the instruments that have been developed & expected impacts to be monitored.
- Liaise with participating ministries, municipalities and relevant agencies for inquiry into relevant data and information regarding all environmental and social issues.
- Carry out field visits to projects that have triggered the Bank's environmental and social standards.
- Assess whether there are any changes in the Social or Environmental risk levels than was originally envisaged. This assessment will be based on field visits, interviews with the implementing entity staff, community leaders, randomly selected beneficiaries, and other data sources.
- Verify and fully document compliance with Social and Environmental requirements, process and procedures as defined in each contract's ESF documentation e.g. Environmental and Social Impact Assessment (ESIA) reports, Environmental and Social Management Plans (ESMP),

LEAP-Third Party Monitoring Agent

Labor management Procedures (LMP), Stakeholder Engagement Plan (SEP), Environmental and Social Commitment Plan (ESCP) and Project Operation Manual (POM).

- Verify during field visits whether there are accessible Grievance Mechanisms (GM) for the overall project and for project workers and if they are properly functioning. Verify if the focal person in charge of receiving and handling grievances is accessible, the GM committee members handling/addressing grievances are well trained/aware of the GM structures, principles and procedures and check the GM documentation including grievance recording templates, logbooks, etc. are operational. In addition to observing whether information about the GM is publicly disclosed well and widely available to all beneficiaries and stakeholders, the TPMA shall check whether the contact details number for GRM is operational or not as part of the checking the functionality of the GRM system
- Document field findings (site visits, sample screening checklists, sample consultation minutes, GM recording and resolution recordings, interviews, photos, geotagging, monitoring reports at all relevant locations and levels etc.).
- Gather feedback from beneficiaries during field visits on progress of works, through surveys, interviews (Frequency to be agreed upon with the Client).
- Identify problems, challenges, risks and red flags (non-compliance issues) observed during field visits, as well as good and improved practices.
- Develop and propose corrective measures, if needed, for the Project Management Team to be approved by the Bank to address non-compliance issues or to enhance environmental and social performance.

## V. REPORTING REQUIREMENTS & SCHEDULE

1. The TPMA will be required to prepare and submit written reports electronically to the Client and World Bank's Task Team. The TPMA reports should be factual, report on compliance, identify issues, weaknesses and strengths, as well as provide recommendations where needed.
2. In addition, the TPMA should report on the specific actions taken by the Client to follow up on TPMA and/or World Bank team recommendations to resolve previously identified issues.
3. The TPMA reports will include:
  - (i) **Inception report.** This report should clarify TPMA set up activities and configuration and how TPMA will perform the works and carry out this assignment. It will include the final TPMA program-, criteria of selection of field sites / contracts to be visited / reviewed, approved monitoring fact sheet, and approved reports template and categorizing the activities into categories in terms of compliance with safeguards instruments.
  - (ii) **Quarterly reports.** These will include the results of the verification, covering the issues arising during the verification, fact sheets from recent site visits, and a brief on the ESHS reports of the contractors/operators. The format and reporting structure will be agreed with the Client and the World Bank. The reports will be made available within 30 calendar days from the end of each quarter.
  - (iii) **Annual Reports.** Every year, within 30 calendar days of the end of the fiscal year, the TPMA produces an Annual Report which summarizes the aggregate data featured in the quarterly reports and identifies the key risks, challenges and achievements which have arisen during the year together with progress in addressing these issues. The Annual Report will also cover reporting on intermediate results indicators, as outlined in the Project Appraisal Document
  - (iv) **Action Reports.** Immediate reports are required for urgent matters that are identified during the verification and that need immediate attention and/or action. The urgent matters are matters that have a direct negative impact on the project implementation and/or are in significant violation of the laws, rules and regulations under which the project is implemented. These reports also cover incidents, which notify the Client and World Bank of any incident or accident related to the Project that has, or is likely to have, a significant

LEAP-Third Party Monitoring Agent

adverse effect on the environment, the affected communities, the public, or workers. Action Reports shall be made available within 7 calendar days.

(v) **Final Report.** After the services are completed within the period of 36 months, and within the 30 calendar days following the completion of services, the Consultant shall submit a final report summarizing the previously submitted Annual Report and the Action Reports.

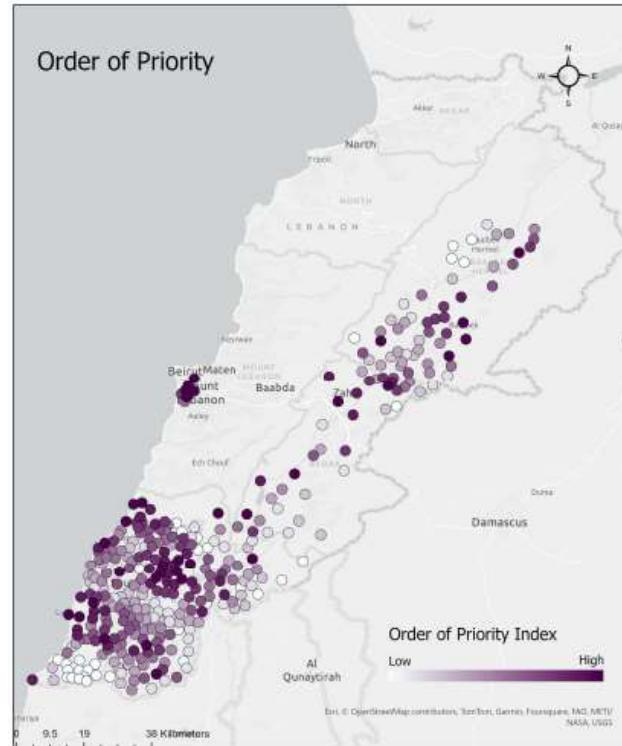
## VI. CONTRACT DURATION

The intended duration of this assignment is 37 months with 36 months of service rendering and 1 month for final reporting, with an annual review of performance of the TPMA against agreed tasks to determine continuation of the contract into subsequent year 2 and Year 3. Extensions of the assignment beyond 36 months are a possibility based on business need and subject to satisfactory performance of the consultant's team.

## VII. LOCATION AND RESOURCES REQUIRED FOR THE ASSIGNMENT

The work will take place mostly in the southern parts of Lebanon, Bekaa, Beirut Southern Suburbs with possible visits throughout the country (Refer to Map). The TPMA is expected to travel to the project sites as required. The TPMA must be present in Beirut with office space and infrastructure (IT equipment, communications, transportation, etc.) necessary to successfully manage this work. All necessary logistical services shall be provided by the TPMA. The TPMA shall provide the necessary resources, including personnel (expatriate and national), equipment, facilities and services to meet all program objectives.

The TPMA will be responsible for all administrative support and logistics required to fulfill the requirements of this contract. These will include, but are not limited to all travel arrangements, report preparation services, printing, etc.



## VIII. TPMA TEAM COMPOSITION

The TPMA is free to propose an appropriate team composition for the assignment. Fluency in English is essential. Fluency in Arabic and/or French is highly regarded.

The following key personnel will be required in the TPMA team for carrying out this assignment with specified qualifications and experience:

1. **Team Leader** will provide overall team management, guidance and direction to the TPMA team and be the point of contact with the Client. The Team Leader will be responsible for the completion of the deliverables and compliance with the contract.

LEAP-Third Party Monitoring Agent

- **Education:** Advanced degree (Master's and above) in Monitoring & Evaluation, Contract Management or other relevant field.
- **Experience:** A least ten (10) years of senior level management experience relevant to the contract subject matter and must have previous experience managing expatriate and local staff on monitoring programs, designing and conducting monitoring programs, writing monitoring reports and conducting quantitative and qualitative field research. Previous experience managing portfolio-level monitoring programs in Fragile and Conflict locations.

**2. Technical Expert**

- **Education:** Advanced degree (Masters or above) in a related field such as Civil Engineering.
- **Experience:** At least seven (7) years of experience in civil works, including supervision, monitoring and evaluation. Previous experience in managing civil works is essential.

**3. Controller/Financial Expert**

- **Education:** A Bachelor's degree in a relevant discipline (accounting, finance, business administration) with 6 years' experience.
- **Experience:** Tested and experienced in analytical work, with excellent communication and writing skills. Familiarity with public sector financial management. Operations with multinationals and international organizations. Experienced in managing complex activities and in interfacing with various stakeholders. Prior experience with the World Bank or other IFI financed projects is a plus.

**4. Procurement Expert**

- **Education:** A Bachelor's degree in Engineering (B.E.), Business or equivalent degree.
- **Experience:** 5 years' of experience in formulation, and review related to tender documents (Works, goods, etc...) and Request for Proposals for Consultancy Services (Time based and Lump-Sum), including draft contract special/ particular Conditions, in the design and/or management/ supervision of infrastructure projects.

**5. Monitoring & Evaluation Specialist**

- **Education:** A university/master's degree in a relevant discipline (civil engineering, economics, business administration/management, etc.).
- **Experience:** Minimum 5 years experience in monitoring & evaluation of projects, preferably construction projects. Prior experience in WB/IFI financed operations is a plus.

**6. Social Specialist**

- **Education:** A university/master's degree in social sciences, such as sociology/rural development/anthropology/ development economics or any other such relevant discipline with relevant experience on the field of social development.
- **Experience:** Minimum 5 years of work experience in social risk management in Lebanon, knowledge of local social context, good knowledge of WB ESF. Prior experience in WB/IFI financed operations is a plus.

**7. Environmental Specialist**

- **Education:** A university degree in environmental science or engineering with relevant experience in the field of environment.
- **Experience:** Minimum 5 years of work experience in environmental assessments in Lebanon, knowledge of local environmental context, good knowledge of WB ESF. Prior experience in WB/IFI financed operations is a plus.

**8. Occupational Health and Safety (OHS) Specialist (may be combined with the position above)**

- **Education:** A university degree in OHS, Environmental Health, Industrial Engineering, or a

LEAP-Third Party Monitoring Agent

related field, OHS Certified by a reputable national or international certification organization such as OSHA, NEBOSH, etc.

- **Experience:** Minimum 5 years of work experience as OHS specialist, with relevant experience in the field of health and safety audits, good knowledge of local context, and good knowledge of WB ESF. Prior experience in WB/IFI financed operations is a plus.

## IX. PROGRAM AND PAYMENT SCHEDULE

1. **Form of Contract:** Time Based
2. **Remuneration Fees:** Covers the remuneration of key staff only.
3. **Expenses:** **International** Travel and Miscellaneous expenses not to exceed agreed items and ceiling will be reimbursed at cost upon receipt of the invoice with attached copies of original receipts.

KEY STAFF	INPUT IN WORKING DAYS
1. TEAM LEADER	400 STAFF-WORKING DAYS
2. TECHNICAL EXPERT/ INFRASTRUCTURE ENGINEER	400 STAFF-WORKING DAYS
3. CONTROLLER/FINANCIAL EXPERT	350 STAFF-WORKING DAYS
4. PROCUREMENT EXPERT	250 STAFF-WORKING DAYS
5. MONITORING & EVALUATION SPECIALIST	250 STAFF-WORKING DAYS
6. SOCIAL SPECIALIST	250 STAFF-WORKING DAYS
7. ENVIRONMENTAL SPECIALIST	250 STAFF-WORKING DAYS
8. OCCUPATIONAL HEALTH AND SAFETY (OHS) SPECIALIST	150 STAFF-WORKING DAYS
<b>TOTAL KEY STAFF MONTHS</b>	<b>2,300 STAFF-WORKING DAYS</b>

## X. CONFIDENTIALITY STATEMENT

Given the nature of the work undertaken, the TPMA is expected to maintain the strictest degree of confidentiality of the information to which the staff of the TPMA will be exposed. The TPMA must not communicate any information to any parties other than those persons forming part of the assignment, the content of any material(s) or information whether written, audio-visual or oral.

The TPMA should be cognizant of and, where appropriate, maintain the chain of custody, including origin, possession and disposition of all documents and other material, particularly originals, relevant to the engagement.

The TPMA shall manage information, reports, statements, documents and electronic media obtained, accessed or reviewed under this TOR in a secure manner and location. The privacy, safe keeping, security and integrity of those documents are matters of the highest importance and are matters for which the TPMA will be responsible.

LEAP-Third Party Monitoring Agent

The TPMA should maintain an appropriate record of all relevant information received orally; and no statements will be made to the media regarding any matter associated with any engagement.

The contracting firm will be responsible for making its own security arrangements, as appropriate, for the duration of the contract. The cost associated with the security arrangements has to be made part of the Financial Proposal and shown as a separate line item. Future adjustments to such costs will not be allowed.

In responding to this Request for Proposal, the firm must demonstrate an understanding of and preparedness for the potentially significant security and safety threats their staff, subcontractors, and assets may face in performing under the contract. These may include direct and indirect effects from acts of terrorism, armed conflict, crime and civil unrest, as well as natural and manmade hazards. Technical Proposals should therefore include:

- (1) A security risk assessment outlining the threats and potential risks that may affect the TPMA's staff, subcontractors, and assets while performing under the contract; and
- (2) A brief statement of anticipated contingency plans and mitigation measures (areas for consideration include updates to the security risk assessment, personnel security briefings, physical security measures, medical care arrangements and evacuation plans).

The firm will be solely responsible for developing, implementing and maintaining all necessary safety and security risk management measures to meet their duty of care obligations to their personnel, including any third parties they may engage in delivery of the services.