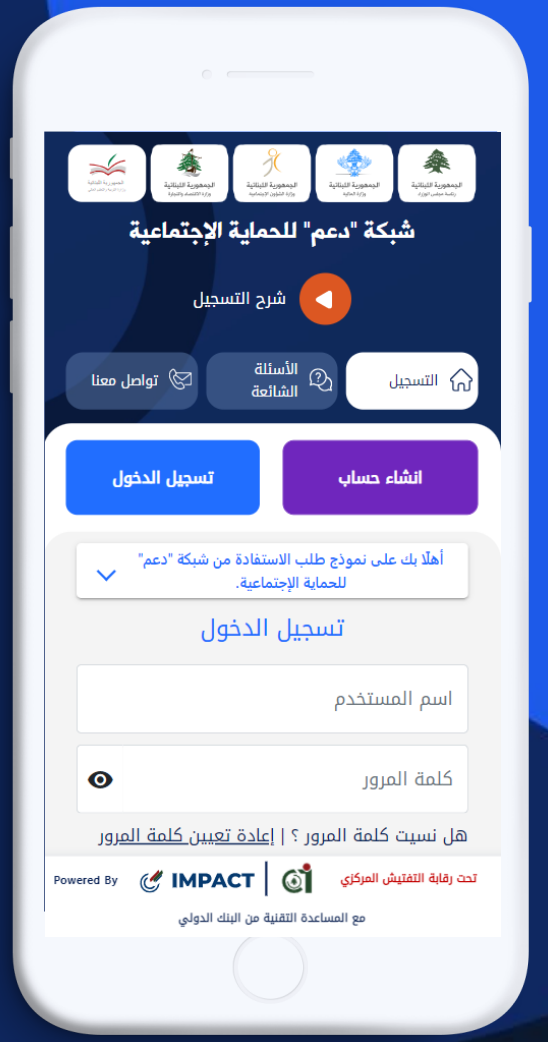
Social Safety Net Program
"DAEM"

Registration Phase
Closing Report

1 December – 31 January

Feb 7, 2022

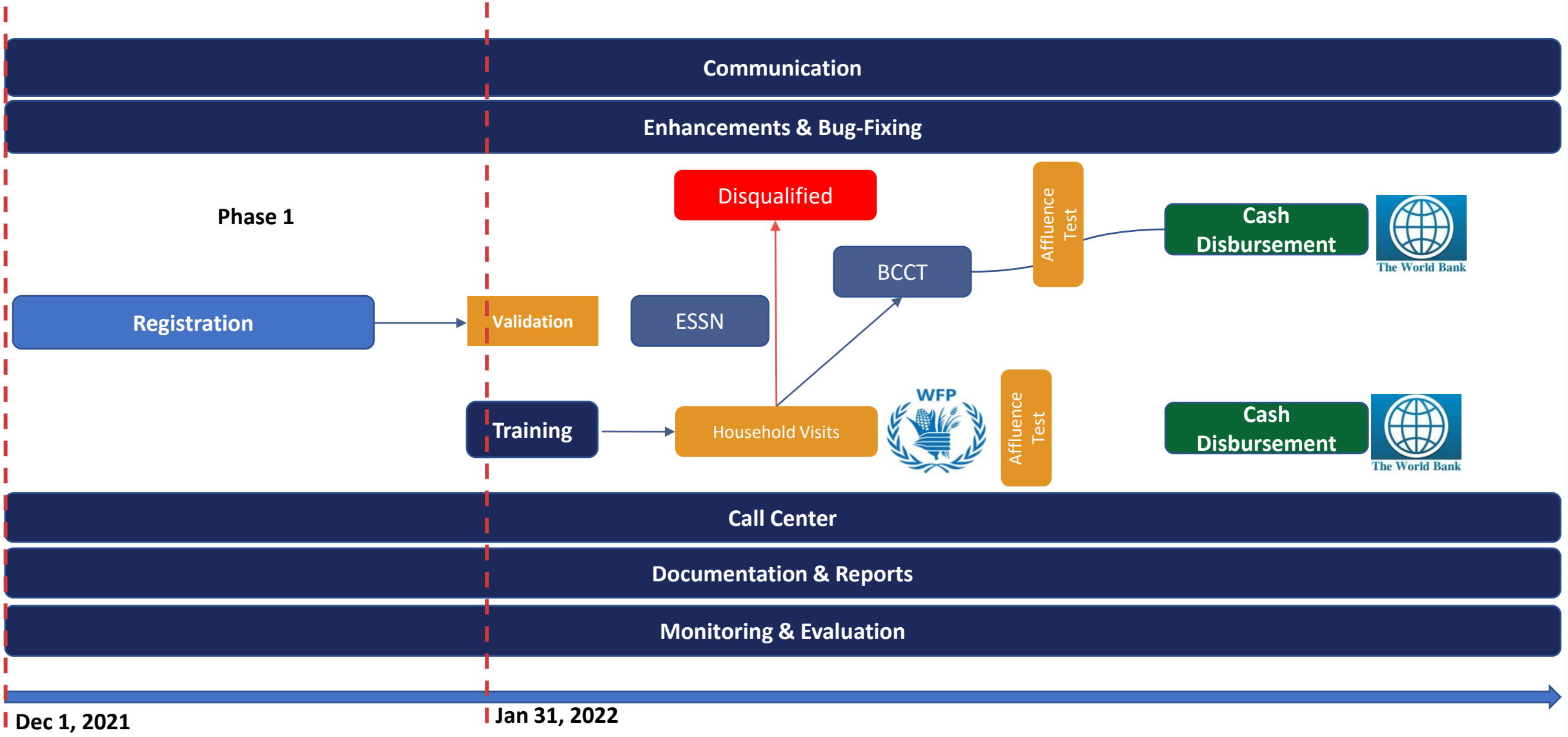


After two months of its launch and the **end of the registration phase**, the following report provides a general overview of the **Social Safety Net Program "DAEM"** project for its phase 1: **December 1, 2021, to January 31, 2022**.

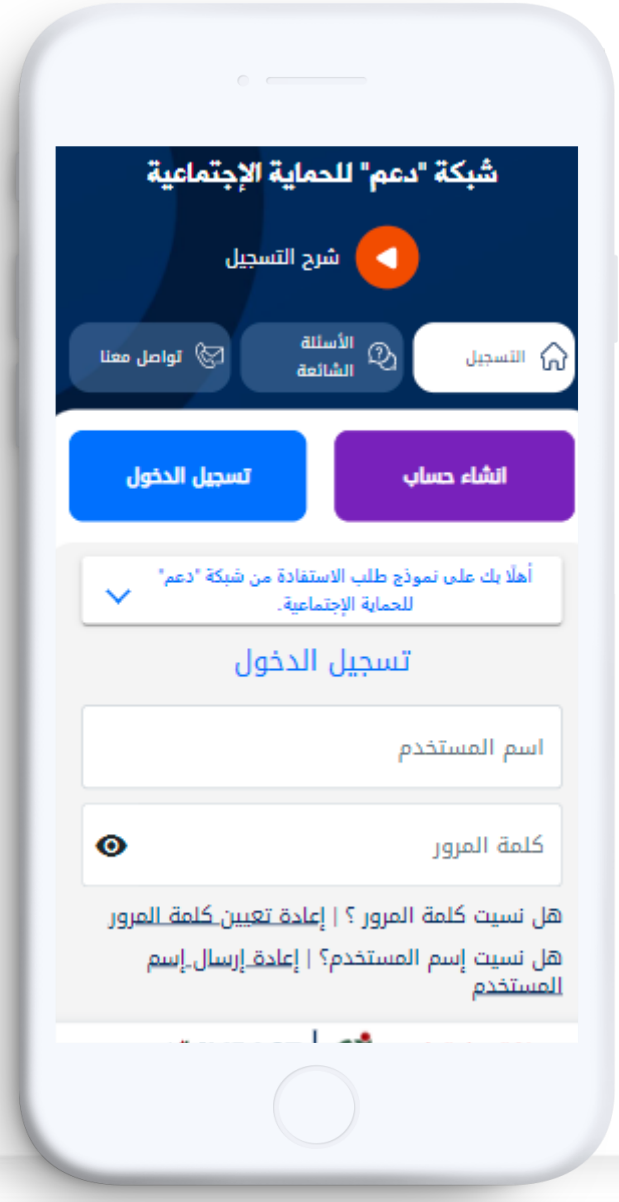
The report highlights the following:

- The timeline and the accomplished deliverables
- The registration process
- The technical development
- The call center's operations
- The Central Inspection's role
- The DAEM website
- The communication campaign
- Citizens' feedback
- The way forward

DAEM Timeline



DAEM Phase 1 in Numbers



Within two months of the registration phase, almost 1.5 Million Lebanese citizens registered successfully on the platform with the help of an **intensive communication campaign**, a **devoted call center** resolving issues on a daily basis, and the involvement of NGOs which attended several training sessions provided by the IMPACT team. All this under the **oversight of the Central Inspection (CI)**.

582.8k
Households applying for aid

1.5M
Individuals registered

30
Call Center Operators active on a daily basis

52,841
Calls answered by Central Inspection Call Center

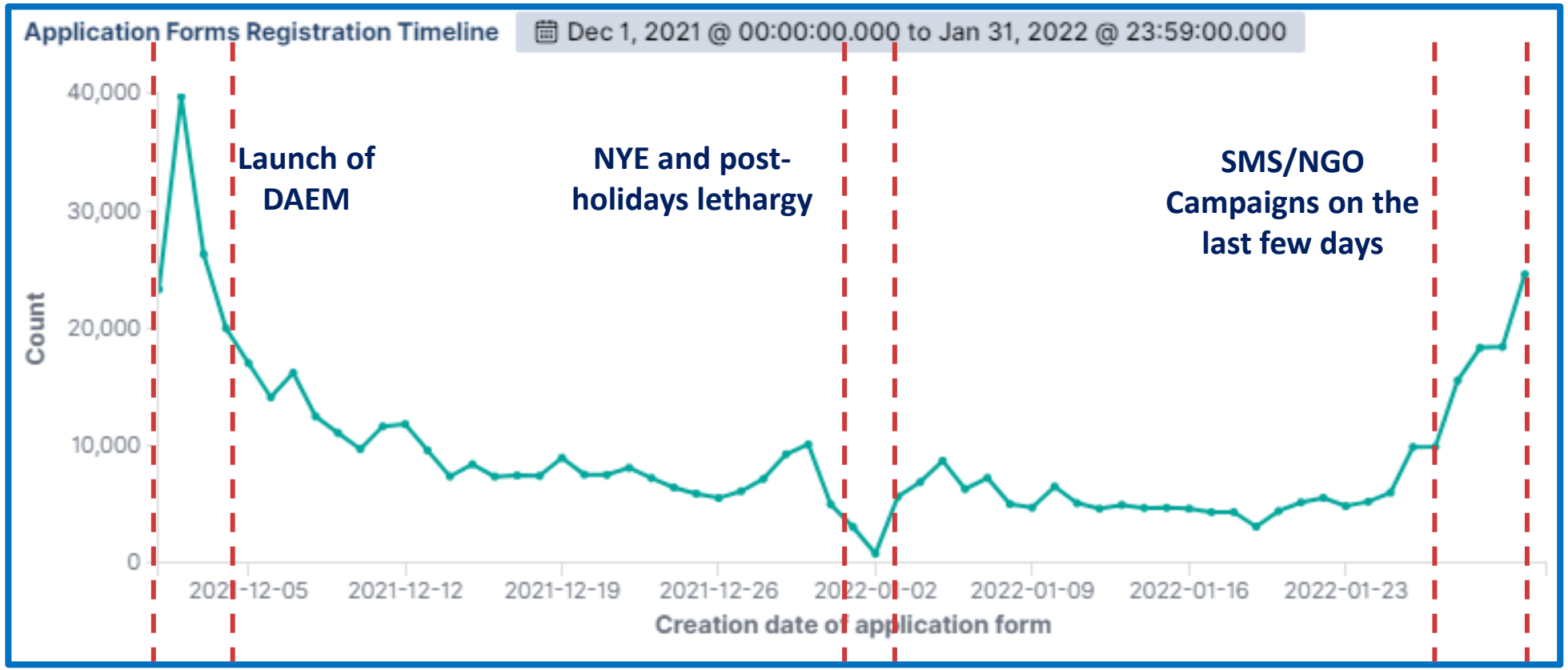
135
NGOs and local groups trained to help people to register

4
CI inspectors dedicated to monitor the implementation of DAEM

The Registration Process

DAEM Registration Timeline

More than **582,000** households registered on the DAEM platform during the months of December and January reaching an average of **9,400** **applications per day**. The registration rate changed with the campaign momentum: the highest number was reached on the second day after the launch with almost **40,000** forms, while the lowest was reached during the holidays with less than **1,000** forms. The campaign picked up towards the end of January with the NGO and SMS campaigns, going above **25,000** forms.



Development

Registration Module

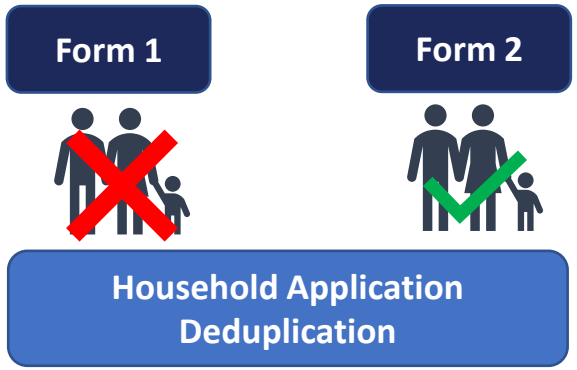
- The development team **completed the registration interface**. In parallel, they worked closely with the Call Center to assess, track and debunk all eventual **bugs, which were fixed in real time**.

- The team focused also throughout the period on **providing technical support** and implementing **some changes to the form** as requested by the stakeholders. Some of these changes were:

    - Allowing users to edit their application after submission;
    - Editing the text of certain fields;
    - Adding names of districts and towns;
    - Displaying videos instructing and guiding users through the DAEM registration process;
    - Adding a recovery option for the username.

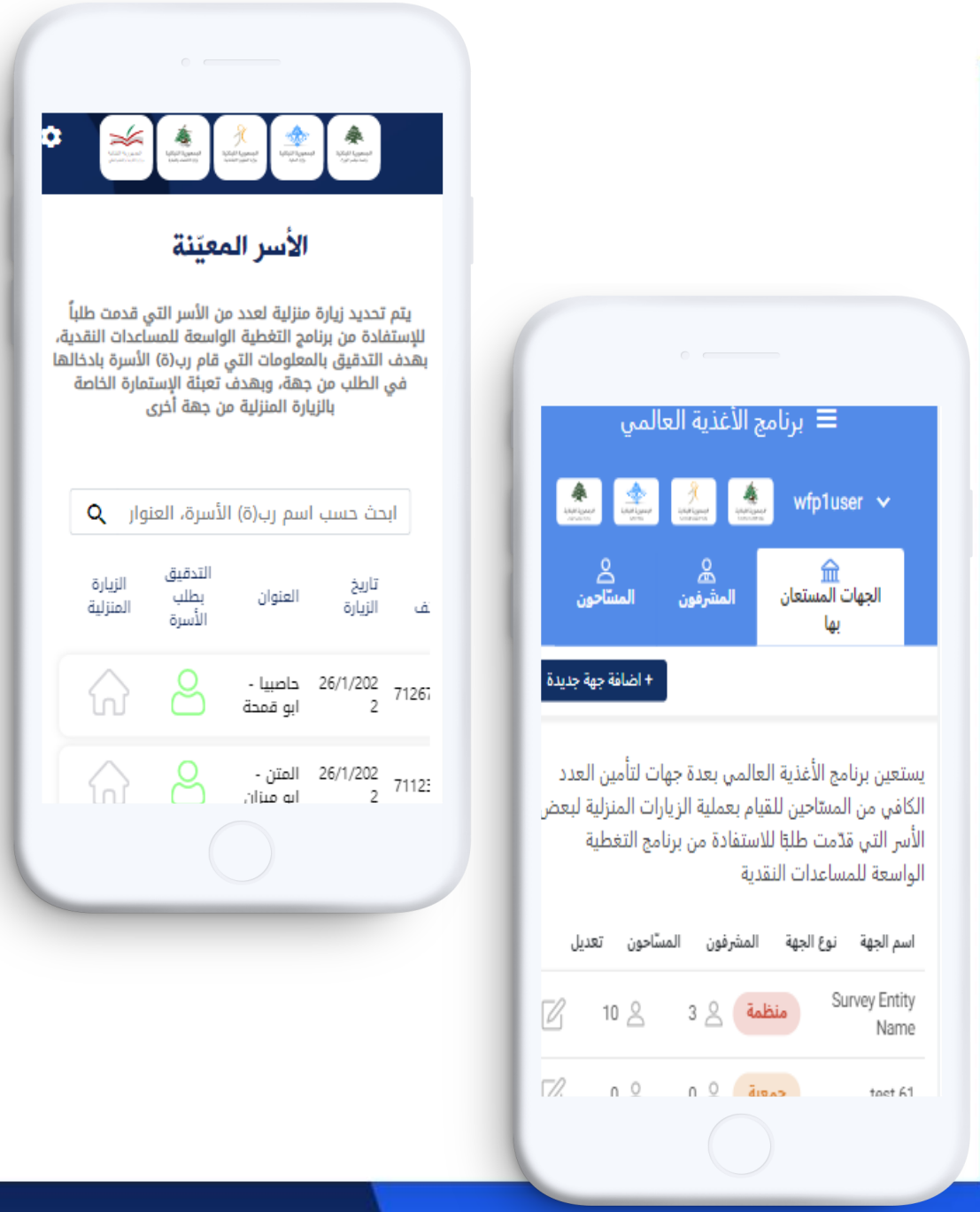
Selection Module

- The development team started implementing the **deduplication process** on the Daem data.
- This was implemented through the following steps:
  - Step 1: Search for all duplicates.
  - Step 2: Among duplicates for the same applicant, the newest application will be saved while the older ones will be suspended.
  - Step 3: If the duplicate is a head of household, the entire household is suspended. If the duplicate is a household member, only the member will be suspended.



Validation Module

- In parallel with the launching of DAEM, **the development team started to build the validation tools**, which consist of three interfaces:
  - **WFP Admin**: This interface allows WFP to add the details of surveying firms, supervisors, and surveyors.
  - **Supervisors**: Supervisors will have the ability to schedule household visits, assign surveyors, and approve/reject completed surveys.
  - **Surveyors**: The user will have the ability to review assigned household applications and fill out the "Aman" household survey.
- During the month of January, **supervisors from surveying firms were trained by the tech team** on a demo form in order to be ready to start on time a live pilot ahead of the full household visit operation.



Validation Module Trainings

- The training was designed for private surveying companies that will perform the household visits.
- The training took place over three days, from 9 a.m. to 4 p.m. It was provided in both face to face and virtual formats through Microsoft Teams.
- Supervisors were trained on the workflow and the household visit questionnaire. The IMPACT team provided a presentation on the household visit tool and its features.
- Surveying companies raised important questions during the training helping refine the tools and prepare for the roll out.

Call Center

The Role of the Call Center

- Throughout the entire registration phase, a call center was setup at the Central Inspection. Operators answered **questions**, registered **complaints**, and worked on debunking all **technical issues and bugs** on the system.

- The Hotline received calls from Monday to Friday from 8AM to 5PM. **Operators voluntarily worked on the last weekend to process last minute inquiries**. This is an unprecedented step in a public administration.

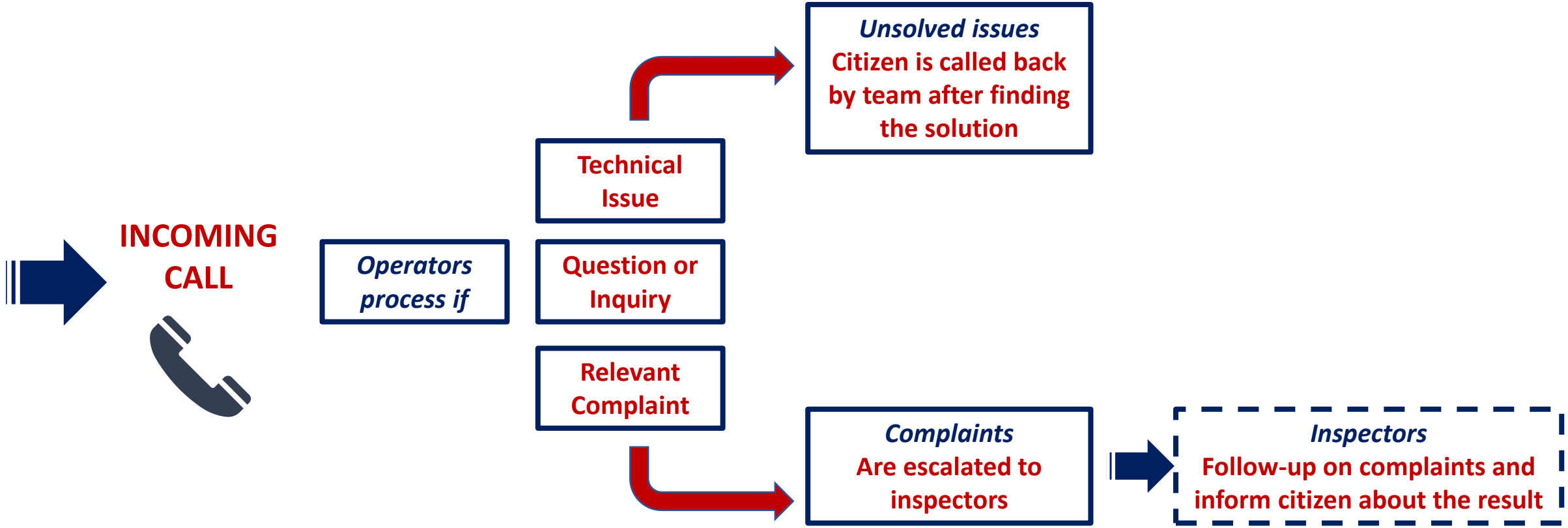
- The call center is composed of **30 operators**: **20 CI staff** members and **10 students** working in two shifts.

- Complaints were **escalated** daily to **CI Inspectors** in charge of monitoring DAEM.

1747

HOTLINE

Calls Process Workflow



A Citizen-Oriented Call Center

- During the **registration phase** extending from December 1 till January 31, the call center received **64,519** calls.
- **30** operators answered **81.9%** of the incoming calls or **52,841** calls.
- The operators also **called back** citizens who **could not reach** the call center because of the volume of calls or those who were **seeking help through IMPACT's social media** platforms and provided the necessary help.
- IMPACT **received daily** around **30** new **emails** and almost **10** inquiries on **Facebook**. Operators managed to answer to **1,800** emails, a testament to the **citizen-oriented** aspect of the project as no citizens were left unanswered or dissatisfied.

Merci

CK ch kh 21 Jan
info@impact.gov.lb

الشكر الكبير لكل من الإخوة روبير و انطان وصوفي من برنامج Impact للمساعدة، وقد تمّ التسجيل.
أدامكم الله بكل خير

Sent from my Huawei Mobile

The Calls in Numbers

Description	Numbers	Percentage
Total number of calls	**64519**	**100%**
Answered calls	**52841**	**81.9%**
Calls solved on the spot	**44486**	**97%**
Questions/Inquiries	**41153**	**89.7%**
Technical issues	**4477**	**9.8%**
Complaints	**71**	**0.1%**

1747

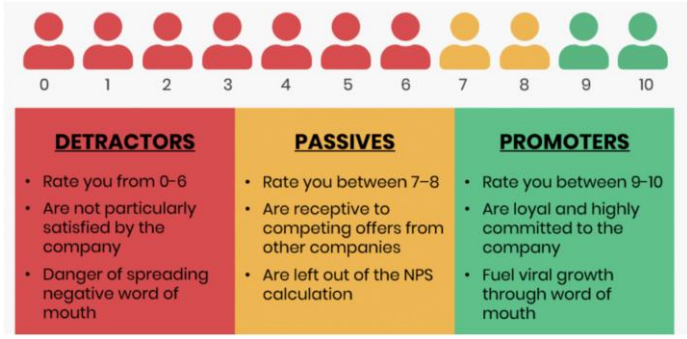
HOTLINE

Auditing the Call Center

- In addition to the internal monitoring and oversight of the Central Inspection, the Call Center was subject to a continuous external audit process from a consultancy company through a series of recurrent ‘mystery shopping’ visits.
- The reports and recommendations that were shared by the mystery shoppers helped the call center enhance and improve its activity.
- With an average of **10 visits per week**, mystery shoppers were able to point out the weaknesses.
- Supervisors continuously trained the operators taking into consideration the audit.
- The result was significant and positive in that most operators ended up ranked as promoters (see below)

WEEK 1

Out of the 6 calls:
50% were PROMOTERS
33% were PASSIVES
17% were DETRACTORS



WEEK 5

4 out of 6 calls were PROMOTERS
No DETRACTORS

Proactive Operator's Comments:

"She was supportive and answered all of my questions accordingly."
"He then told me if I have any questions anytime later, to contact them."
'"The operator was helpful and proactive."
"She acted professionally and answered in detail."
"She seemed friendly and very welcoming."
"In the end, she thanked me for calling and told me that I can call again if I needed any more assistance."

5 Weeks Evolution

Operators' Performance:

"He seemed friendly, patient, and welcoming."
"She was proactive and answered all of my questions."
"Her voice was confident and clear."
"He was very attentive and answered all of my questions."

The Central Inspection

Central Inspection's Oversight

- **The president of CI appointed 4 inspectors to proceed with monitoring, oversight and reporting on the DAEM project.**

- Their work also involved meeting with Impact's technical team to make sure of the compliance with the **highest standards of data privacy**

- **T**hey worked on a plan to **follow-up on the 71 recorded complaints** based on **the Call Center's supervisors report** that is produced periodically.

➔ ***Main subjects of these complaints were:***

- Some mukhtars and Civil Registry Officers **refused to give ID cards to people under the age of 21** considering that IDs for potential electors is a priority.

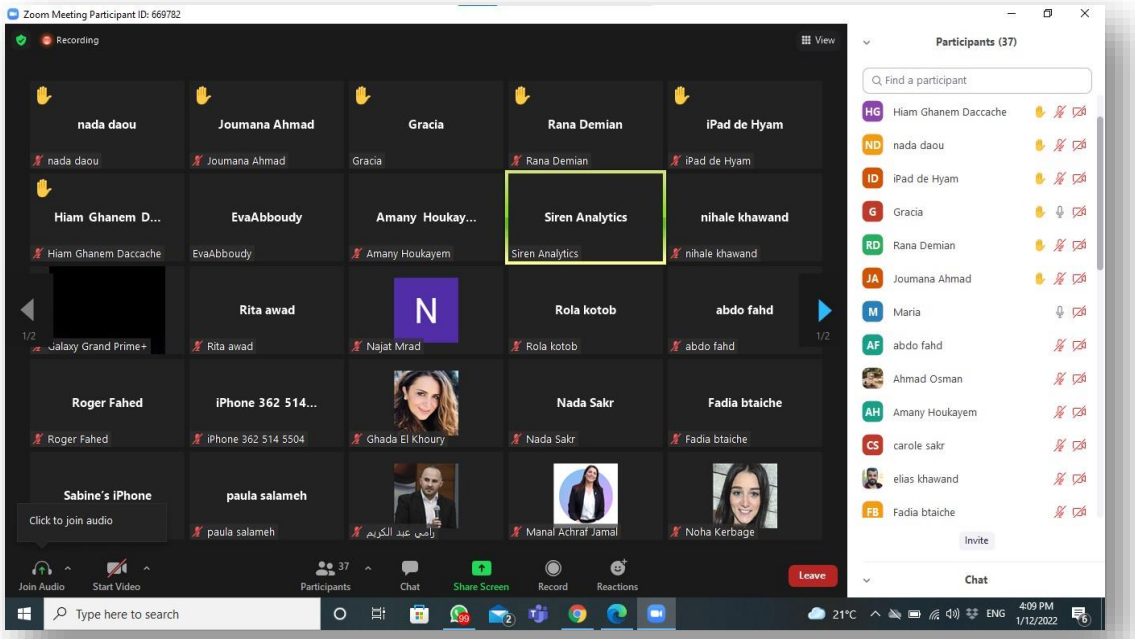
- Some Lebanese banks **refused to provide citizens with their account's IBAN** number.

- Some individuals and political parties **claiming ownership over Daem network**.

Communication

NGO Offline Campaign

- DAEM's team partnered with NGOs to conduct an offline campaign aimed at supporting citizens who were unable to complete the DAEM registration form.
- Over **135** NGOs and local groups were trained over **5 virtual training sessions** to ensure that NGOs are able to support the registration process effectively.
- Those NGOs started working on the field, registering and assisting people.
- A follow-up was done over the phone and by email to get feedback on the operations and support in case of any issues. The follow-up confirmed the effectiveness of the collaboration.

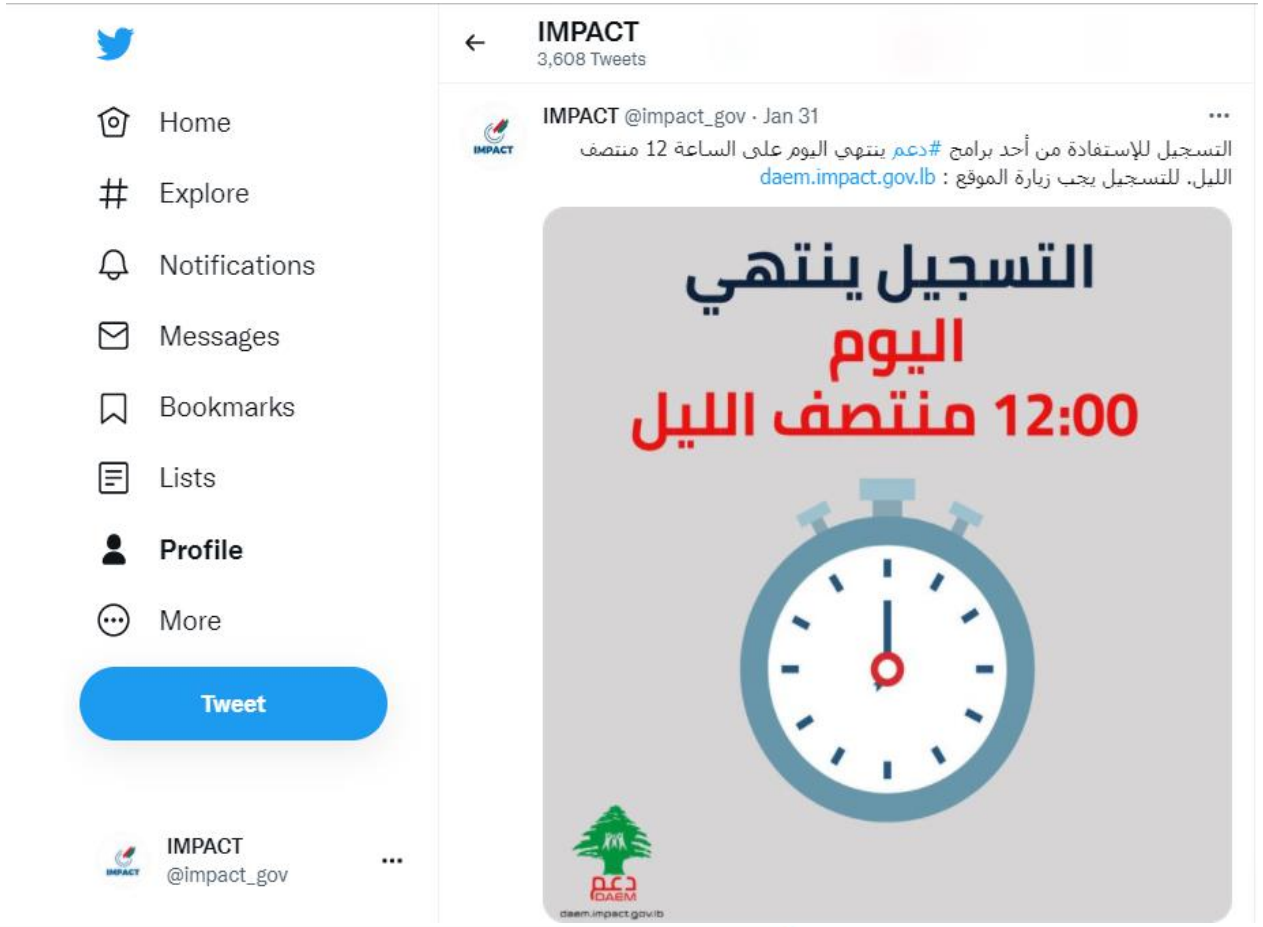


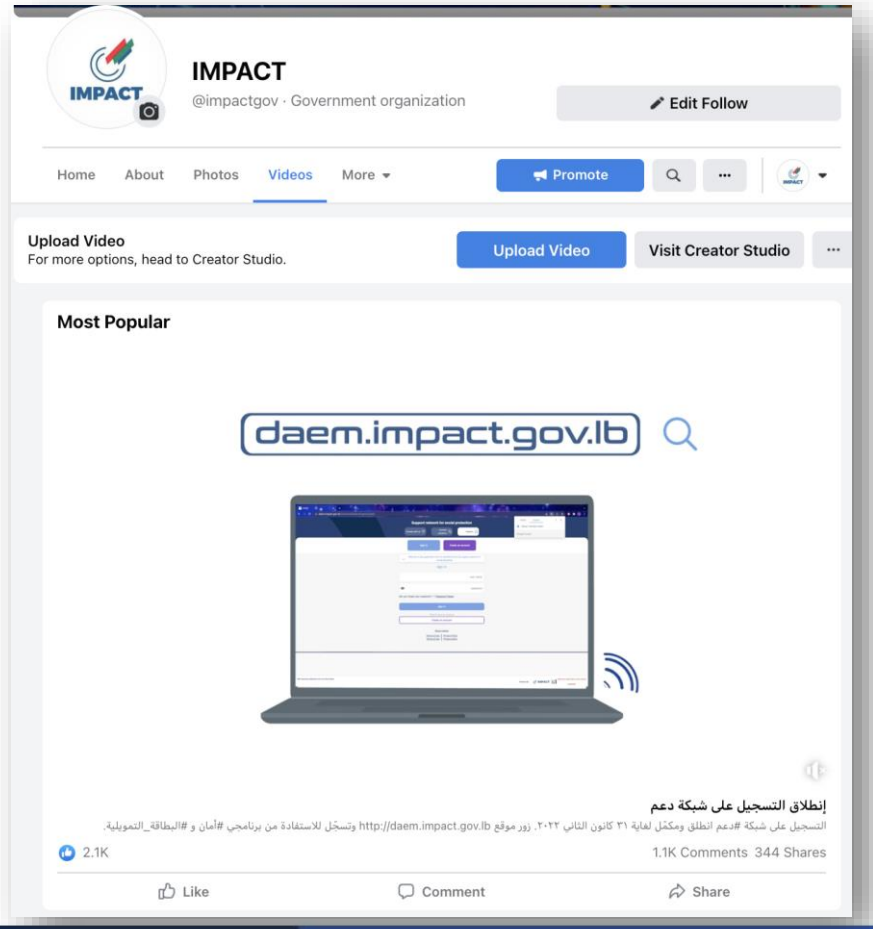
SMS Campaign

- An SMS campaign was launched on the 31st of December to reach Lebanese residents who are not receiving DAEM news through social media or traditional media outlets.
- **4,000,000** SMSs were sent from Alfa & Touch.
- SMSs encouraged citizens to register on the **link featured in the SMS**. The text also included a **link to a step-by-step video** published on the CI YouTube channel explaining the registration process.

Social Media Campaign

The social media campaign on **Twitter and Facebook** focused on **encouraging the public to register**, **explain the registration process, answer users' questions and inquires**. The communication team also reported technical problems to the development team. Information about DAEM was also communicated through YouTube, traditional media and SMS.



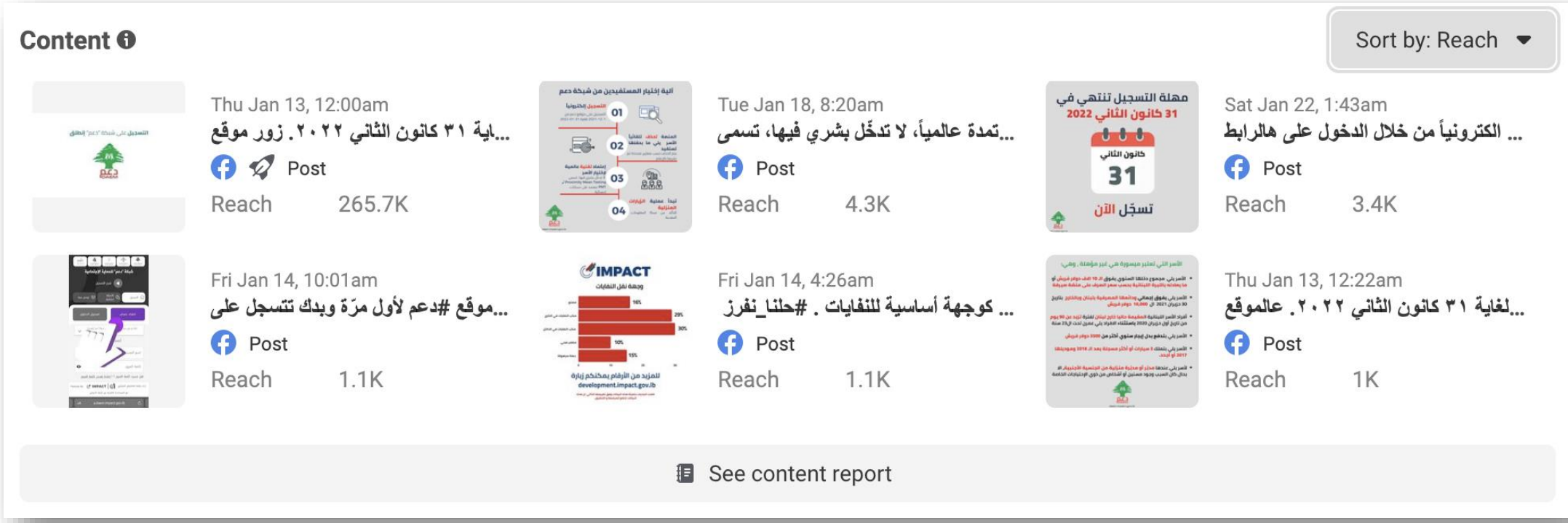


The Facebook Experience

IMPACT's Facebook page was launched on January 13th 2022, after realizing that the targeted audience for DAEM was mainly on Facebook rather than Twitter. Since then, the metrics grew exponentially, especially after boosting DAEM's introductory video, reaching out to 260,000 more users than other posts.

Reach:
272,854

Page likes:
1200



Media Coverage

The launch of the DAEM project received wide media coverage from over a dozen local and regional new outlets.

الأول من آذار بدء دفع مستحقات البطاقة التمويلية بالعملة الاجنبية

783 views • Dec 15, 2021 10 DISLIKE SHARE SAVE ...

حقك تعرف 15-12-2021، البطاقة التمويلية وشروط الاستفادة منها | اللبنانية برس

3 views • Dec 18, 2021 1 DISLIKE SHARE SAVE ...

#OTVLebanon #OTVNews

تصريح وزير التنوين الإجتماعية هكتور الحجار عن البطاقة التمويلية

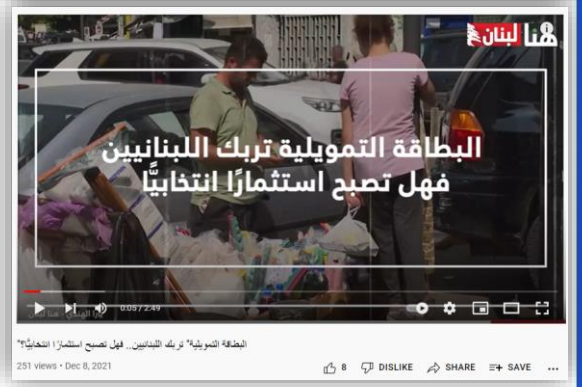
1,285 views • Dec 1, 2021 26 DISLIKE SHARE SAVE ...

#بطاقة_تمويلية #لبنان التسجيل لشبكة امان يختلف عن البطاقة التمويلية... كيف؟

715 views • Dec 15, 2021 21 DISLIKE SHARE SAVE ...

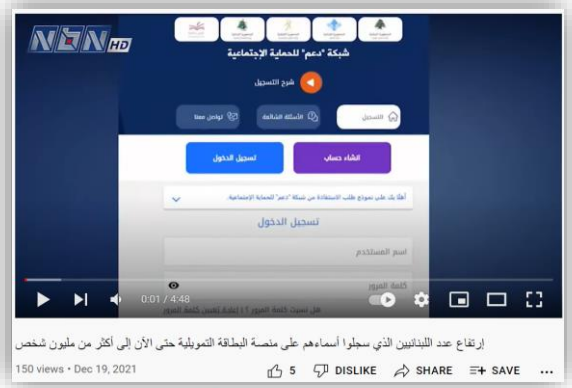
"هكتور حجار : البطاقة التمويلية يستفيد منها من لم يشمله برنامج الأكثر فقراً ولا برنامج "أمان

1,830 views • Dec 11, 2021 LIKE DISLIKE SHARE SAVE ...



البطاقة التمويلية" تربك اللبنانيين.. فهل تصبح استثمارًا انتخابيًّا؟"

251 views • Dec 8, 2021 8 DISLIKE SHARE SAVE ...



إرتفاع عدد اللبنانيين الذي سجلوا أسماءهم على منصة البطاقة التمويلية حتى الآن إلى أكثر من مليون شخص

150 views • Dec 19, 2021 5 DISLIKE SHARE SAVE ...

#الاقتصاد #محاسن_مرسل #الدولار

إمحاسن مرسل : البطاقة التمويلية كما توقعنا ستكون إنتحابية وللأسف الوضع ليس مطمئن

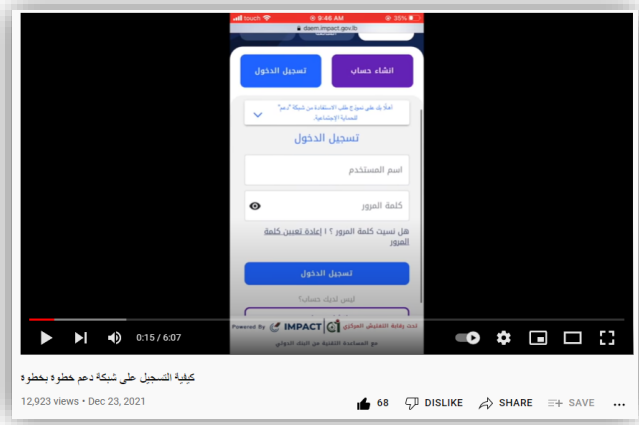
870 views • Dec 16, 2021 LIKE DISLIKE SHARE SAVE ...

إطلاق منصة البطاقة التمويلية في لبنان

2,407 views • Dec 2, 2021 33 DISLIKE SHARE SAVE ...

Media Coverage

In addition to DAEM's own media content, there were several media personalities who created their own videos explaining the DAEM project and the registration process. There were over five step by step videos published which collectively reached nearly 100,000 users across various social media outlets.



DAEM Website Key Metrics

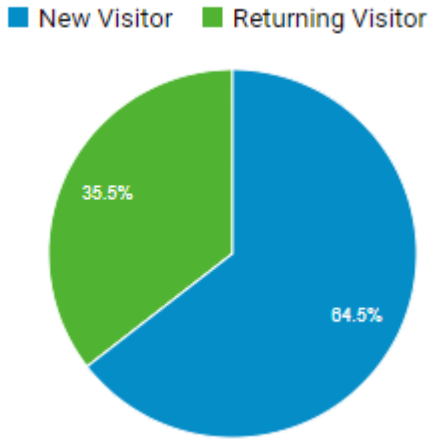
The main goal of the communications teams was **to inform as much people as possible about DAEM** and encourage them to register on the platform. Through the various communication methods used, the team managed to reach high numbers of households who visited the DAEM website.

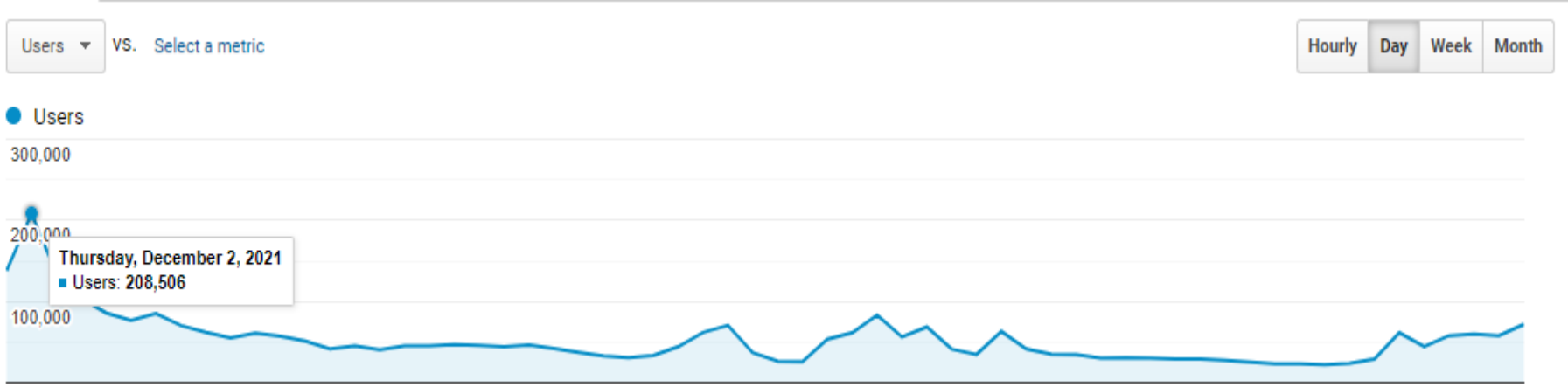
Users

1,336,269

Pageviews

18,710,711

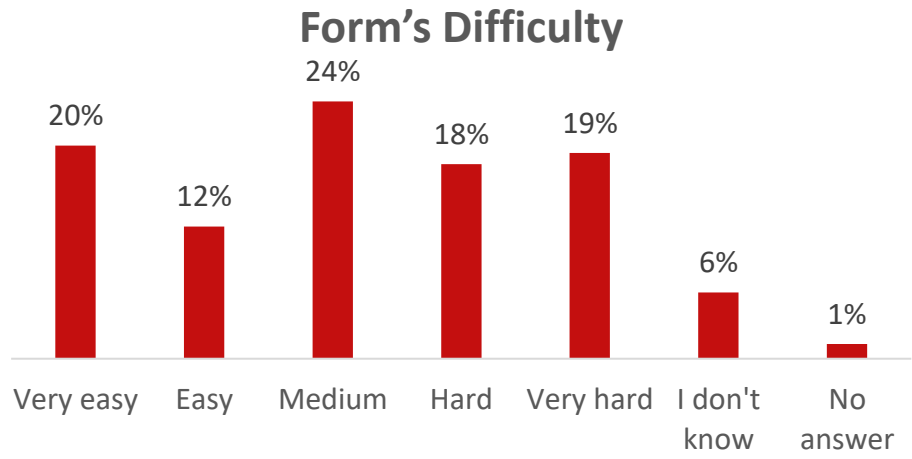


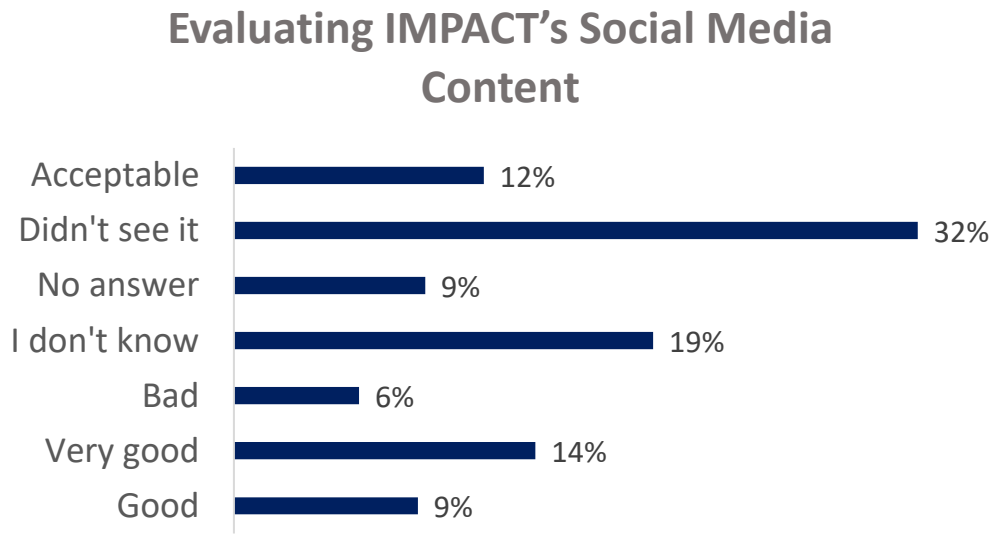


Citizen Feedback

Citizen Feedback

- In December, **296** calls were conducted with a random sample of citizens who applied to the form or called the call center.
- **86%** of citizens have completed the form. Out of those who did not complete the form, some stated that it was due to a lack of required documents such as IBAN numbers or IDs.
- **26%** of the users sought call center support and **92%** of them stated that the call center was able to help them and answer their questions.
- **6%** of the users contacted IMPACT via social media, with the majority describing IMPACT's support as very effective.





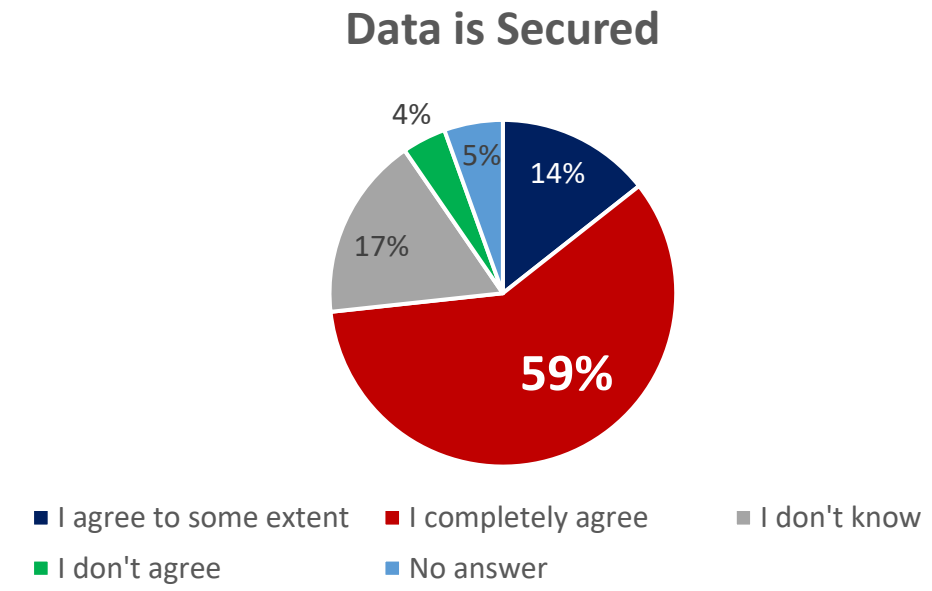
Citizen Feedback

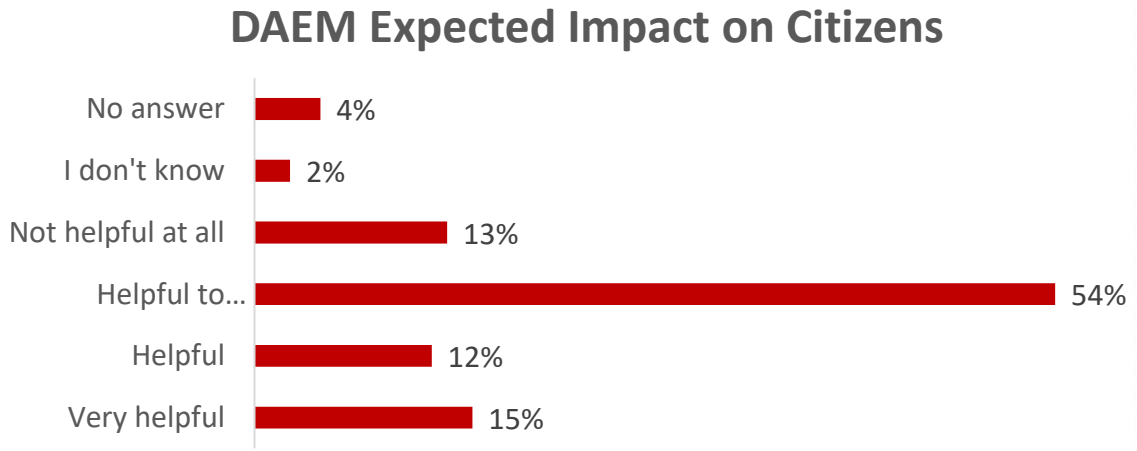
- **59%** of users completely agreed that their data is secured and that data privacy is respected. Only **4%** did not agree at all that the data will be secure. The number can be attributed to the ongoing media attacks against DAEM which claim the data can be leaked.

- **24%** agreed that the payment process will happen in a transparent way, however **17%** did not agree at all.

- **24%** agreed that DAEM payments will occur without any political interventions, while **31%** did not agree at all.

- **54%** considered DAEM benefits will help the Lebanese to some extent.





Way Forward

Next Steps

- **Phase 1 was an important milestone for the project**. But the next phases are nonetheless very challenging.
- After the registration is over, it is time to move towards the **selection** through applying the **inclusion and exclusion criteria** in order to chose those who might be qualified for (1) **ESSN** (Aman), and (2) those who are eligible to **BCCT**.

- ***The next few weeks will be dedicated to the following:***
  - Applying **eligibility** criteria through the system.
  - Testing the live version of the **validation tools** with WFP.
  - WFP will start to **conduct household visits** in batches of 50K Households.
  - Finalizing the **payment** and disbursement module.
  - The Central Inspection will make sure that the most vulnerable are effectively selected for ESSN by activating the **callback capabilities of its Call Center**.
  - **Inspectors will continue their oversight mission** and will follow-up with reluctant public administrations and mukhtars for the delivery of ID in time and before the deadline to all applicants.