

# Recommendations for a Strengthened & Unified Social Safety Net in Lebanon

## Due Diligence Review

Strategic Summary - April 2023



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## Objectives

- The National Poverty Targeting Programme (NPTP) is Lebanon's first national social safety net, established in 2011 and implemented by the Ministry of Social Affairs. The Emergency Social Safety Net (ESSN), a US\$246 million project funded through a World Bank loan, was launched in 2021 to expand safety net coverage amidst increased poverty. WFP has been supporting the NPTP since 2014 for cash assistance and institutional capacity strengthening and is the Government's implementing partner for cash transfers for the ESSN.
- The ESSN and the NPTP are two social safety nets with a common objective: providing assistance to extremely poor Lebanese families. Yet the programmes have taken different operational, organizational, and governance pathways. There is a growing need and consensus amongst the Government of Lebanon and its partners to take best practices from each programme and pave the way to unified and strengthened systems and programmes for social safety nets.
- The main objectives of this due diligence review of the ESSN and the NPTP are twofold:
  - Assess the best practices and challenges of each programme to provide recommendations on how best improve the two programmes in view of building a unified social safety net,
  - Enable alignment and buy-in of all stakeholders around the way forward towards social safety net integration in Lebanon.
- This assessment is based on a desk review, process mapping, interviews of key stakeholders, and beneficiary consultations that took place between December 2022 and February 2023.

## Summary of Main Recommendations

- ESSN & NPTP are recommended to be gradually and fully unified (phase 2) through a transition phase
- Decisions by the authorities on data governance and governance structures are needed before starting safety net unification

	<b>Current State</b>	<b>Phase 1: Transition (short-term)</b>	<b>Phase 2: Unification of Social Safety Nets (mid-term)</b>
<b>Organization</b>	Distinct ESSN and NPTP teams	Distinct ESSN and NPTP teams (HR assessment of both teams)	Single team
<b>Governance</b>	Distinct governance structures	Light governance convergence at steering committee level, with separate technical committees	Unified governance structure
<b>Delivery Chain</b>	Functional but distinct NPTP & ESSN processes with identified inefficient components	Converging processes through immediate improvements	Unified and consolidated processes
<b>Information systems</b>	NPTP database + DAEM system	Transition towards a unified social registry (e.g., DAEM)	Unified social registry (e.g., DAEM) linked to information systems used for programme operations

## Next Steps Towards Integration

Considering these recommendations, the following steps are prerequisite to the ESSN & NPTP integration.

- The Government of Lebanon would need to decide on information systems, data governance, and governance structures and lead a technical taskforce to elaborate a roadmap for safety net integration (up to 6 months).
- The Government of Lebanon with the technical support of its partners, leads on the implementation of the ESSN & NPTP integration road map starting with immediate improvements before applying mid-term improvements.