

Joint SDG Fund  
PORTOFLIO ON INTEGRATED SOCIAL PROTECTION AND LNOB  
**Joint Programme 2020 Annual Progress Report**

## Cover page

**Country: Lebanon**

**Joint Programme title:** Transforming national dialogue for the development of an inclusive national SP system for Lebanon

**Short title:** Developing Inclusive SP in Lebanon

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**End date:** 31 January 2022

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**Budget (Joint SDG Fund contribution): US\$ 2,000,000.00**

**Overall budget (with co-funding): US\$ 2,700,000.00**

**Annual Financial Delivery Rate** (= Total JP expenditures / transferred funds x 100%): **62%**

**Rate of Committed Funding** (= Total JP commitments + expenditures / transferred funds x 100%):

**75.03% of year one funds spent/committed**

## **Short description of the Joint Programme:**

The lack of a national SP system in Lebanon and significantly underdeveloped social assistance and social insurance systems, is a major barrier to achieving the SDGs. This is especially critical at a time when the country is grappling with the worst crisis in decades, facing challenges on multiple fronts due to the economic crisis, exacerbated by COVID as well as the Beirut port explosion in August 2020. Over 50% of the Lebanese population are estimated to live in poverty. The SDG Fund Joint Programme to develop an integrated and inclusive Social Protection system for Lebanon aims at supporting the Government of Lebanon to develop a national system through the development of a national social protection strategy and transformation of both social assistance and social insurance sub-systems, including strengthening of the National Poverty Targeting Programme and the National Social Security Fund. The Joint Programme aims to be evidence-based according to vulnerabilities across the life-cycle, introduce gender-responsiveness to the dialogue, promote access for people with disabilities, and create opportunities for participation and broader consultation. The programme's contents are supported by the Prime Minister, Ministry of Social Affairs, and engages key actors within the Social Safety Net Partners Forum including the World Bank, EU and civil society actors.

## **Executive summary**

Overall, the Lebanon SDG programme has been successful in bringing together UN agencies to scale-up work on social assistance, improve visibility of the social protection issue in Lebanon, and to further strengthen evidence and integration of key lens such as gender. Delays and adaptations to context have occurred due to the massive crises that Lebanon has faced in 2020, including massive economic crisis, the COVID lockdowns and economic impacts, collapse of Government, and the Beirut Port explosion. However, while Lebanon is grappling with these deepening challenges, the need for social protection and indeed the focus on the sector has fortunately increased with the Government of Lebanon willing to accelerate reform of the system and expansion of key programmes. Amid these changes, poverty increased, Government resources drastically declined and major macro-aggregates show significant deterioration including sharp economic contraction, severe currency depreciation, mounting inflationary trend, and deepening of fiscal deficit. All of this is happening within an extended political deadlock and idle decision-making process. These developments exposed the structural weaknesses in the national social protection system and confirmed the need for a more comprehensive and systematic social protection policy package to protect people against existing and emerging vulnerabilities.

Despite all these challenges, key achievements were reported in 2020 including the acceleration of the development of the National Social Protection Strategy, backed by substantive new evidence on the state of the sector and technical inputs from across stakeholders. Furthermore the country's crises served to focus attention on the need to reform social protection resulting in late 2020 of the development of a Social Protection Sector Plan under the country's Recovery Framework (known as the 3RF) as well as a clear UN Position and Policy Paper on social protection that have outlined the content of the national strategy that will be finalized in early 2021. In terms of evidence, progress was made on developing an analysis of gender in social protection and work got underway on a financing analysis of the sector as planned. The National Poverty Targeting Programme scaled up from 10,000 households to 15,000 and key operational developments were advanced. Dialogues and evidence to advance the reform of the National Social Security Fund were also advanced. Finally, national platforms with key non-state actors, including civil society, academia, organisations representing those with disabilities, and trade unions were established as planned and successfully leveraged to create further debate and momentum toward reforming social protection. This included the production of independent policy papers by experts and national stakeholders that are aligned with the overall outputs of the JP, advocating for an inclusive social protection system in Lebanon that leaves no one behind.

## **A. Annual Progress**

### **A.1 The overall approach**

*Broader context and JP changes*

Lebanon is undergoing its deepest economic crisis since the end of the civil war, created by a severe financial collapse and banking crisis that has been further compounded by COVID-19 pandemic. As a result, economic aggregates sharply deteriorated. The economy is expected to contract by more than 20 percent in 2020. Inflation reached 136 percent until November during the same year, the Lebanese currency lost more than 80 percent of its value, the Government defaulted on its foreign currency debt, and the fiscal deficit reached around 45 percent of revenues. These economic and fiscal developments led to a massive acceleration in worsening livelihoods and increasing poverty and vulnerability, due to a loss of income sources, deterioration of purchasing power, and loss of (or lack of access to) financial assets. Against these developments, Government fiscal resources are increasingly very scarce given the drop in fiscal revenues and the additional pressure exerted on existing social protection channels which are fragmented in nature and lack fiscal sustainability and inclusiveness. As such, the need for an inclusive social protection system that leaves no one behind has become more pressing than ever. The economic challenges should be fully taken into consideration while developing the social protection strategy and its financing. Furthermore, the crises have focused attention of both civil society and Government on the sector, helping to promote an increase in momentum despite the enormous financial and political challenges that are faced. In terms of adjustments, it was vital to respond to the ever-evolving situation. First JP agencies drafted a position note following the outbreak of COVID to guide Government in responding to the crisis that was integrated directly into Government policy. Second, agencies provided technical support to the Government's emergency cash transfer programme (the National Social Solidarity Programme) to support around 170,000 vulnerable households in a response to the COVID-19 outbreak. And thirdly, while work to develop the national strategy was delayed, a social protection sector plan was drafted under the country's recovery framework (known as the 3RF) with wide buy-in as well as a UN position paper on social protection. Both documents served to bring together all the evidence on the needed reforms of the national social protection system that can now be brought together in the full draft of the National Social Protection Strategy in early 2021. The in-depth situation analysis developed under the JP served as solid background evidence driving these policy dialogue.

The Beirut port explosion in August caused an additional humanitarian crisis to unfold, exposing pre-existing vulnerabilities across the city and the need to expand social assistance. Furthermore, the incident precipitated the resignation of the still relatively new Government and a renewal of the political crisis that the country still finds itself in.

### *Ensuring that JP remains strategic and catalytic*

The link to the UN's mandate is expressed through the United Nations Sustainable Framework which contains a specific output on social protection. In particular, it links to the Government's initiative to seek support from UNICEF to develop a national social protection policy, as well on previous work with WFP and the World Bank to establish and expand the NPTP. In addition, it underlines established collaboration with the EU and World Bank programmes of support to social protection.

Adaptations of agencies work under the JP as described above relate rather to the importance of being flexible and adaptive when it comes to dealing with changes in the political and economic context. While the COVID pandemic is clearly central to Lebanon's challenges, it was pre-dated by the onset of a massive economic crisis in late 2019 that was further accelerated in 2020, and the exacerbation of the country's political instability. Adaptations to the work of the UN agencies under the JP related rather to adjusting evidence-based policy inputs to be synced with these repeated crises, ensuring that policy dialogue and technical inputs were timely and relevant and to further analyze and integrate the impact of these emerging crises into the strategy's development and national response. It was fundamental that following the Beirut blast, that the 3RF (Lebanon's recovery framework led by the UN, EU and World Bank) served as a platform for agencies working on social protection to come together and draft a clear reform plan for the sector with the Government, and in participation with key civil society representatives that were part of sector discussions. The same applies to the UN position paper that was shared with the Government early on and became central to create Government buy-in of the whole strategy development process.

## **A.2 Update on priority issues**

### *SDG acceleration*

As foreseen in the Programme Document, the programme is directly contributing to the acceleration of the related SDG targets, in particular:

- SDG 1.3 *Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable*; and
- SDG 10.4 *Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality*.

In addition, other key SDG targets include:

- SDG 1.5 *to build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters*;
- SDG 8 since efforts to expand SP directly and indirectly positively impact growth and employment;
- 10.1 to reduce inequality through expansion of SP coverage; SDG 5 to reduce gender inequality through the programme’s focus on gender inclusion; and
- SDG 16 since work will relate to developing institutions and strengthening/developing the social contract in Lebanon.

There has been no change in the relevance of these SDG targets and they continue to be central to the programme.

#### Vulnerable groups

List of marginalized and vulnerable groups	Direct influence	Indirect influence
Women	X	X
Children		X
Girls		X
Youth		X
Persons with disabilities	X	X
Older persons	X	X
Rural workers		X
Migrants		X
LGBTI persons (sexual orientation and gender identity)		X

- **Women:** the mainstreaming of gender is a specific focus of the Lebanon Joint SP Programme, including in relation to evidence generation, analysis and advocacy. This focus has been successful in strengthening an emphasis on gender, with clear commitments from stakeholders that the national strategy and programme reforms must be gender sensitive.
- **Persons with disability:** under the development of the National SP Strategy, support was provided to convene different actors working on disability, namely Organisations representing people with disabilities and provide a platform to discuss their views on social protection. The group produced and published a position paper on social protection and their respective priorities.
- **Older persons:** a specific focus of the JP has been to reform end of service indemnity under the National Social Security Fund into a pension with progress in moving the agenda ahead in 2020.

#### Gender marker

- In relation to the context analysis integrating gender, UN Women has commenced a comprehensive baseline assessment of the social protection sector in Lebanon, which identifies gender gaps in all areas of national social protection, and serves as an entry point to different areas, while providing gender responsive recommendations. This analysis will target those further left behind including vulnerable women, women working in the informal sector and rural areas, women with disabilities, and LGBTIQ groups.
- In relation to mainstreaming of gender equality, the JP’s 5 outputs continue to have a gender focus. WFP, UN Women and UNICEF are collaborating to draft guidance on mainstreaming gender in cash programmes. WFP and UN Women are also working to introduce a gender and GBV lens in the NPTP – training both social worker implementers and raising awareness of beneficiaries using various media – and in regular results monitoring in 2021.

- Regarding PUNO collaboration with women’s and gender equality NGOs, UN Women are involving local feminist and gender organisations to scale-up advocacy initiatives, including through contributions to evidence.
- UNDP started working on the production of a gender portrait that will provide more evidence for policy development and for tracking future policy implementation.
- More than 10 per cent of the total JP budget continues to be linked to gender equality through gender analysis, assessment, and engagement of women’s CSO organizations

*Human rights*

- Under Lebanon’s Universal Periodic Review, the UN’s submission in July of 2020 specifically highlighted issues in line with the Joint Programme on social protection including the urgency of expanding social assistance in the context of the current economic crisis to deliver on the human right to access social protection.

*Partnerships*

- The Government of Lebanon is leading the development of the national social protection strategy and system, with support from key stakeholders, including UN agencies under the JP. Key government bodies who were engaged throughout 2020 through the Inter-Ministerial Committee chaired by the Prime Minister included: the Deputy Prime Minister, and Ministries of Social Affairs, Health, Education, Labour, Economy and Finance as well as the national statistics body.
- A joint approach by PUNOs, including joint monitoring, is promoted through the JP’s steering group, as led by UNICEF. The World Bank has been engaged as an active participant of the UNSF Outcome Group on social protection, as well as in its role in leading the Social Safety Net Forum co-chaired with the European Union.
- Civil society (from a very wide range of non-state platforms), academic, technical experts and workers organizations, experts, and disability organizations in Lebanon were regularly engaged in consultations and national dialogues on social protection. These actors have been actively involved in providing their views on social protection definition, principles and priorities, as well as on matters around advocacy and raising public awareness nationally. The involvement of civil society has a strategic emphasis on women’s rights organizations and women’s national machinery (the NCLW), to ensure that the national social protect system is gender responsive.
- In addition to catalyzing on the aforementioned governmental, civil society, and UN stakeholders, the joint programme has sought to pool and mobilize expertise from across the UN system at country, regional and global levels where relevant. While the programme is locally owned and executed, expertise was leveraged from countries and contexts working on building a stronger national SP system, including production of a paper on international social protection experiences to draw on lessons learned. Joint SDG fund donors will be engaged in the programme to the extent possible. Outputs from the programme are routinely shared with donors who participate in Reference Groups to develop the national SP strategy.

*Strategic meetings*

Type of event	Yes	No	Comments
JP launch event	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Given the highly political complexity of the situation and the COVID-19 restrictions, a standalone official launch with high profile representatives did not take place. However, throughout the meetings of the Technical Working Groups (convening more than 100 state and non-state actors), the SDG launch was referred to.</i>
Annual JP development partners'/donors' event*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>A partners' meeting on social protection was organized in the first quarter of 2020 and the SDG launch was announced within that event that brought a wide range of development partners together.</i>

*Funding and financing*

The Joint Programme has emphasized the need to scale-up social assistance in particular in the face of the multiple crises that Lebanon is facing and the need to introduce cash transfers, following which:

- The work to develop the national social protection strategy includes a specific component to develop a financing plan to implement the strategy. This is linked to initial analytical work being done by UNICEF and UNDP with civil society to assess the impact of cutting universal price subsidies that consume a large portion of fiscal space in Lebanon today.
- Additional funds were committed from key donors that led to the scale-up for NPTP being planned to go well beyond the 15,000-household target in 2021 to 50,000 and strengthen programme implementation by developing necessary operational systems. Donors have also flagged the need to begin financing additional social assistance in the form of a Social Grant programme to vulnerable households in 2021, such as for individuals with disabilities.
- The World Bank and Government of Lebanon's Emergency Social Safety Net (ESSN) program agreed to switch the larger social assistance programme to vulnerable Lebanese to cash, with the intention of aligning the current National Poverty Targeting Programme food e-voucher to a cash modality. The World Bank's new programme is based on a new loan of USD 246 million negotiated between the World Bank and Government of Lebanon to provide cash assistance to 147,000 additional households for one year.
- The Government introduced its own domestically financing cash transfer programme in response to the COVID crisis with the technical support of UN agencies, that resulted in three cash transfer payments to up to 170,000 households in 2021.

#### *Innovation, learning and sharing*

- Development of selected knowledge products was completed including the situation analysis and sector mapping on social protection, and the feasibility assessment for extension of social insurance coverage to the informal economy and social insurance reform. The findings of the situation analysis and sector mapping were shared, discussed and approved with different stakeholders including Inter-Ministerial Committee, Director Generals of respective ministries, development partners, CSOs, and other non-state actors, ensuring transparency and knowledge sharing. The gender mainstreaming assessment in the social protection sector was commenced. The outcome of these products in terms of actionable policy recommendations will contribute to the social protection strategy alongside the outcomes from the completed national stakeholder dialogues.
- The programme convened key government entities across the whole of Cabinet and under the leadership of the Deputy PM to reach consensus on the process, roadmap and timeline to develop the national social protection strategy, as well as its evidence-based strategic direction.
- The programme convened state and non-state actors providing a platform to engage and participate in discussions around priorities and definition of social protection in the context of Lebanon that will feed into the strategy document, therefore encouraging non-state participation in the process of developing the national strategy.
- Additional key papers were developed and widely shared and disseminated including three UN position papers and briefs on Social Protection as well as the three position papers respectively produced by the experts collective, persons with disability organizations and workers organizations, reflecting definition and priorities of social protection.

#### *Strategic communications*

Given the range of widespread crises that the country faced, much of the communications initiatives were diverted to encompass the shine light on the increasing poverty and vulnerability of affected households across the entire country. By end 2020, a draft communications plan had been further developed to include a social media package, a short documentary video, human interest stories highlighting specific angles of the programme, and structured engagement with national and international media. A widely reported Op-Ed on the need to scale-up social assistance as the economic crisis deepened succeeded in getting widespread pick-up and generating a 'UN warning of a social catastrophe': <https://www.unicef.org/lebanon/press-releases/hurling-toward-precipice-no-parachute-attached>

## B. Annual Results

### Overall progress

- On track (expected annual results achieved)  
 Satisfactory (majority of expected annual results achieved)  
 Not-satisfactory (majority of expected annual results not yet achieved)  
 Please, explain briefly:

Overall, the Lebanon SDG programme has been successful in bringing together UN agencies to scale-up work on social assistance, improve visibility of the social protection issue in Lebanon, and to further strengthen evidence and integration of key lens such as gender. Delays and adaptations to context have occurred due to the massive crises that Lebanon has faced in 2020, including massive economic crisis, the COVID lockdowns and economic impacts, collapse of Government, and the Beirut Port explosion. However, while Lebanon is grappling with these deepening challenges, the need for social protection and indeed the focus on the sector has fortunately increased with the Government of Lebanon willing to accelerate reform of the system and expansion of key programmes.

### Contribution to Fund's global results

- The development of the National Social Protection Strategy advanced significantly with the completion of the sector mapping and extensive consultations. Importantly, the output of this process was integrated into a major new policy instrument, namely the 3RF.
- Presentation to the Deputy Prime Minister and key Ministers through the Inter-Ministerial Committee (IMC) on the urgent need and strategy to develop a social protection system as well as link to emergency response under the worsening economic situation due to COVID-19 was completed with the endorsement of the IMC on the process, timeline and strategic orientation to develop the strategy.
- Consensus on the priorities, definition and principles of social protection in the context of Lebanon as well as development of the policy and programme reforms – based on which the strategy document is being developed - was reached by state and non-state actors through the Technical Working Groups convening more than 100 stakeholders.
- A detailed methodology note for costing the SP strategy was developed that can be used in other countries, and work is well advanced to analyse the relevant fiscal data.
- The NPTP scale up increased from 10,000 to 15,000 households, communication tools to inform beneficiaries of scale up were developed, and enumeration is ongoing to reach 50,000 households.
- Advocacy and influencing to introduce cash assistance instead of food e-card succeeded under the World Bank upcoming Emergency Social Safety Net programme, which aims to include 200,000 households under the NPTP in 2021.
- The gender aspect is highlighted and reflected more systematically across the different activities, becoming a priority issue and a common theme not only within this group but also with other development partners such as the World Bank and EU.
- Civil societies and disability organizations platforms were established, increasing non-state actor engagement and participation in national dialogues. Support to DPOs, Experts Collective and Workers Organizations led to the development of three respective position papers on social protection.

### JP Outputs and Outcomes

Outcome: The establishment of a strengthened national SP system, that is inclusive, integrated, rights based, efficient and effective, with a specific emphasis on gender and PwD.

#### Output 1

- The development of the National Social Protection Strategy advanced significantly with the completion of the situation analysis and sector mapping as well as over 100 consultations, workshop reports, experts' contributions. Technical Working Groups and Reference Groups were established, and a series of working sessions were held.

- Furthermore, the content of the Strategy was consolidated and reflected in the 3RF sector plan on social protection as well as under the UN Position paper on social protection produced in Q4.
- Priorities, principles and definition of social protection as well as the policy and programme reform priorities were developed based on wide consultations through the Technical Working Groups and formed the basis based on which the strategy document is being developed for circulation in Q1 2021.
- Diagnostic of social protection needs and gaps, based on the 2019 Labour Force and Household survey data, was drafted.
- A costing and financing policy note was developed and work on detailed SP fiscal data compilation was initiated.

#### Output 2

- UNICEF, ILO and UNDP worked with the Institute of Finance to commence the expenditure analysis of the social protection sector. A detailed draft analysis was complete in Q4.
- UN Women, UNICEF and WFP are collaborating to develop guidance on integrating gender into cash transfers.
- UN Women commenced producing the series of knowledge products focused on identifying gender gaps and recommendations in different strands that make up a comprehensive social protection framework in Lebanon. To this end, UN Women produced a draft of an initial baseline assessment report of the social protection sector in Lebanon, from a gender perspective for completion in Q1 2021. The report focuses on opportunities, challenges and gaps in the SP system in social assistance, social insurance, social welfare, financial access to services, economic inclusion and labour activation, institutional capacity, legal framework and financing. Utilizing results from the report, UN Women will conduct a series of more detailed reports to take a closer look at individual aspects, based on identified gaps and emerging needs of women in the country.
- UN Women also developed a report on the impact of the economic crisis on women "Women on the Verge of an Economic Breakdown". The policy paper was developed on macro-economic recovery in Lebanon from a fiscal, social and labour policy point of view, and also provides a set of recommendations for a gender-responsive economic recovery in Lebanon.
- Quantitative assessment by ILO of social protection needs and gaps based on the 2019 Labour Force and Household survey data was developed and drafted. The assessment includes projections that reflect the recent economic turmoil and identifies gaps in coverage and adequacy of social protection vis-à-vis vulnerable groups and those most severely affected, such as persons with disability, older people and people with no or low levels of education.
- ILO and UNICEF worked with Development Pathways to develop a policy note on the way forward towards building a Social Protection Floor in Lebanon. A draft zero was circulated to partners and helped push the discussion forward on the need to provide social grants, starting with people with disability, older people, and children, in order to build a more solid social protection foundation in the country. More practical discussions around the possibility of operationalizing such grants are also underway with key stakeholders.
- While not funded through the SDG program, the ILO commenced working on a complementary quantitative assessment of the social protection and employment needs and gaps of people with disability in Lebanon.
- UNDP, in close collaboration with UN WOMEN, is developing a gender portrait to provide a more comprehensive baseline gender-disparaged data to serve an evidence for policy development.
- UNDP is working with the Central Administration for Statistics (CAS) to develop the impact of potential subsidy rationalization on prices, as UNICEF leverages civil society on the issue in partnership with the Lebanon Centre for Policy Studies.

#### Output 3

- The NPTP scale up increased from 10,000 to 15,000 households, and enumeration to reach 50,000 households started and expected to be completed by mid-2021.
- Three post distribution monitoring (PDM) surveys were conducted in 2020 for Q1, Q2 and Q4. The PDM for Q3 did not take place due to the Beirut blast and mobility restrictions due the pandemic. Q2 and Q4 PDMs were done remotely by phone surveys due to the COVID-19 restrictions.
- Going forward, WFP is working with UN Women and MoSA to include gender and GBV indicators in the PDMs' questions.

- In relation to capacity-building, trainings for MoSA staff for remote PDMs were completed in June and December 2020. A series of trainings for MoSA Field work coordinators and social workers related to the verification for the ongoing NPTP scale-up were completed in September. WFP provided additional human resource support and capacity for the ongoing NPTP scale-up by contracting a third party research firm to supervise field operations, hiring IT support to ensure security of data transmission, and providing communication and transportation allowances to MoSA social workers as well as personal protective equipment for their field deployment. WFP provided software and hardware equipment to PCM and MoSA staff to enhance the NPTP server capacity and digital data collection (using tablets).
- The NPTP operational manual has been developed but final endorsement and publication are delayed due to complications with the Government transition. Meanwhile, operational enhancements specifically on monitoring and communication strategy have already been deployed and used since the 2019 scale-up.
- A 5-year capacity building program for MoSA on NPTP (receiving financial support from the EU) has been formally endorsed by the Minister in December 2020.
- Communication tools to inform beneficiaries of ongoing scale up were developed and circulated.
- The disability inclusion sensitivity assessment for the NPTP specifically was not commenced but can link to the broader sector disability inclusion assessment as outlined under Output 1 above.

#### Output 4

- Technical assistance to the National Social Security Fund (NSSF), Ministry of Labor (MoL), workers' and employers' organizations and relevant Parliamentary committees on the reform of the End-of-Service system under the NSSF into a long-term pension scheme was completed.
- National consensus on the reform of End-of-Service indemnity scheme was reached, with assessments published and national dialogue tripartite reports completed.
- Technical assistance has also been provided to the NSSF and MoL on the creation of an Unemployment Insurance Fund. A costing exercise for proposed design options was conducted and presented to NSSF and the MoL. The discussion around the scheme's parameters with MoL and NSSF is ongoing and expected to be finalized in Q1.
- Report on the extension of social health protection coverage and the role of the NSSF has been finalized and published.

#### Output 5

- Civil society and disability organizations platforms were established, increasing non-state actor engagement and participation in national dialogues.
- Completion of four national consultations on development of the social protection policy direction with national experts, organizations representing those with disabilities, workers, and development partners as well as the accompany three position papers.
- The first, of a series, roundtable convening experts, CSOs and DPOs to discuss the potential impact of subsidy removal, and possible alternatives to mitigate its adverse social effects was completed

Contribution to Outcome: Consensus to develop an inclusive, integrated, and rights based national SP system has been established among the different stakeholders – state and non-state actors - with specific gender and disability aspects taken into consideration and reflected in the different pillars based on which the strategy is being developed.

#### Workplan

- JP workplan was modified  
 JP workplan was not modified  
 Explain briefly:

Lebanon is currently dealing with one of its worst crises since decades and facing challenges on multiple fronts, making the country highly fragile and volatile at the social, political, fiscal, financial and economic levels, with the impact mostly felt among the most vulnerable groups. Against this backdrop, the activities under the JP workplan are more relevant than ever, and urgently needed.

## C. Plan for the Next Year of implementation

### *Next year*

The situation in Lebanon is expected to intensify further in 2021, alongside rising poverty and vulnerability, the ongoing political crisis, the worsening economic crisis and the imminent removal of subsidies (on fuel, wheat and medicines), where the impact will be most felt among the most vulnerable groups. While crises present an opportunity for reform and have already positively impacted the dialogue and programming on social protection, having a caretaker Government in place may create a 'political capital' gap. Furthermore, the economic crisis is a major obstacle to identifying fiscal space for further social protection reforms and programmes. Below the main focus for 2021 is outlined in terms of activities and results.

- Output 1:
  - Finalize the social protection strategy and accompanying implementation plan, along with the costing and financing plan.
  - Re-engage with the new Government once formed and present the strategy for approval
- Output 2:
  - Complete the mapping of gender discrimination within social protection
  - Finalize the expenditure analysis and costing of the social protection strategy
  - Finalize diagnostics of social protection needs and gaps and disability inclusion.
  - Commence the fiscal and economic impact analysis of proposed social protection reforms
  - Support in the production and publication of official data and statistics to guide the development of evidence-based policies in social protection and to track implementation, with a focus on gender disaggregated data.
- Output 3:
  - Complete 4 rounds of Post Distribution Monitoring including gender and disability related questions and publish the PDM reports for Q2 and Q4 surveys conducted in 2020.
  - Expand NPTP to cover 50,000 households (although funding for this expansion is not covered by the JP).
  - Resume discussions with MoSA on the development of the beneficiaries' management system.
  - Commence assessment of barriers to accessing NPTP and benefits amongst PwD and design programme adjustments
- Output 4:
  - Finalize the design and costing of an unemployment insurance scheme under NSSF and launch tripartite dialogue around the establishment of such scheme.
  - Upon the request of the NSSF management, conduct a financial assessment and risk exposure of the three branches of the NSSF, given the current difficult economic and financial situation.
  - Develop key policy briefs on the extension of social health protection to uncovered population groups in Lebanon.
- Output 5:
  - Build on existing developed platforms to continue discussions and conversations around social protection and support different stakeholder groups to implement their respective advocacy action plans.

### *Towards the end of JP implementation*

The final results of the JP are clearly articulated in the workplan, and relate to: the finalization of an inclusive and gender-sensitive national social protection strategy; establishment of a strengthened evidence base on social protection to feed into policy and programme reform under the current crisis context; significant expansion of the national poverty programme and introduction of the social grants initiative to support those with specific vulnerabilities (i.e. disability); strengthening of the national social security fund to scale-up health and employment coverage for Lebanon; and finally, leveraging the already created civil society platforms to create social change for Lebanon under an inclusive recovery for the country.

The JP implementation will be achieved through the following:

- Coordination with government, donor partners and the wider UN development system
- At a national Government level, continuous coordination and communication with the reactivated Inter-Ministerial Committee (IMC) for Social Policy will be crucial as well as the Administrative level
- By leveraging leadership on social assistance to rapidly scale up the programmes actually beyond the targets of the JP, i.e. expanding NPTP beyond the small JP target of 15,000 households and also introducing the Social Grants programme in Lebanon.
- Promoting the importance of dialogue with non-state actors, through the now established platforms, as well as continuous support to provide guidance. This is especially in a country where the social contract is very weak.

In relation to potential further modifications, it is important to note that with the additional emergency of the Beirut explosion on top of the COVID crisis that is also on top of a deep economic crisis and financial collapse of the country, is by far the biggest challenge to advancing much of this work as set out in the original plan. While crises present an opportunity for reform and have already positively impacted on dialogue and programming on social protection, having a caretaker Government in place may create a 'political capital' gap. Furthermore, the economic crisis is a major obstacle to identifying fiscal space for further social protection reforms and programmes.

#### *Risks and mitigation measures*

Lebanon remains a highly fragile and volatile operating context at the social, political, fiscal, financial and economic levels, grappling with the worst crisis since decades and facing challenges on multiple fronts. This implies that additional measures might be undertaken in the next period which may lead to greater socio-economic pressures, adding to that the challenge of justifying a pro-poor and human-rights based approach within a largely private-sector led economy where the poor are often perceived as a burden.

Some of the identified risks include:

- Complexity of the political environment leading to further delays in the formation of a new government and therefore interrupting the adoption of policies and reforms requiring Council of Ministers approval.
- Once a new government is formed, the risk of having a new cabinet with a new agenda and a different vision derailing the focus on the need of an integrated and inclusive SP system.
- The absence of a shared vision and the limited capacity of line ministries, coupled with lack of cross-sectoral coordination and communication, might reduce efficiency and delay the process of development of the national policy, especially during the implementation phase.
- The Government of Lebanon started introducing drastic austerity measures since the 2019 Budget Law. After the multiple crisis that followed and with the expected difficult upcoming period, the risk of introducing further austerity measures will leave the Government with limited fiscal space to finance any new social policy / reform / programme.
- The persistence of the pandemic along with the associated, increasingly severe lockdown measures that may slow down active interaction with key partners, mainly the Government, CSOs, and other partners.
- Risks to business continuity of key Government partners as a result of fiscal constraints affecting the smooth functioning of Government agencies.

- A new unforeseen security, economic or political shocks, in light of the geopolitical situation and regional security tensions, that might shift the focus from the current short-term priorities and system strengthening towards new urgent and more immediate humanitarian related priorities. Throughout the process of developing a national SP policy, working closely with the Government, engaging participation from all relevant line ministries, and in-depth planning with the relevant government counterparts will be crucial to ensure broad ownership and alignment of priorities. In addition, providing continuous technical support and system strengthening is the greatest available mitigation against diminishing political will.

Monitoring and evaluation of risks will be performed on a regular basis, and a revision of risks may require a review of risk assessment and priorities. As such, the following activities will be performed periodically, documented and reported as required:

- Review and evaluate currently defined risks,
- Identify, analyze, and assess potential emerging and new risks,
- Define mitigation measures of newly identified risks,
- Obtain additional information to improve risk assessment, and
- Detect changes in external and internal context, which may require revision of risk assessment.

## Annex 1: Consolidated Annual Results

### 1. JP contribution to global programmatic results (annual)

- Provide data for the Joint SDG Fund global results (as per targets defined in the JP document).

#### Global Impact: Progress towards SDGs

List up to 3 main SDG targets that your Joint Programme primarily focused on in 2020

- SDG: 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
- SDG: 1.5 to build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- SDG: 5.1 on ending gender discrimination

#### **Global Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale**

1.1 Did your Joint Programme contribute to implementation of integrated multi-sectoral policies that accelerate SDG progress in terms of scope<sup>1</sup> in 2020?

- Yes
- No

Explain briefly: In terms of scope, the JP contributed substantially to the broadening out of the definition and understanding of social protection in Lebanon as well as its prioritization, as part of the ongoing development of the Social Protection Strategy, as well in the completed 3RF sector plan on social protection.

1.2 Did your Joint Programme contribute to implementation of integrated multi-sectoral policies that accelerate SDG progress in terms of scale<sup>2</sup> in 2020? (if so, brief explanation)

- Yes
- No

Explain briefly: The JP agencies worked to advocate for the scaling up of the NPTP beyond the JP's target of 15,000 households.

#### **Global Output 3: Integrated policy solutions for accelerating SDG progress implemented**

1.3 Number of innovative solutions tested in 2020

Total number disaggregated by % successful and unsuccessful: 1

Provide the list: SP in the 3RF response

Explain briefly: The JP agencies successfully used the opportunity provided by the economic crisis/COVID and the blast to leverage prioritization for social protection and to develop the Social Protection strategy in the 3RF document itself. This allowed acceleration of the strategy conversation while there is no Government in place, and agreement of a full sector plan for social protection, that is also supported by civil society actors.

1.4 Number of integrated policy solutions implemented with the national partners in lead in 2020

<sup>1</sup>Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

<sup>2</sup>Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

Total number: 1

Provide the list Completion of civil society position papers and 3RF sector plan

Explain briefly: Putting in place dialogue platforms for non-state actors resulted in their effective integration into the policy debate and helped shape the strategic policy solution proposed for the sector.

1.5 Did your Joint Programme contribute to strengthening of national capacities to implement integrated, cross-sectoral SDG accelerators in 2020?

Yes

No

Explain briefly: National capacities to implement social protection were built through extensive consultations held in the development of the national social protection strategy as well as the creation of dialogue platforms for the sector for non-state actors.

1.6 Did your Joint Programme develop a functioning partnership framework for integrated policy solutions to accelerate progress on SDGs in 2020?

Yes

No

Explain briefly: Partnerships developed with non-state actors under the creation of platforms, were crucial in broadening out policy dialogue on social protection.

## 2. Selected global performance indicators (annual)

- Provide data for aggregation at the global level of the Joint SDG Fund.

2.1. Did your Joint Programme contribute to the improvement of overall UNCT coherence in 2020?

Yes, considerably contributed

Yes, contributed

No

Explain briefly: Key agencies leveraged the JP to produce several position papers and policy notes for the JP actors as well as UNCT more broadly, including the fully comprehensive UN Position Paper on Social Protection. As a result, social protection is one of the UNCT's core priorities for 2021.

2.2. Did your Joint Programme contribute to reduced transaction costs for participating UN agencies in their interaction with national/regional and local authorities and/or public entities compared to other Joint Programmes?

Yes,

No

N/A (if there are no other joint programmes in the country)

Explain briefly: While dialogue broadly on social protection is improved as a result of the previously commenced process to develop a national social protection strategy, transactions costs between agencies and authorities remain given the specifics of programmatic priorities.

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

Yes

No

Explain briefly: As stated above, the priorities of the JP agencies have become reflected in the broader UNCT results for 2020.

2.4. Did your Joint Programme secure additional funding resources in 2020?

Yes

No

Explain briefly: While the JP agencies and the specific work involved secured additional funding in 2020, it is not related to the JP itself.

### 3. Results as per JP Results Framework (annual)

Result / Indicators	Baseline	Expected 2020 target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Outcome 1: The establishment of a strengthened national SP system, that is inclusive, integrated, rights based, efficient and effective, with a specific emphasis on gender and PwD						
Output 1: An integrated cross-sector national SP policy is developed for Lebanon, and supports the establishment of a rights-based, state-led gender and disability responsive SP system						
Output 1.1 indicator National gender-sensitive SP framework developed (incl # of thematic areas in the national SP framework that include gender perspective and disability)	0 (No national SP policy/framework/strategy exists. Jan 2019 national discussion held to agree need for SP framework)	1 (National dialogue conducted on gender-sensitive SP framework to define key priorities)	National dialogue on SP to define key priorities; sector analysis complete; expenditure analysis drafted	Change to timeframe due to necessity to adapt to national crises	1 (strategy is completed)	
Output 2: Evidence to assess the fiscal, social and economic impact of gender-responsive SP reforms generated and used						
Output 2.1 indicator Availability of evidence on economic and gender impacts of SP reforms	1 (Limited evidence currently available (UNICEF/MOSA study on Social Safety Nets), no specific studies on economic impacts and gender issues in SP in Lebanon)	2 (Studies on economic and gender impacts of SP reforms available and integrated in national discussions and technical reviews)	1 <sup>st</sup> draft report on gender in SP to come Jan 2021	Delays due to COVID restrictions, explosion of Beirut	Studies and statistical reviews covering economic and gender impacts of SP reforms available and integrated in national discussions and technical reviews including compilation and publication of baseline statistics related to Social Protection	
Output 3: Capacity of the GOL in implementing well-performing, scalable and replicable social assistance interventions that equally meet the needs of both women and men is developed building on the basis of the NPTP and related disability social safety nets						
Output 3.1 indicator Beneficiary tracking report for NPTP beneficiaries produced and shared with	0, None (as of July 2019)	1 (MoSA's Beneficiary Data Management (BDM) system for NPTP beneficiaries)	3 PDM surveys conducted. Beneficiary tracking system not developed.	Delays in publishing Q2 and Q4 reports due to COVID-19 restrictions	Beneficiary tracking system to be developed	

disaggregated data by gender*		developed and piloted.)				
Output 3.2 indicator % of NPTP HHs, including women, men, and female-headed households, receiving food assistance monthly	As of July 2019, 23% of NPTP HHs, % men/women/female headed	35% of NPTP HHs receiving food assistance monthly; % men/women/female headed	Increase from 10,000 to 15,000 HHs completed	Delays due to COVID-19 restrictions	50,000 HHs (but funding not covered by the JP)	
Output 3.3 indicator Disability sensitive design adopted in the operations, access and implementation of the NPTP	0 (No specific adjustments in place)	1 (Disability inclusion sensitivity assessment conducted)	0	The disability inclusion sensitivity assessment was not commenced	1 (Disability inclusion recommendations implemented)	
Output 4: Equitable and innovative modalities for enhancing the adequacy and coverage of NSSF social insurance schemes amongst the working poor are developed in a gender and disability responsive manner						
Output 4.1 indicator Social (health) insurance benefit reforms to enhance adequacy, financial sustainability, efficiency and responsiveness and gender responsiveness to the needs of the working poor adopted through national dialogue	0 (Reforms overdue)	1 (National consensus on the reform of End-of-Service indemnity scheme reached)	0	Discussions discontinued following government resignation	1 (National consensus on the reform of the health insurance scheme reached)	
Output 4.2 indicator Sector/employment-status based strategies/roadmaps for extension of social (health) insurance to vulnerable informal economy workers, especially women, developed and endorsed through national dialogue	0 (None in place)	1 sector/employment-status based strategy/roadmap for extension of coverage developed and endorsed through national dialogue	Sector/employment-status based strategy/roadmap for extension of coverage developed and endorsed through national dialogue	-	2 sector/employment-status based strategies/roadmaps for extension of coverage developed and endorsed through national dialogue	
Output 5: A platform of dialogue for civil society and academia, which enables participation from women and people with disabilities, to generate and build on inclusive contributions to the national discussion is established						
Output 5.1 indicator Civil society platform established to increase non-state actor engagement;	0 (No platform exists)	1 (Platform exists and dialogue - gender and disability focused - effectively feeds	DPO, civil society, and workers platforms all created and dialogue well advanced backed by	Gender Platform to be established	1 (Platform exists and dialogue - gender and disability focused - effectively feeds	

dialogue has gender and disability focus		into national dialogue)	evidence and advocacy.		into national dialogue)	
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## Annex 2: List of strategic documents

### *Strategic documents that were produced by the JP*

Title of the document	Date when finalized (MM/YY)	Brief description of the document and the role of the JP in finalizing it
Social Protection in Lebanon Sector Analysis	June 2020	Situation analysis and sector mapping on social protection in Lebanon
Beirut Reform, Recovery and Reconstruction Framework (3RF) Social Protection Sector Note	October 2020	Social Protection sector chapter under the 3RF sector plan
Social Protection Response Aligning Immediate, Short and Medium Terms Priorities	October 2020	UN position paper on social protection following the Beirut blast on August 4 <sup>th</sup>
WFP Operational Manual	2019-2020	Operational manual on the NPTP food e-card

### *Strategic documents for which JP provided contribution*

Title of the document	Date when finalized (MM/YY)	Brief description of the document and the role of the JP in finalizing it
A Social Protection Emergency Response A Bridge Toward a Comprehensive National Social Protection Plan	January 2020	A group of experts convened to assess the social impact of the economic and financial crises, as well as their transmission channels, and to provide the positions and broad recommendations to mitigate its potential effects.
COVID-19 Response: Considerations for Persons with Disabilities in Lebanon	April 2020	One pager presenting response efforts and considerations towards people with disabilities, to complement the government and international organizations interventions in dealing with the Corona Virus 2019 (COVID-19).
Towards a Rights-Based and Comprehensive Social Protection System for Lebanon	May 2020	The paper has been developed, through consultation from February until end of April, 2020, by Lebanese Organizations of persons with disabilities (OPDs), academic actors and service providers who attended the February 2020 workshop on social protection in Lebanon in cooperation with ILO, UNICEF, MOSA, and Beyond group. It aims at providing an initial set of considerations to engage in a constructive dialogue with the government. It complements the DPOs statement on COVID 19 crisis response and the position paper focusing on older persons.
Position Paper of Trade Unions on Social Protection in Lebanon	June 2020	In the context of the economic, social and political environment, UNICEF and ILO, in partnership with Beyond Group, began in March 2020 a series of dialogues on social

Towards Protecting Social and Economic Rights and Promoting Economic Integration for all Workers		protection that included of trade unions, and developed a position paper, with the aim of initiating a constructive dialogue with the government on building a comprehensive, inclusive and rights-based social protection system.
UN Country Team Position Paper to IMF	September 2020	The paper is comprised of nine sections – of which human rights, gender equality, and social protection - presenting a qualitative analysis by the UN system in Lebanon and discussing: a) the potential implications of reforms and measures formulated in the Government FRP; b) the key policy and programme recommendations; and c) the potential impact if recommended policies/programmes are not pursued or implemented
Hurtling toward a precipice: with no parachute attached Making the case for immediate establishment of social guarantees in Lebanon	November 2020	An Op-Ed highlighting the potential impact of subsidies removal and offering a possible way forward.

### Annex 3: Strategic communication results

- Provide the responses to the questions below with data for the last year overall.

3.1. Have you created a strategic communication plan for the Joint Programme?

- Yes  
 No

Explain briefly:

In terms of the broad objectives of the communication plan, it was largely focus on advocacy and public engagement through the following:

- Increased coverage in public relations channels to reach decision makers.
- Policy recommendations make it to the policy debate/public debates through round tables, and conferences and Op-Eds.
- Key stakeholders were reached, engaged and influenced on the SDG Fund programme priority areas.
- Influential decision-makers became public advocates for SP and the programme priorities.
- Content packages on programme priorities were developed and aligned with the targeted impact by each audience.
- Position papers were published and disseminated

3.2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget)

Explain briefly: Given the necessity to postpone the communications work in 2020 given the crises that Lebanon has faced, the 5% budget has not been allocated to communications.

3.3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

- Yes  
 No

Explain briefly: Visibility on the JP Social protection increased with the release of social media content that focused on the support provided through different agencies that was picked up by media outlets and disseminated through the UN communication channels during 2020. For 2021, the JP Communication Task Force will be broadening the scope of the communication products to reach wider audiences through an integrated communication plan that will strengthen the implementation of the plan developed in 2020 that needed to be adapted to the ongoing emergencies the country is witnessing.

3.4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

- Yes
- No

Explain briefly: The country profile page had made contribution to the outreach targets in terms of being a reference page for the international audiences looking towards more information on the joint programming on social protection policies and mechanisms developed and implemented in Lebanon. More content is to be developed and shared by the Communication Task Force working on the JP during 2021.

3.5. How many articles (interviews, human interest stories, press releases, expert insights, etc) about your JP were published by an external media outlet (Non-UN published)?

Total number: More than 16 media outlet shared stories on the UN position paper on social protection

Explain briefly: The UN, Experts Collective, DPOs, and Workers Organizations each produced a position paper on social protection through the established platforms and dialogues. The UN, Experts Collective and DPOs respective position papers were published and disseminated by different external media outlet.

3.6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number: Op-Ed, social media package on cash assistance (FB, Twitter, Insta)

Explain briefly: Media outlets welcomed and received the content released on the social protection with a lot of attention given the rising need for information on the national mechanisms to support the most vulnerable populations in light of the ongoing crisis. An integrated package of content is to be released during the first quarter of 2021 to further support the UNCT in advocating for the JP

3.7. Have you received an increase of social media followers?

- Yes
- No

Total number: (Not mandatory)

Explain briefly: 2020 was the first year the public audience were exposed to work on social protection. The op-ed and the social media package generated new engagement on the topic and accordingly followers were increased as social media channels became some of the reference channels to follow up on the support provided through the fund

*Multi-Media Faucets*

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
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Beneficiary Toolkit	2020	A beneficiary toolkit (8-minute orientation video, NPTP flyer, Food e-card booklet, and Shop list) are given to beneficiaries as part of their on-boarding into the Food e-card.
Article on importance of social protection response	Dec 2020	<a href="https://www.unicef.org/lebanon/press-releases/hurtling-toward-precipice-no-parachute-attached">https://www.unicef.org/lebanon/press-releases/hurtling-toward-precipice-no-parachute-attached</a>

### Social Media Campaigns

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)
Cash Assistance package	FB/Twitter/Instagram	A package on the cash assistance was developed to highlight the support provided to the most vulnerable communities and how UN agencies have provided support to the Government's emergency cash transfer programme that is now benefitting approximately 140,000 households nationwide.

## Annex 4: Updated JP Risk Management Matrix

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
<b>Contextual risks</b>					
Pressures due to the protracted refugee crisis, ongoing economic reforms, and absence of a coherent national SP policy and strategy exacerbate social and economic tensions and conflict	High (12)	4	3	Supporting Government on strengthening and improving current existing programs such NPTP and NSSF	WFP, UNICEF, ILO
Confessional/sectarian silos may derail broad national dialogue and determination of a rights-based social contract and state-led solutions	High (9)	3	3	Engaging with political parties, religious groups and media, and establishing a well-represented task force to reach consensus on the definition, priorities, and programs of SP in Lebanon	WFP, UNICEF, ILO
Further economic reforms, austerity measures, potential removal of subsidies,	High (12)	3	4	Benefiting from the World Bank upcoming Emergency Social Safety	All

new lockdowns due to COVID-19 might magnify the effects and increase vulnerabilities of both the Lebanese and non-Lebanese populations and the already inherent weaknesses of Lebanon's SP system				Net programme to support households under the NPTP, coupled with social assistance grants to vulnerable categories	
The political situation could still be a burden on growth in the medium-long term, increasing social and economic pressure	High (16)	4	4	Supporting civil society groups, workers movement and capacity of academic community to participate in national dialogue process, and increasing feel for urgency of social reforms in the tightening economic context to protect most vulnerable	All
Possibility of security situation inside Lebanon worsening and shifting the focus from system strengthening to humanitarian assistance	Very High (20) High (15)h	3	5	Monitoring the situation in the country, with line ministries as well as local authorities engaged at national and local level to support the delivery of services in case of lack of access	All
A new wave of COVID-19 outbreak and limited Government capacity to contain it, coupled with a delay in vaccination plan, adding further pressure on the health sector	Very High (20) High (20)h	4	5	Monitoring the situation in the country, providing awareness on protective measures on a regular basis, and supporting the Government in the vaccination process in coordination with all respective actors (MoPH, WHO, and WB)	UNICEF
<b>Programmatic risks</b>					
Narrowing fiscal space increases pressure in arguing for reprioritized resources between and within programmes	High (16)	4	4	Advocating for priority social spending while supporting MoF and line ministries in planning, budgeting and resource allocations	UNICEF
Limited capacity of line ministries to implement SP programs adequately to cover vulnerable groups	High (9)	3	3	Providing technical support and capacity to line ministries to implement SP programs	WFP, UNICEF, ILO
<b>Institutional risks</b>					
Lack of coordination and communication across line ministries resulting in duplication, lack of quality, and inefficiency of public services delivery	High (9)	3	3	Continue discussion and regularly meeting with the Inter-Ministerial Committee for Social Affairs, chaired by Deputy Prime Minister with MoSA acting as Secretariat; and supporting the government to establish a technical committee, with the	UNICEF, ILO Partners Forum

				participation of all relevant line ministries, to ensure technical coordination	
Lack of shared vision, integrated policy, and financing policy for SP leading to fragmentation and limited spending efficiency	High (12)	4	3	Supporting the government to launch a national dialogue to define a shared vision and multi-sectorial strategy for SP	WFP, UNICEF, ILO
Inability to work effectively with all partners, including Government counterparts, with bureaucratic difficulties that hinder planned activities and potential delays in the process of developing an SP policy	Medium (6)	3	2	Maintaining a close relationship with relevant Government Ministries in Lebanon and ongoing negotiations to ease administrative procedures	All
<b>Fiduciary risks</b>					
The possibility that UN agencies do not deliver up to full fiduciary responsibility, do not handle the fund in the best possible way, or do not act in the SDG Fund/Government's best interest	Low (4)	1	4	The UN agencies are committed to work for the best interest of the Government with the aim of promoting social progress, better living standards and human rights.	All