

# AID DISTRIBUTION IN LEBANON: AN ASSESSMENT

*Challenges, limitations, and suggestions  
for an enhanced state-driven response*

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# **I. EXECUTIVE SUMMARY: A GRIM OUTLOOK**

## EXECUTIVE SUMMARY: A GRIM OUTLOOK

*With two major disasters hitting Lebanon in 2020, in addition to a total financial meltdown and the breakdown of the country's banking sector, national authorities activated several emergency response plans in an attempt to alleviate the suffering of the most vulnerable. This response presented however serious shortcomings.*

- As proceeded, disaster management uncovered multiple deficiencies and weaknesses, causing hundreds of thousands of families in need to not benefit from any aid relief, further eroding what remains of confidence in state institutions.
- Humanitarian response failed in complying with international standards. The declaration of a State of Emergency carried a securitized approach to emergency situations that is not adequate to the size and complexity of the country's calamities and the people's needs. It also led to the handover of response prerogatives to the Lebanese Armed Forces, thus limiting state instruments for a more efficient and effective response.
- In parallel, needs assessment surveys proved limited in identifying deserving beneficiaries, while data collection and aid distribution showed little transparency. These surveys were also tainted with dangerous practices related to data privacy, prompting a need to further focus on personal data protection.
- A good illustration of the discrepancies met in the field can be found in the Ministry of Social Affairs' figures on Households in Need, registering more than 460,000 households last April and May through the Inter-Municipal Platform for Assessment, Coordination and Tracking (IMPACT), which were disregarded by decisionmakers when implementing relief plans. IMPACT is a state-driven nexus supported by energies from civil society and the private sector in order to properly collect, enhance and analyze data of public interest to foster and design sound policies.
- Clustering efforts should rally towards a more participatory approach with local authorities, civil society organizations and citizens, using platforms such as IMPACT as a shared, open, transparent and inclusive space that would help better guide state and non-state stakeholders in planning relief programs.



## **II. DISASTER MANAGEMENT: THE (LOST) CONFIDENCE IN STATE RESPONSE**

## CAUSE & EFFECT: A CRIPPLING CRISIS

*Lebanon is facing a series of colossal challenges causing prevalent harm to vulnerable populations and prompting state action, as far as can go.*

- Over the past year, the country was profoundly shattered by a multilevel crisis, ranging from a crippling political deadlock to a total financial meltdown, a breakdown of its banking sector, an unprecedented unemployment high and widespread impoverishment, with little to no social protection alleviating the devastating effects among the most vulnerable, all the while struggling against the Covid-19 outbreak and subsequent lockdowns since February.
- In November, the country entered its third formal lockdown for a two-weeks period, with the cumulative number of positive cases crossing the threshold of 100,000 persons, the number of deaths reaching 1,000 and the number of ICU beds nearing full capacity.
- Adding to this enormous challenge, the August 4 blast at the Port of Beirut was the coup de grâce that caused inconceivable devastation, with 205 civilian deaths, thousands of injured, around USD 15 billion in property damage and 300,000 temporarily displaced persons, leaving many of them homeless with winter approaching.
- In this context of acute crisis, international response programs were set up, channeled mainly through UN agencies, foreign bilateral aid, state institutions, and local NGOs.

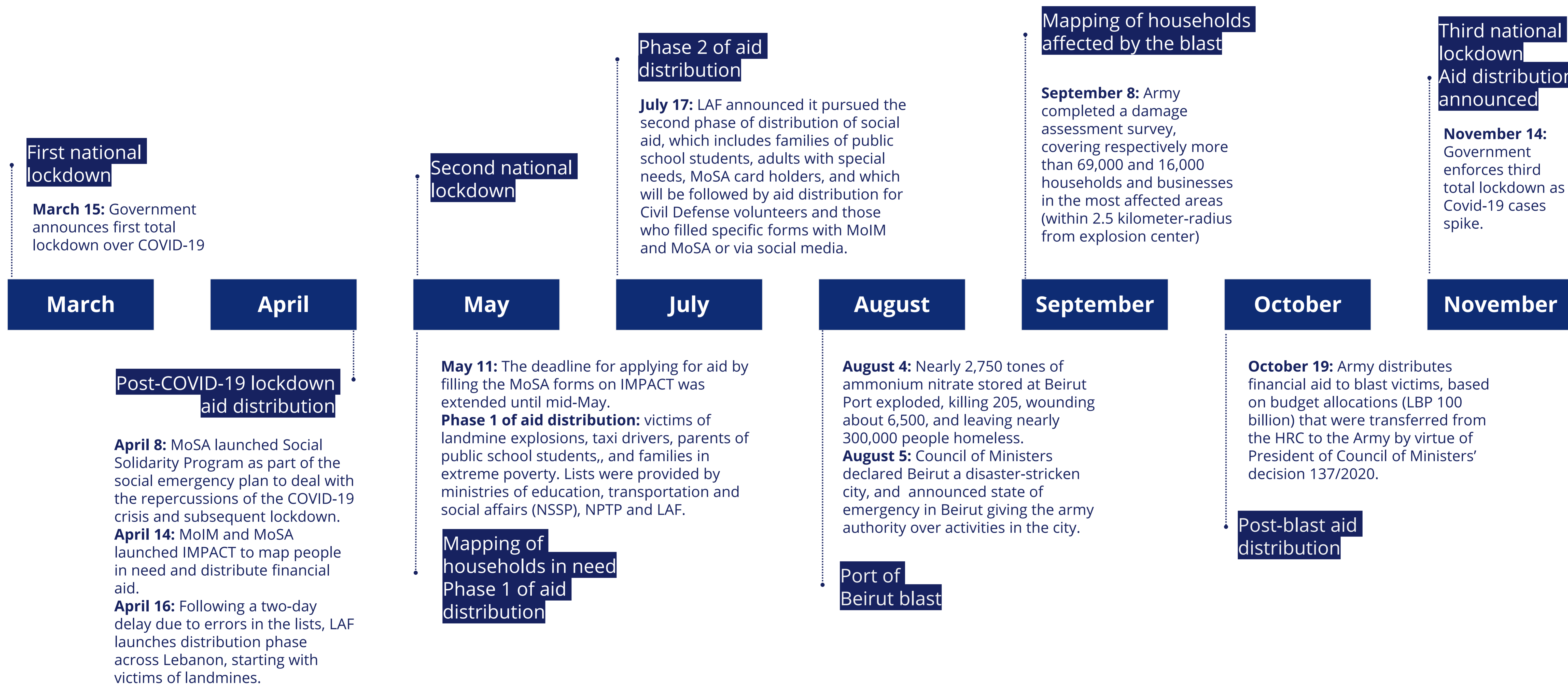


“ Monthly allocations of LBP 400,000 will be distributed to 240,000 households until the end of the year, the equivalent of 1.3 million Lebanese individuals. ”

Caretaker PM Hassan Diab, 10 November 2020

## TIMELINE OF EVENTS: THROUGHOUT THE CRISIS

*With every new challenge, aid relief operations were initiated by both state and non-state institutions.*



## QUESTIONS RAISED: RESPONSE INTEGRITY

Each of these operations has raised concerns in regards to the transparency, impartiality, and efficiency of the aid distribution process, tarnishing the overall credibility of state-driven response.



*Is aid delivery prompt enough in a crisis context?*



*Is the aid distribution process fair?*



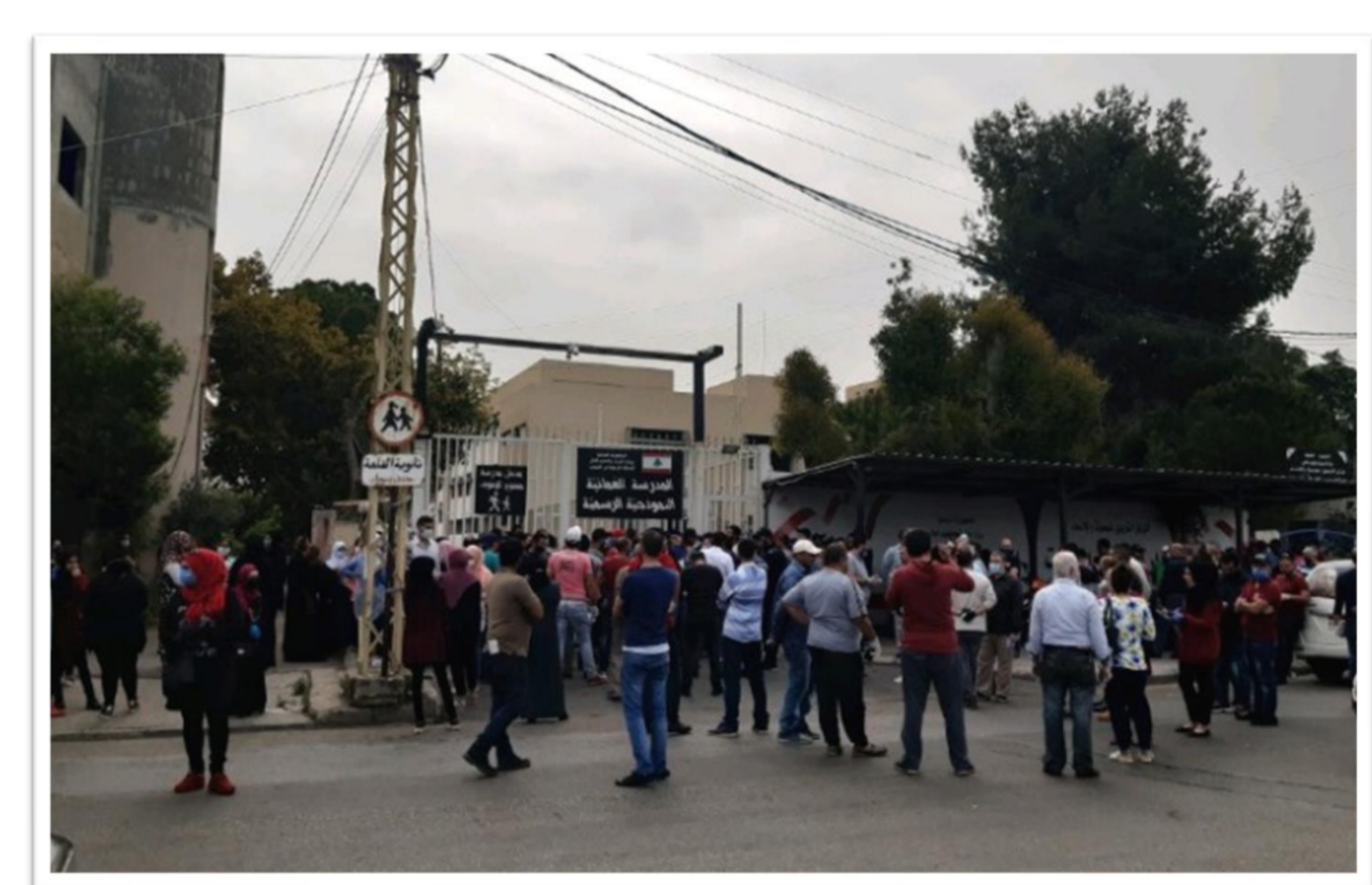
*Are the most vulnerable prioritized in the selection process?*



*Is aid distribution managed in an effective and efficient way and are privacy rights respected?*



*Is the mapping process fair and transparent or is aid distribution based on clientelism?*



*Are COVID-19 preventive measures observed during relief operations?*





**III.COVID-19 AID DISTRIBUTION:  
SCARCITY AND LACK OF  
TRANSPARENCY**

## FUNDS ALLOCATION: NATIONAL AND INTERNATIONAL RESOURCES

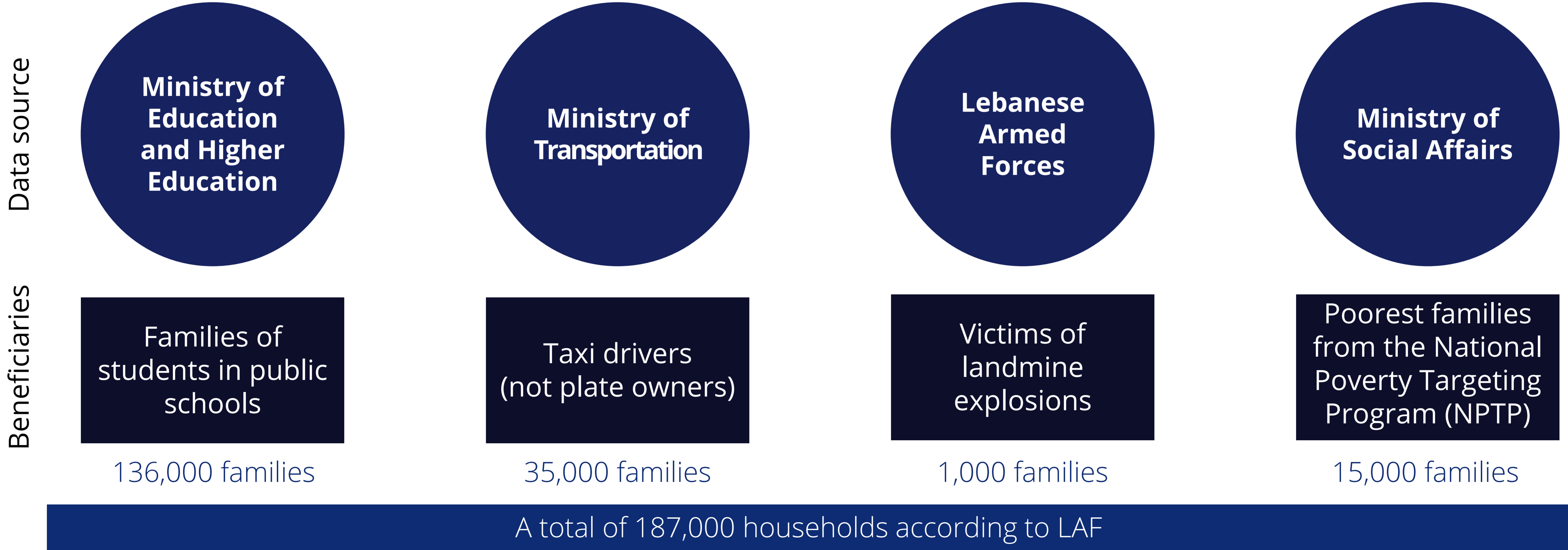
*The Covid-19 sanitary crisis and its consequences triggered several attempts towards the allocation of relief and emergency funds aiming to meet the needs of people already affected by the worsening economic situation.*

- **March 26:** The Lebanese Government approves a loan of LBP 75 billion to the Higher Relief Council to provide social aid to people affected by lockdown measures.
- **April 2:** The World Bank deploys USD 40 million in emergency response.
- **April 16:** PM Hassan Diab announces a *Stimulus and Safety* plan to cover mitigation measures implemented against the pandemic, with a value of LBP 1,200 billion.
- **May 21:** The parliamentary *Finance and Budget Commission* adopts the Government's law proposal regarding the social security and stimulation (LBP 1,200 billion) for people affected by COVID-19. LBP 600 billion out of this budget are intended to create a social safety net that will benefit 200,000 Lebanese among the most vulnerable categories (victims of landmine, elderlies, public school students families, people with special needs, and others) with a monthly allocation of LBP 400,000.
- **May 28:** PM Hassan Diab states that the opening of an exceptional budget of LBP 1,200 billion in 2020 aims at creating social safety nets that will benefit more than a quarter of a million household.
- **Aug 9:** The *International Conference on Support to Beirut and the Lebanese People* met virtually at the invitation of the President of France and the UN Secretary General, pledging USD 300 million in emergency aid.
- **September 23:** The President of the Republic issues decree 6979/2020 to release an extraordinary budget allocation of LBP 100 billion in 2020 budget to compensate people affected by the blast.
- **October 19:** Budget allocations of LBP 100 billion are secured for the emergency response by virtue of the PM's decision 137/2020.
- **November 13:** The President of the Republic announces an attempt to guarantee an additional LBP 150 billion to cover aid distribution for households affected by the blast.

## IDENTIFICATION OF BENEFICIARIES: AD HOC AND OUT-OF-DATE

*However, distribution criteria of the corresponding aid were not clear.*

- The aid distribution operation launched in April 2020 as part of the National Social Solidarity Program (NSSP) was based on existing and outdated datasets. Despite the Lebanese Armed Forces (LAF) being requested to audit these datasets (leading to distribution delays), around 200,000 households benefited from the NSSP aid according to MoSA, whereas alternative mapping tools allowed the identification of 460,000 households in need (the equivalent to 1.8 million citizens). But these tools never served as marker for the aid distribution nexus (cf. section VII of this brief).



## AID DISTRIBUTION: DISAPPOINTMENTS AND ACCUSATIONS

*As a result, local authorities and citizens disapproved the aid distribution operation launched by MoSA in April 2020, criticizing its lack of transparency, unfairness, and resounding failure to address the crisis.*

- In an April 2020 report , Human Rights Watch warned of an “inadequate Government response creating a risk of hunger for many.”
- This warning reflected the reality on the ground with local authorities criticizing the lack of transparency and unfairness in the selection process of aid beneficiaries.
- The ad hoc lists used by Central Government and provided by ministries, syndicates and other sources, were often outdated and had no input from municipalities which were completely excluded from the process adopted.
- Citizens and local authorities have been disappointed, as the nationwide mapping to which they have contributed on the IMPACT platform to collect data about half a million households was put aside and not used.
- As a result, many of those who applied for aid did not receive any, whereas other people less in need have received aid, sometimes more than once, due to duplication in names between lists from different sources.
- The names of deceased individuals even appeared on lists of beneficiaries.
- This disrupted the cooperation between central government and decentralized local entities, also affecting dynamics at the community level, as citizens felt betrayed by their own elects, which put Mukhtars and municipalities under increased pressure.
- During the most recent lockdown (November 14), little improvement was made on this front, with the situation of the most vulnerable Lebanese worsening since the first confinement with no actualization of data.

## AID DISTRIBUTION: IN THEIR OWN WORDS

**“** We requested aid several times, whether from MoIM or MoSA, but didn't receive any. We will stop filling forms from now on, and we are responsible for this decision.

Municipality President, October 2020

We worked hard back in April to map families in need, providing the most updated data on people who lost their jobs due to the crisis. But we noticed that MoSA used instead old datasets it has and delivered the aid to MoSA card holders. However, poverty has increased, and new poor were disregarded. Datasets included dead people. Moreover, taxi drivers – who were affected by the lockdown – didn't receive the aid they deserve, whereas the plate owner did.

Mukhtar, November 2020



**“** Some well-off people are receiving aid more than once, whereas people in need are not receiving anything. There is a total lack of transparency in aid distribution.

Municipality President, November 2020

Aid was never delivered to my town. My constituents accused me of stealing the funds.

Mukhtar, November 2020

The State exploited towns. They made us map the families in need for the LBP 400,000 aid, but no one received anything. They stole the funds and provided aid to other areas at our expense.

Mukhtar, October 2020

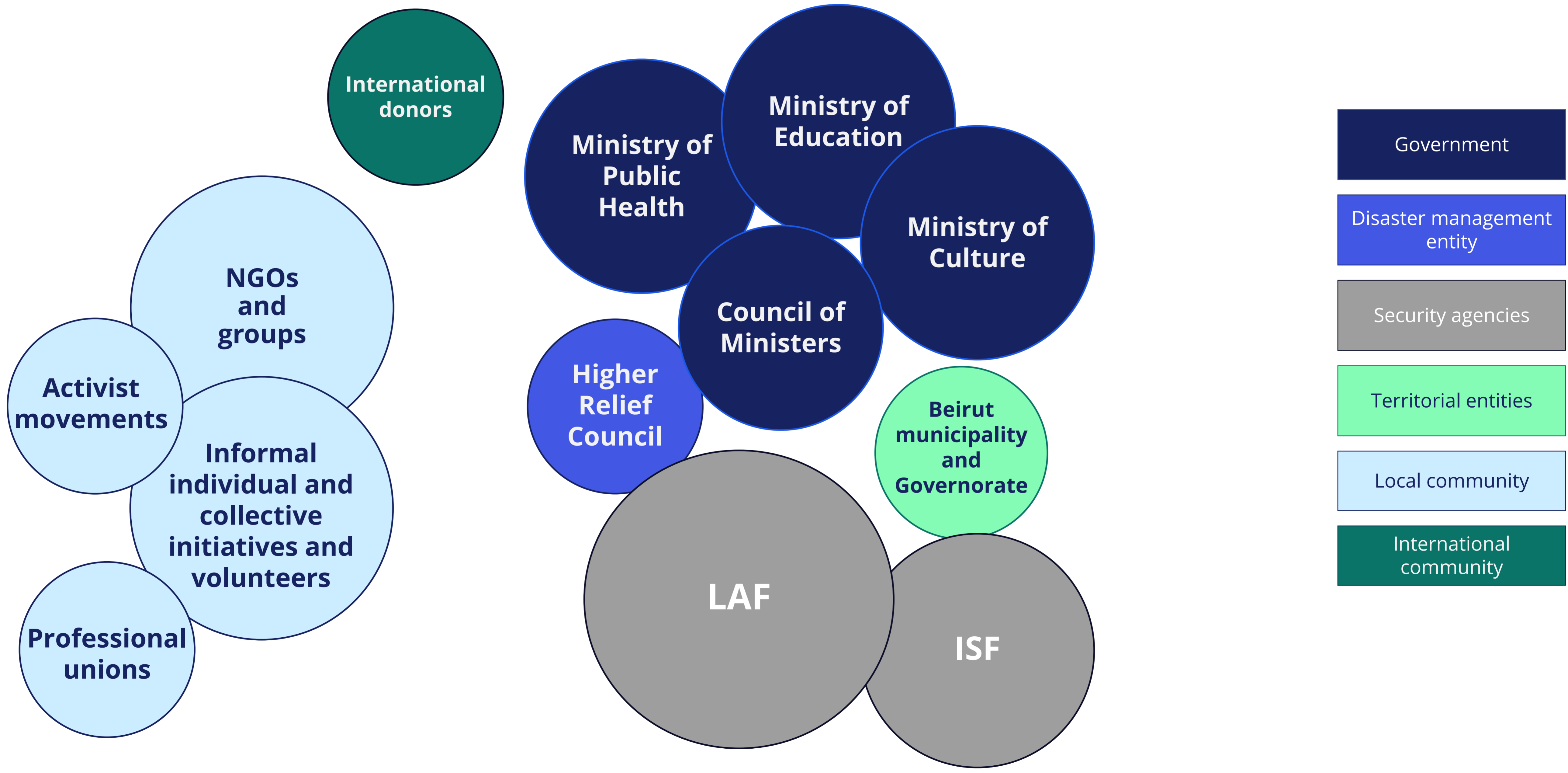




**IV. BEIRUT BLAST RESPONSE:  
SECURITIZATION AND LIMITED  
STATE PRESENCE**

## LEADING THE RESPONSE: THE LEBANESE ARMY

Following the State of Emergency instated on August 5, the official response to the blast was led by security agencies with a marginal presence of central government, little support to local authorities, and some efforts to coordinate among civil society actors.



## LEADING THE RESPONSE: THE LEBANESE ARMY

*Granted exceptional powers by virtue of the Council of Ministers' declaring the State of Emergency, the Lebanese Armed Forces were in fact delegated the main role in relief and security.*

### **Lebanese Armed Forces (LAF)**

- The LAF was delegated the main role in relief and security, forming a commission to map damage in all affected areas, as assigned by Council of Ministers
- Conducted by LAF officers and civilian engineers, field mapping covered more than 69,000 households and businesses in the most affected areas (within a 2.5 kilometer-radius from the explosion center), in addition to more than 16,000 households and businesses in less affected areas (within a 7.5 kilometer-radius).
- To coordinate response on the ground and assign zones of work to NGOs or groups, the LAF issued a circular on August 14 instructing all entities engaged in relief efforts to apply for permission at Beirut Municipality to proceed with their work, in order to coordinate relief activities on the ground.
- LAF also participated with in-kind aid distribution in Beirut.

### **Internal Security forces (ISF)**

- The ISF were charged in maintaining public order and security to prevent looting from damaged buildings, and participated in rubble removal activities.



## MISSING IN ACTION: THE CENTRAL GOVERNMENT

*The State's role in relief and recovery efforts was practically handed to its security apparatus which focused on coordinating activities in the field at the expense of developing a comprehensive plan for the recovery and reconstruction of the city.*

### Central Government

- The Government's response to the blast consisted of damage mapping in the culture and education sectors, done by the Ministry of Culture (MoC) and the Ministry of Education and Higher Education (MEHE). MEHE opened the doors of several campuses and public schools for families displaced by the blast. The Ministry of Public Health (MoPH) covered medical care expenses for victims affected by the blast.
- The Council of ministers launched the Donor Coordination Platform to cooperate with international donors.
- The Central Inspection, in collaboration with the Ministry of Displaced and the Ministry of Public Works, mapped damages in public administration buildings.

### Local authorities

- The Municipality of Beirut distributed food parcels in devastated neighborhoods and brooms to volunteers taking part in the rubble removal activities.

### Disaster management

- The Higher Council for Relief (HCR), assigned with disaster response, conducted damage assessments and coordinated foreign aid. It also encouraged citizens to apply for compensation. However, compensation distribution prerogatives were fully transferred to LAF.
- International donors pledged USD 300 million in emergency aid but conditioned to reforms and transparency. Aid will be channeled directly via trusted local aid groups and NGOs due to widespread state corruption.



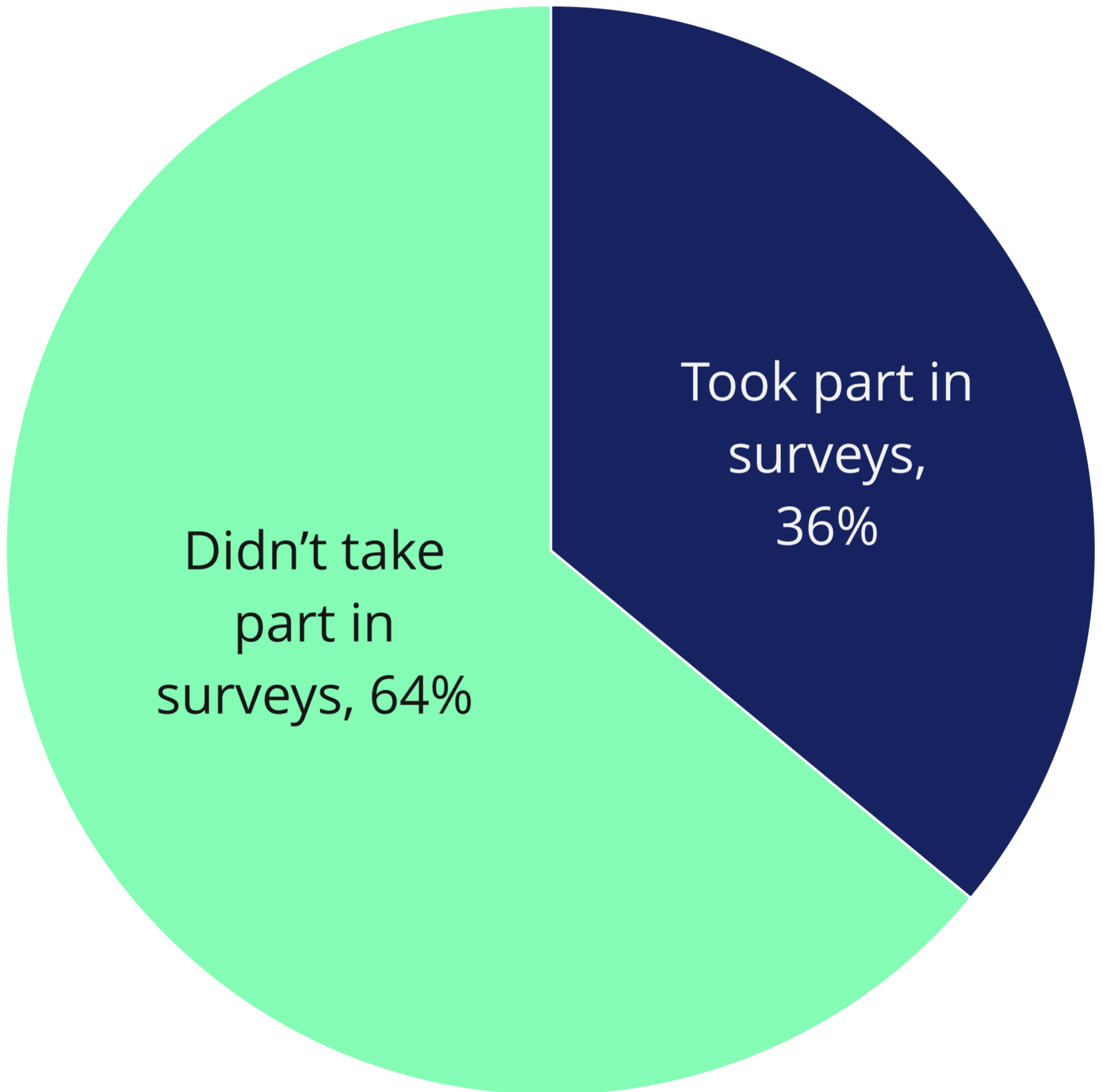
**V. GENERAL PERCEPTION:  
UNSOUND RELIEF RESPONSE**

## NEEDS & AIDS

*Despite considerable mapping efforts, results show the weak inclusiveness and comprehensiveness of both needs assessment surveys and aid distributions following the blast.*

- A phone perception survey (random digit dialing) was conducted with **200** Beirut residents between October 27 and November 2, 2020.
- The purpose of the survey was to measure perceptions on relief response processes, mainly needs assessments and aid distributions, and assess overall experience with aid activities.
- **1 out of every 3** of respondents declared taking part in needs assessments surveys at some point after the blast (**36%**), and only **1 out of every 5** respondents declared having received some kind of aid (**21%**).
- Among those who actually received aid, **69%** had already filled a needs assessment survey, with **31%** reportedly receiving aid without a prior needs assessment survey, implying that post-blast aid distribution in Beirut did not solely rely on needs assessment surveys.
- Aid distributed without prior needs assessment surveys was mostly delivered by the LAF (**40%**), religious organizations (**20%**), and charity associations (**14%**).

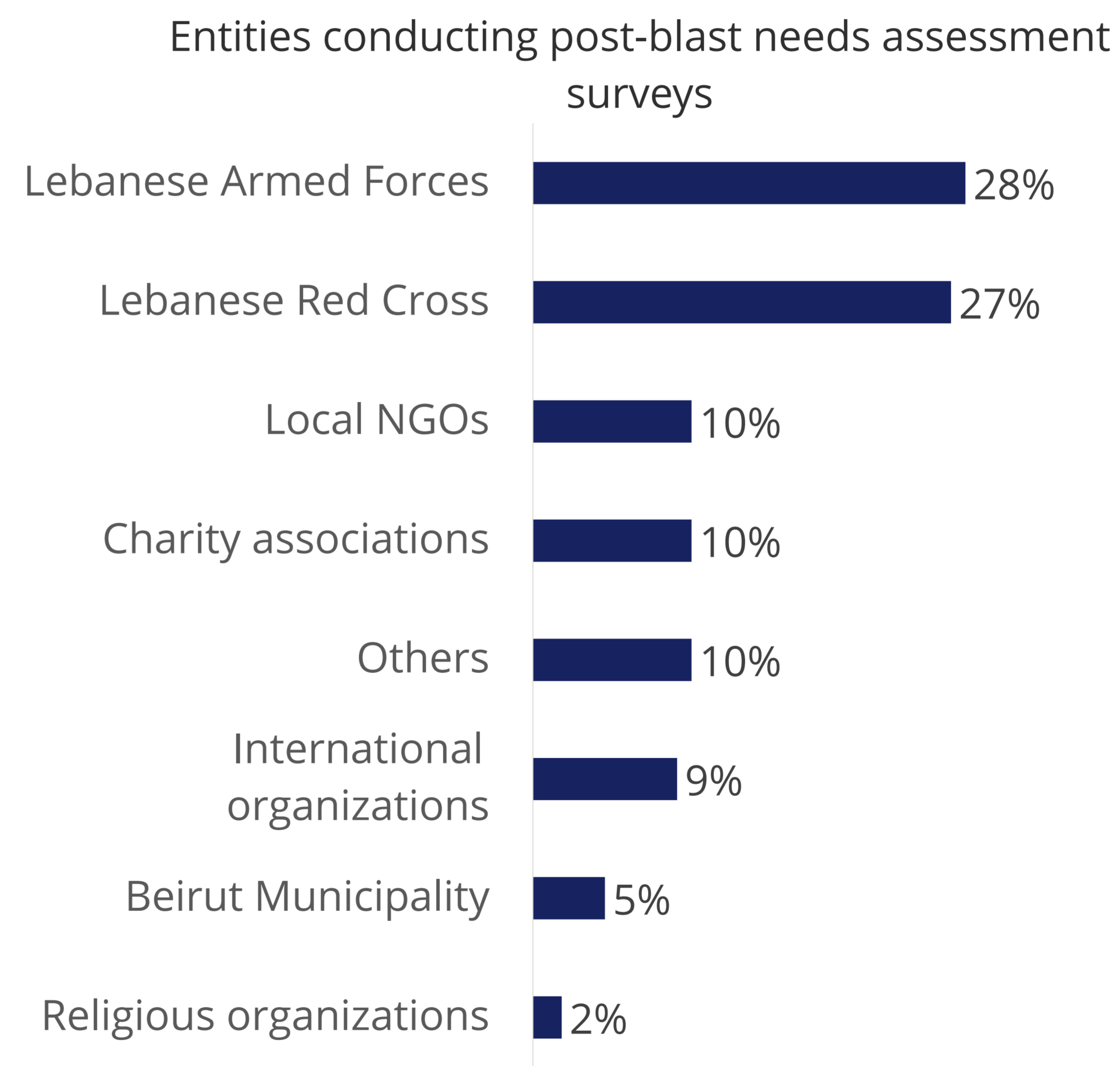
Participation in post-blast needs assessment surveys



## NEEDS & AIDS

*The process was also characterized by a duplication in relief efforts and a lack of coordination between the different entities operating on the ground.*

- **36%** of respondents who took part in post-blast needs assessment surveys declared having been surveyed by more than one entity, which reveals the duplication in relief efforts, and lack of coordination between the different entities operating on the ground.
- According to the respondents, the main organizations assessing needs and mapping damages on the ground were the LAF (**28%**) and the Lebanese Red Cross (**27%**), followed by charity associations (**10%**), local NGOs (**10%**) and international organizations (**9%**).
- Interestingly, the LAF provided aid for the households they surveyed more than charity associations or Beirut municipality did, but less so than local NGOs and religious authorities.
- Overall, aid received by respondents who did not take part in needs assessment surveys was limited to in-kind aid (**60%** of cases) and cash-based aid (**27%**), whereas damage repair, requiring mapping data, relied on surveys, especially for partial repairing activities.

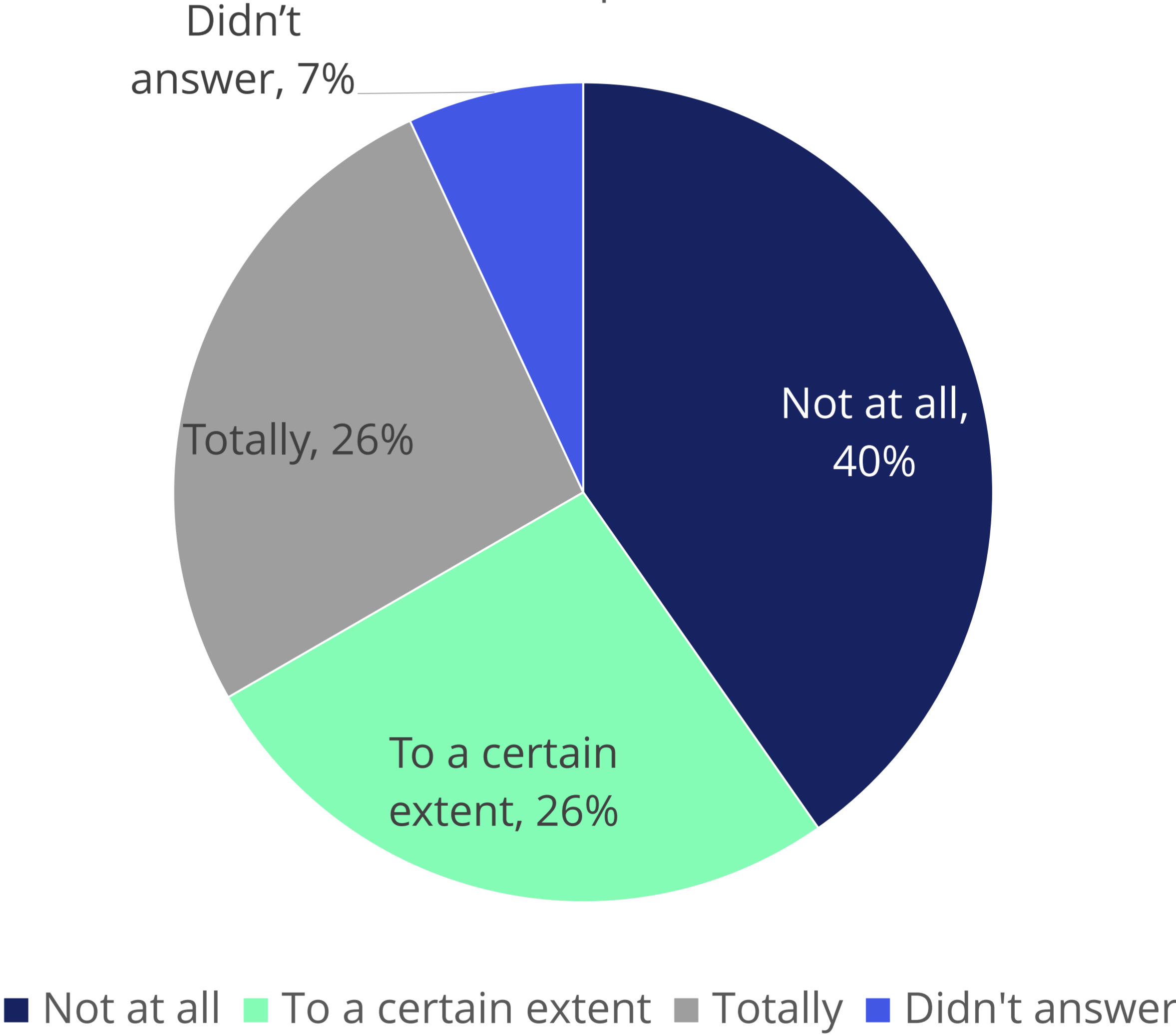


## PERCEPTIONS & ATTITUDES: POST-BLAST SURVEYS & AIDS

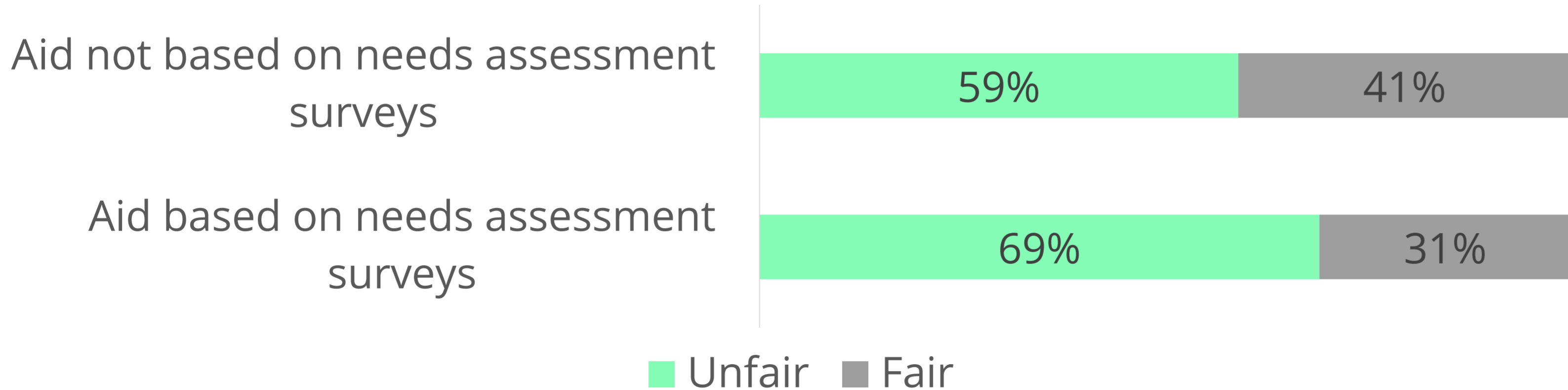
*While the perception of need assessment surveys was mixed, most of the respondents found aid distribution to be unfair, an indication of the limited impact of surveys in targeting aid on a need basis.*

- Needs assessment surveys were deemed insufficient or useless by more than half of the respondents (**31%** and **24%** respectively), while **38%** considered them useful to inform relief activities and target aid.
- **69%** of those who received aid on the basis of needs assessment surveys deemed the aid received unfair. Similarly, **59%** of those who received similar aid but not on the basis of surveys felt the same way, highlighting the limited impact of surveys in targeting aid on a need basis.
- Also, such needs assessment surveys had no (**40%**) or limited (**26%**) psychological effect in reassuring respondents who took part in them.

Reassurance effect of the needs assessment surveys on the respondent



Perception of the fairness of aid received on the basis of needs assessment surveys

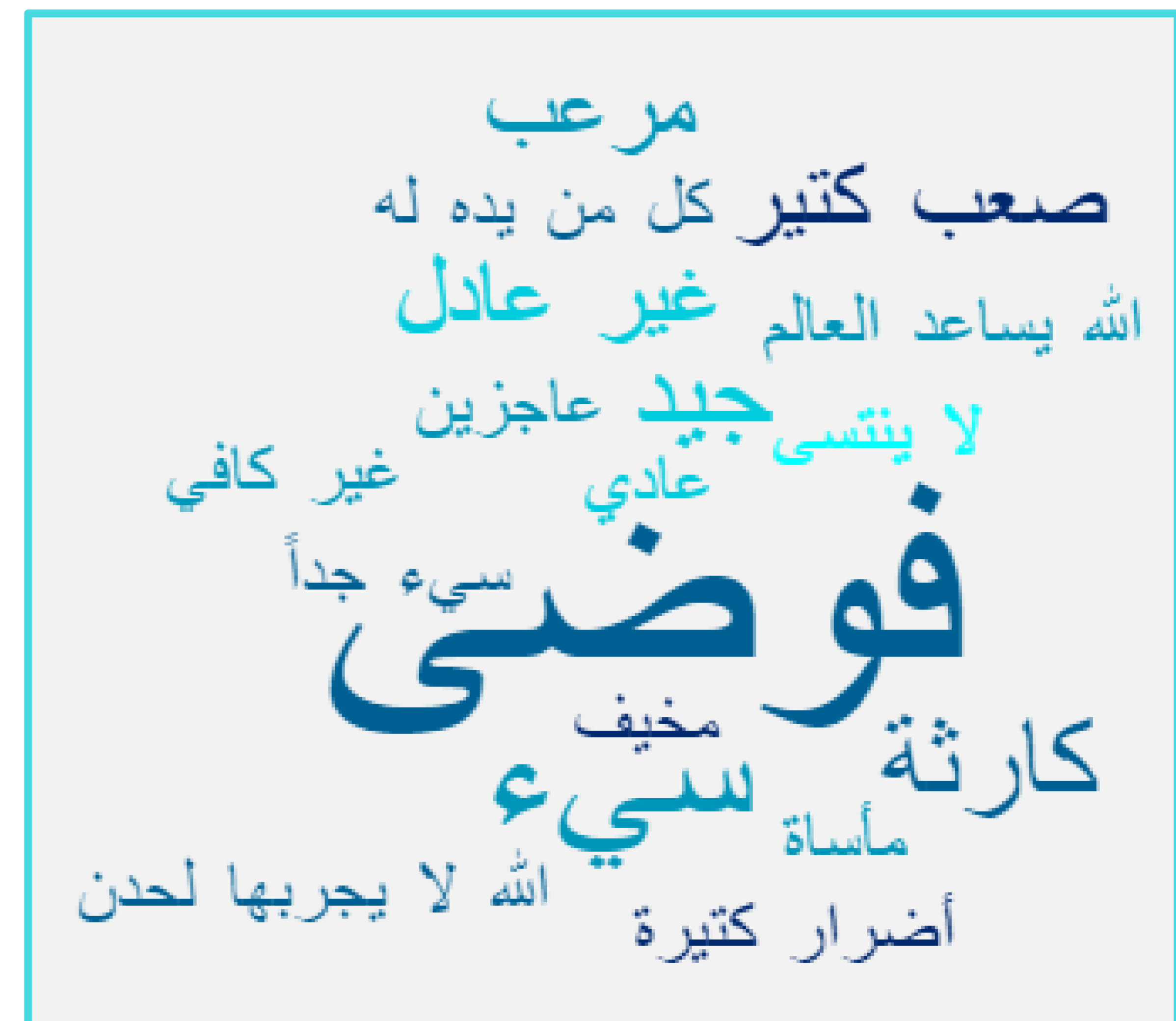


## PERCEPTIONS & ATTITUDES: DISASTER MANAGEMENT

*Perception of relief and coordination efforts was also mixed, with most respondents describing the situation in the ground as “chaotic” and “catastrophic” and agreeing on the country’s unpreparedness in terms of crisis management.*

- Coordination between the different entities engaged in post-blast relief efforts was deemed as medium (**25%**) and absent (**25%**) equally by half of the respondents who took part in needs assessment surveys, reflecting a perceived lack of coordination mechanisms between the different stakeholders.
- “Chaos” was the word used by most respondents to describe the situation on the ground in terms of relief efforts in the first few days following the blast.
- **48%** of the respondents who took part in post-blast surveys considered the Lebanese Red Cross as the most effective entity operating in relief efforts, whereas **20%** considered it to be the LAF.
- Beirut municipality was seen as the least effective (**1%**), with an intervention described as delayed and meagre.
- Overall, **71%** of the respondents who took part in needs assessment surveys in the aftermath of the blast agree that crisis preparedness in Lebanon is low.

Semantic cloud of survey responses describing the situation on the ground, in terms of relief efforts

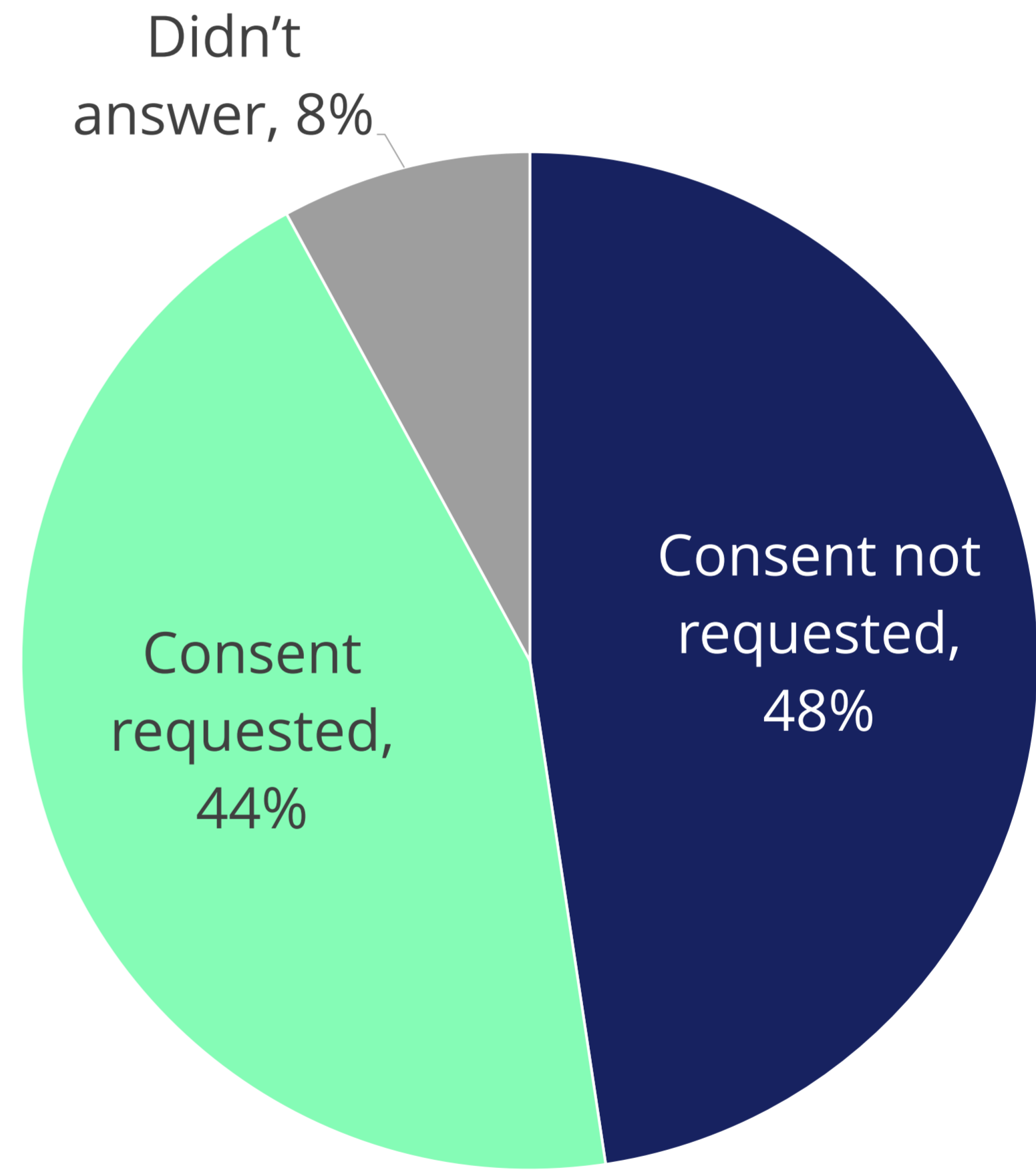


## PERCEPTIONS & ATTITUDES: DATA PRIVACY

Results also reflected a worrying trend in regard to the respect of data privacy and protection standards with a lot of personal information gathered and not enough transparency as to the use of this information.

- **88%** of respondents who took part in needs assessment surveys were asked for personal information, indicating the significance of the data privacy issue. This information included the name (**100%**), address (**98%**) and phone number (**94%**). Personal monthly income (**43%**) and household monthly income (**35%**) were also asked for. Interestingly, visual evidence of the damage sustained by the place of residency or business was solicited in only **51%** of cases.
- Half (**48%**) of the respondents who provided personal information in the post-blast surveys were not requested to consent to share their information with relevant organizations and entities with an equal share (**54%**) expressing their worry of a potential misuse of their data.
- More importantly, **2 out of every 3** respondents declared not knowing where their personal data was being stored (**65%**) or that they are currently unable to communicate with the entities that solicited this data (**67%**).

Request of consent to share information



Communication possibility with entities that solicited personal information



**VI.INTERNATIONAL STANDARDS:  
LITTLE TO NO COMPLIANCE**



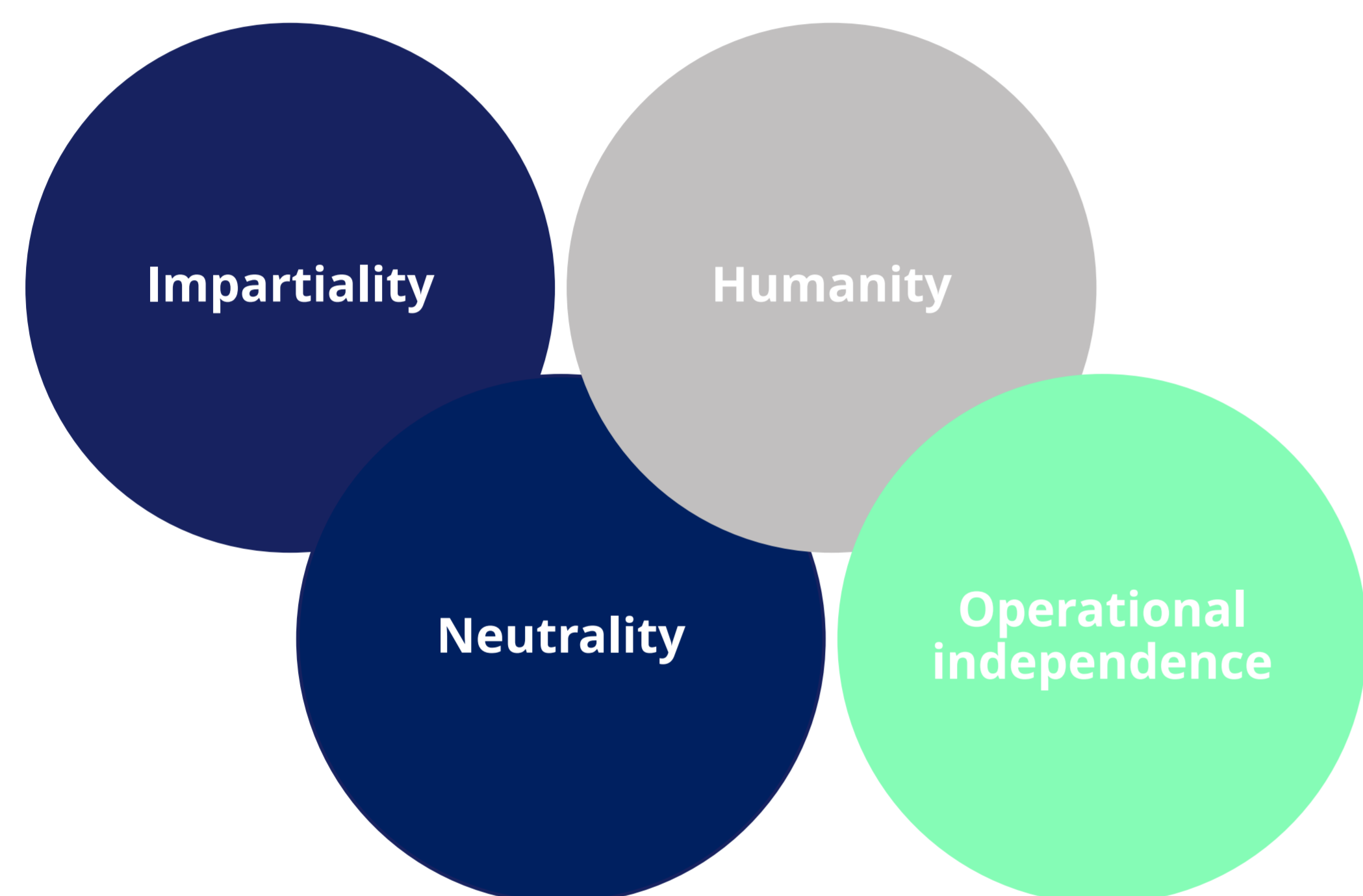
## THE AID DISTRIBUTION PROCESS: AD HOC AT BEST

*The entire aid distribution process has been ad hoc, lacking fairness, continuity, transparency and accountability. The IMPACT platform was created exactly for these purposes, but unfortunately was put aside to the benefit of manual processes that were far from international standards.*

- **Data collection and bias by design:** The assembly of lists like victims of landmines, taxi drivers or parents of children in school are far from insuring fair coverage of families in needs, humanity or impartiality. Many vulnerable households were neglected and frustrated for not receiving aid. Besides, confusion has been caused by the registration of families on IMPACT and the complete neglect of the data on this platform. IMPACT involved local authorities in data mapping, tracking, and updating in order to remain close to the reality of the field. It was put a side and replaced by an opaque, centralized and biased process.
- **Data cleaning and lack of transparency:** There is no transparency over the methodology adopted in the data “cleaning” and “collation” and no mean to audit this exercise. Data redundancy remains since many lists were collated with no scientific methodology. The criteria for “cleaning” data were completely opaque and this exercise was done by the army which may well be driven by securitized factors. In the mean time, IMPACT had full traceability over data “cleaning” and editing but was not used although available to all stakeholders including MoSA, MoIM, and the LAF.
- **Selection of beneficiaries and lack of impartiality:** Selection of beneficiaries should be done in light of statistical indicators and through a methodology insuring that the most vulnerable groups are included, using indicators like number of people with special needs, number of young children, and elderly in the household professional condition, etc. in full transparency. While IMPACT offered such capability on the platform central authorities decided to simply compile lists, and count on the army’s non auditable and arbitrary analysis.
- **Distribution and lack of accountability:** The adopted distribution approach has no method to insure data privacy, and rights for concerned members to check and update their information. The data used by the army is static and efforts to enhance it are neither cumulative not collaborative. Local authorities which are way closer to the communities were excluded from the process. Their complaints could not be addressed. They were accused of bias but had no mean to support or adjust the process. Besides, there is no way to audit anything in light of complaints as there is not traceability, let along immutability of data, especially as the LAF is above all oversight institutions.

## INTERNATIONAL HUMANITARIAN STANDARDS

According to the Humanitarian Charter and the United Nations Office for the Coordination of Humanitarian Affairs, aid distribution in disasters is grounded in international standards and principles, all the while covering specific sectors.



Humanitarian engagement has to be based on **humanity** (to protect life and health, and ensure respect for human beings), **impartiality** (to give priority to the most vulnerable and not to discriminate), **neutrality** (not take sides in hostilities or controversies), and **independence** (to be autonomous from political, economic, military or other objectives).



Five key sectors are identified where assistance needs to be guaranteed immediately: **water supply and sanitation, nutrition, food aid, shelter** and **health services**.



Most frequently identified people at high risk in disasters are **women, children, older people, disabled people** and **people living with HIV/AIDS** (PLWH/A), and at times, people may also become vulnerable by reason of ethnic origin, religious or political affiliation, or displacement.

## BEIRUT BLAST RESPONSE AND THE ABSENCE OF STANDARDS

*Lebanon failed at meeting the international standards in terms of response management and humanitarian principles.*

- **Lack of neutrality and impartiality:** Relief efforts lacked inclusiveness, as they were concentrated in the first week after the blast on middle and high-class neighborhoods such as Geitawi, Mar Mikhael and Ashrafieh, whereas other equally affected and historically marginalized working-class neighborhoods, such as Karantina and Khandaq al-Ghamiq were neglected from immediate relief.
- **Limited coordination and communication:** Multiple needs and damage assessment surveys were conducted by multiple entities, often leading to contradictory outcomes and resulting in growing confusion among Beirut residents regarding which stakeholder was to provide aid or cover repair costs, and which process to follow. Moreover, the State was not coordinating the numerous community-based relief efforts, and offered very limited communication between public entities and civil society.
- **Absence of collaboration:** There was no clear coordination between the different stakeholders across the public sector, civil society, and international community. The HCR, expected to be the main disaster management and response entity, was not on the frontlines, while responsibility for security and relief were transferred to LAF, which cannot be expected to ensure all aspects of a response policy. Moreover, the government blocked access to some of the foreign relief teams who were planning to offer their field services to Beirut.
- **International instrumentalization of aid:** International aid was conditioned on political reforms, whereas humanitarian assistance should not be politically instrumentalized, in line with the impartiality principle.



**VII.THE SOLUTION AT  
HAND: IMPACT**

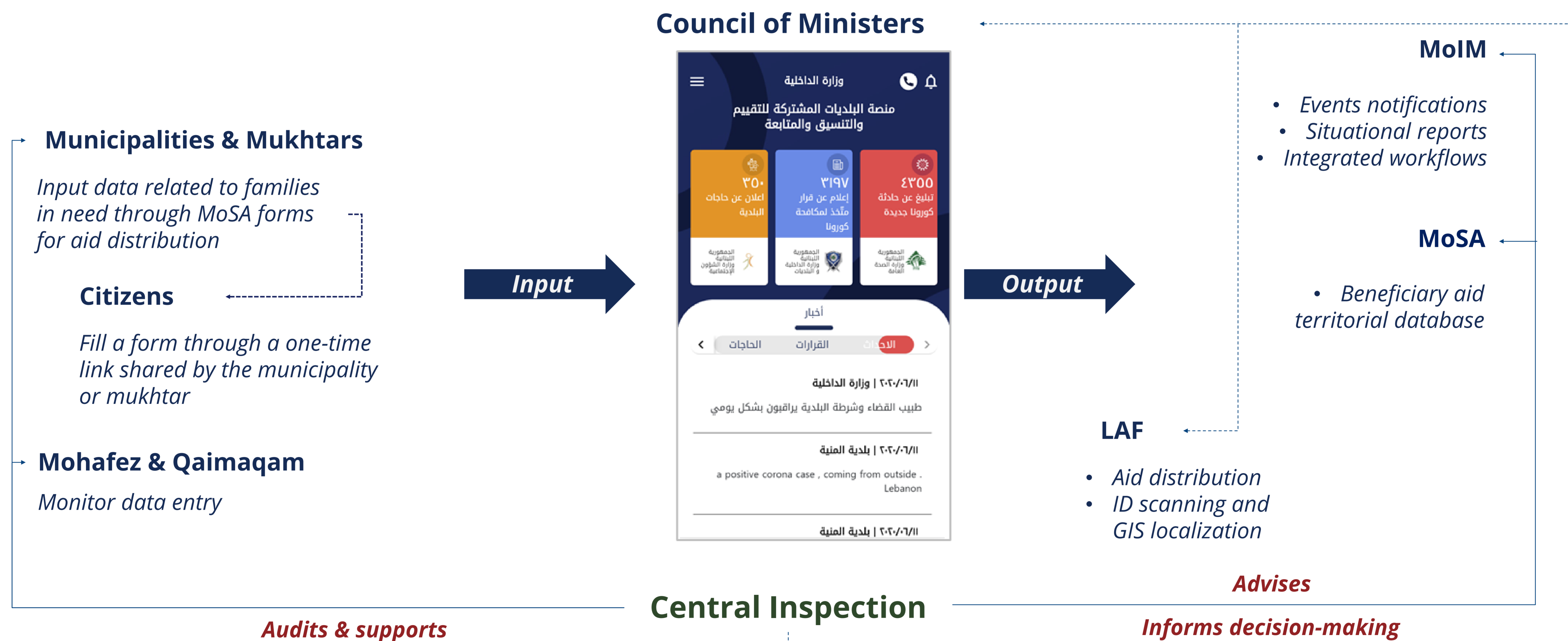
## AN EFFICIENT TOOL: IMPACT

*One of the solutions is the IMPACT platform, an efficient tool that can help collect and process relevant and effective datasets.*

- The Inter-Municipal Platform for Assessment, Coordination and Tracking (IMPACT) is a government-wide digital platform tool linking municipalities to ministries and public institutions, along with civil society.
- The platform maps data and connects central and local authorities across sectors.
- IMPACT includes countrywide demographic data, mapping of vulnerable groups, needs assessment, agriculture and industrial mapping, environmental assessment, infrastructure data, rural development cross sectoral data, and administrative acts and decisions.
- It has an aid distribution module which manages data collection and collation, continuous data updating, targeting of vulnerable groups, statistical analysis, delivery tracking, and complaint management; all is done with full transparency and traceability at all phases of the aid distribution process.
- IMPACT has evolved into a tool that supports incident reporting and crisis management through efficient workflows linking different stakeholders, with quick notifications and alerts. It has now covid-related data that is being updated by MOPH, District Doctors, Municipalities, Red Cross, social workers, and other stakeholders.
- IMPACT has now built an entire ecosystem including complaint and support centers, auditing and analysis teams within the Central Inspection and collaborating institutions who publish regular reports online.
- Governance and data integrity are built by design into the system by a team of highly skilled individuals from diverse background including engineers, social scientists, designers, and data experts.
- IMPACT allows for a degree of transparency previously unattainable. It is practically a new contract between expert citizens in the society and within the state.

## A RELIABLE ALTERNATIVE TO MANAGE AID DISTRIBUTION

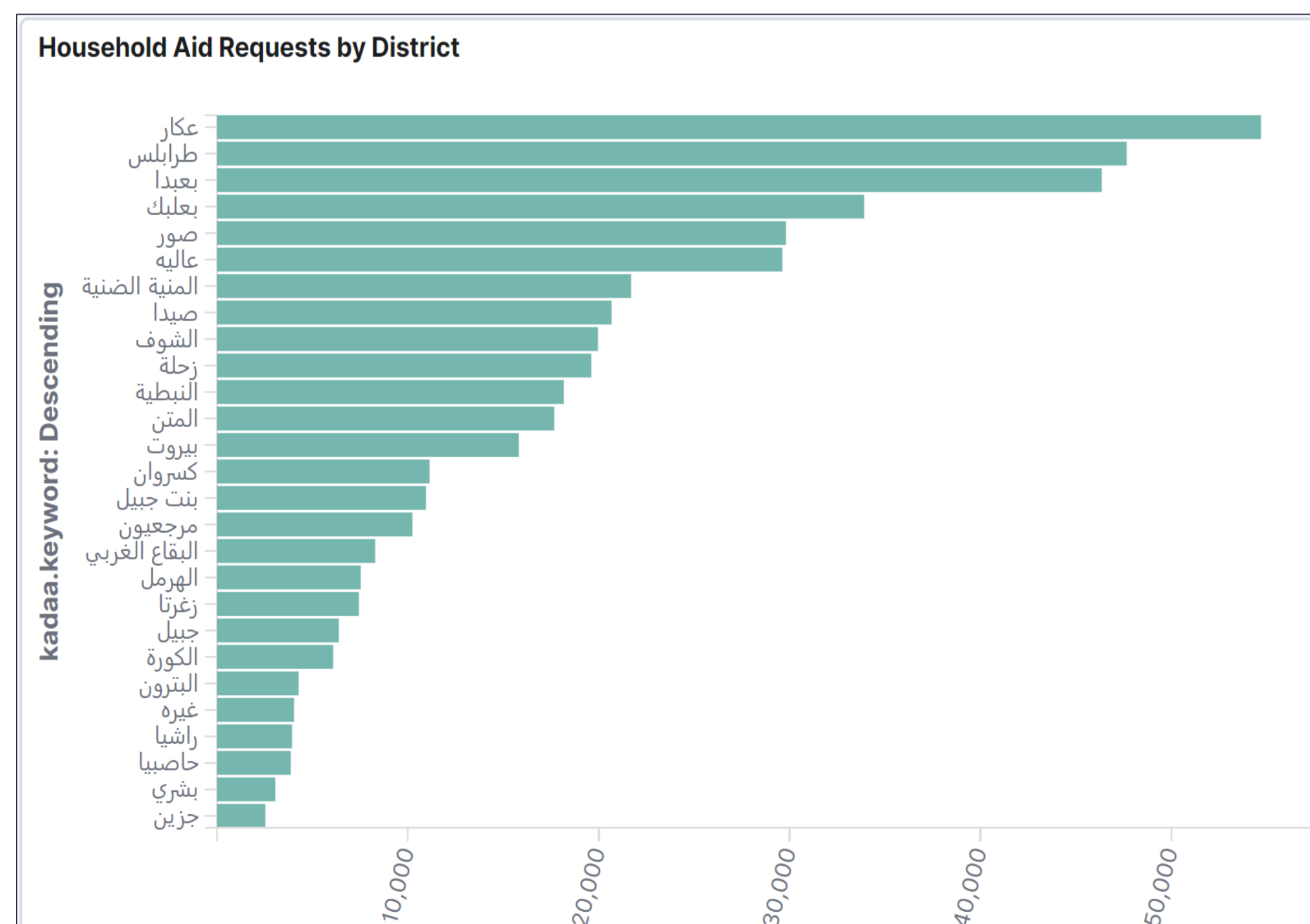
The platform was used by municipalities and Mukhtars to map households in need last April and May, either directly through phone interviews with beneficiaries, or through sharing a one-time link with them, allowing for instant access to crucial and traceable data to serve in the design of evidence-based social response policy.



## A RELIABLE ALTERNATIVE TO MANAGE AID DISTRIBUTION

To date, IMPACT has data on 468,343 households that can be categorized on the basis of any survey field: under 18, children under 5, senior household members, individuals in need, employment situation, education, vehicle ownership, type of housing, and more.

- The data has addresses and mobile phone numbers associated to it with capacity for immediate update and/or extension of fields through 2-way notifications.
- The platform has an integrated “python playground” for data collation, cross validation, analysis, and predictive modeling.



**468,343**  
**HOUSEHOLDS**  
**IN NEED**

**1,855,800**  
**HOUSEHOLDS**  
**MEMBERS**

## IMPACT: A STATE-DRIVEN SOLUTION

*With the following features, the platform is proving transformational.*



### Simple

IMPACT is an online, user-friendly tool accessible at any time via mobile and computer. It's in line with social distancing measures, as it substitutes for door to door surveys.



### Collaborative

IMPACT brings together several relevant stakeholders on same platform. It involves local entities in data collection.



### Integrated

IMPACT's workflow covers all phases of aid distribution, from data collection to data analysis, from data storage to aid delivery. It thereby links needs assessment with aid distribution. I also has the capability to allow users to view and validate their own data.



### Inclusive

IMPACT engages those who have been previously marginalized or ignored by the state: disengaged youth, women married to non-Lebanese, remote Mukhtars, etc.



### Privacy compliant

IMPACT was developed with a privacy by design approach. Users are explicitly asked to give consent before providing their information that remain confidential. They can access only the data that is relevant to their work. Data views are audited and traceable and capabilities to opt out exist in the system.



### Secure & audited

IMPACT is a secure platform owned by the State under the auspices of CI. Data collection process occurs under the supervision of Qaimaqams and governors, and the oversight of CI. Other entities can participate through real-time dashboards.



### Traceable

IMPACT is linked to real-time dashboards that allow to read and analyze the data, and monitor users' activities on the platform, which enables new digital audit methods.



### Accurate & updatable

IMPACT provides accurate and up-to-date data on households in need, with digital tools to identify and eliminate duplications. Data can be constantly updated as needed through a continuous data enhancement process.



### Accessible & transparent

IMPACT provides for the first time an open data platform for the general public, to promote transparency and access to information. It can also help NGOs and international organizations target their aid distribution through controlled access to relevant data of households in need.



### Supported

A call center system is set up to provide support to municipalities, Mukhtars and citizens using the platform.





## **VIII.CONCLUSIONS AND RECOMMENDATIONS**

## CONCLUSIONS AND RECOMMENDATIONS

*The present State of Emergency mindset needs to be urgently replaced with a cluster-driven structure fostering coordination and co-operation among state administrations, local authorities and relief actors on the ground, in order for aid to better reach the most vulnerable populations.*

- Both state and non-state institutions faced **severe limitations and challenges** as far as needs assessment and relief responses were concerned.
- Response operations whether in relation to Covid-19 and the Port of Beirut Blast, **fell short in guaranteeing transparency, fairness, and inclusiveness** for the sake of preserving the dignity of the most affected persons.
- Decisionmakers used **outdated databases** to implement social aid programs, despite the availability of more recent and accurate records that were consolidated thanks to state-driven technological nexus, such as IMPACT.
- The declaration of a State of Emergency carried a **securitized approach to emergency situations that is not adequate** to the size and complexity of the country's calamities and the people's needs.
- Instead, **clustering efforts** should rally towards a more participatory approach with local authorities, civil society organizations and citizens, using IMPACT as a shared, open, transparent and inclusive space, in order to collect, enhance and analyze data of public interest to foster and design sound policies, as it would also better guide non-state stakeholders in planning relief programs.
- This course correction on aid distribution, based on existing tools and opportunities, would greatly support the **rebuilding of state legitimacy as an integrated component of the processes ensuring social justice**, allowing authorities to comply with their duties towards its citizens, in addition in respecting their international obligations.

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