

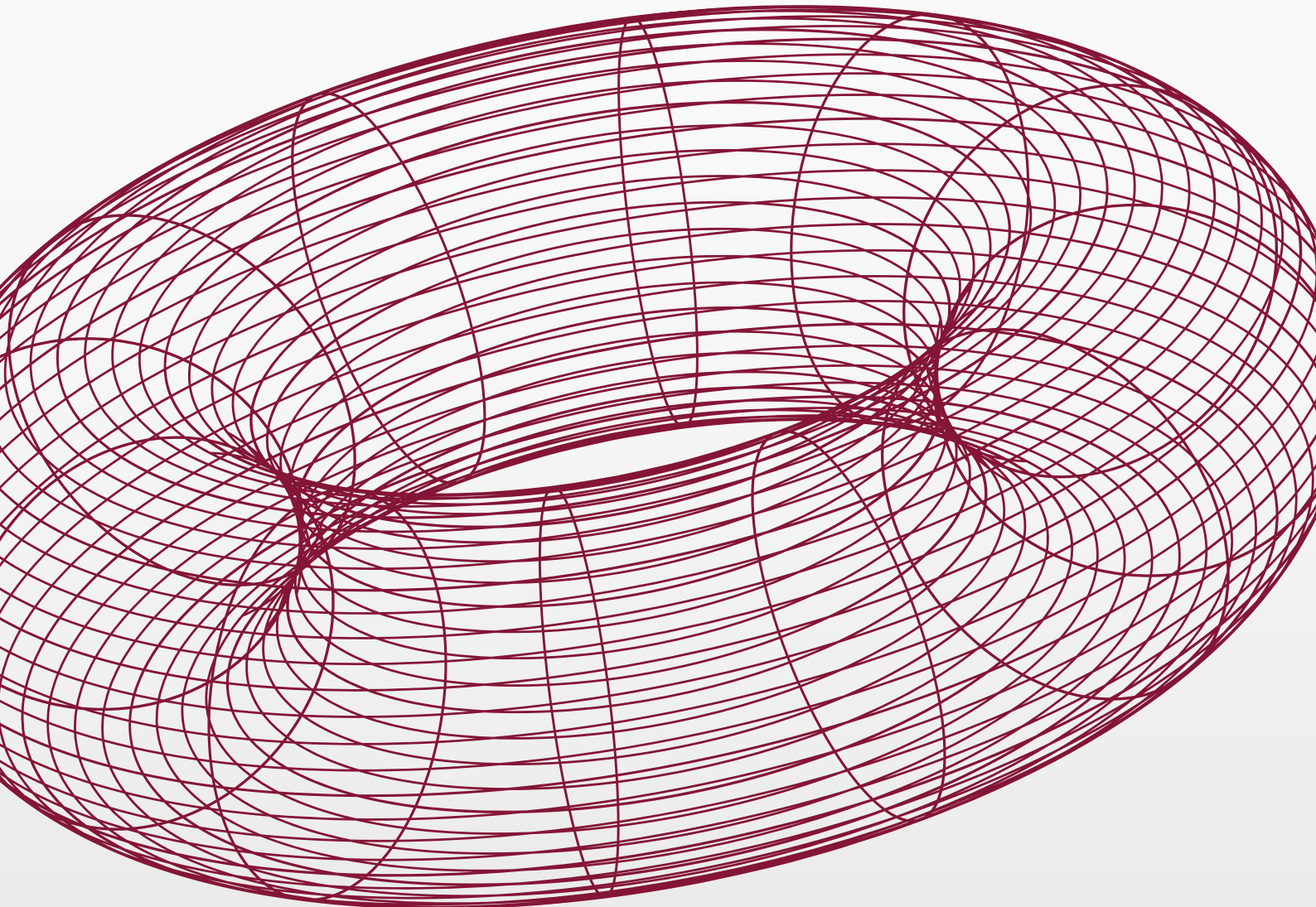


AMERICAN  
UNIVERSITY  
OF BEIRUT



# ONE YEAR IN OFFICE

A STRUCTURED REFLECTION ON  
GOVERNMENT ACTION (2025-2026)



# Introduction



## Scope, Purpose & Approach

On 26 February 2025, the Lebanese government was granted the confidence of Parliament and formally assumed its mandate. One year later, this document provides a structured, evidence-based reflection on its time in office.

It offers a cross-sector overview of developments across key areas, examined in light of the commitments set out in the Ministerial Statement. This is not a formal evaluation of government performance, nor does it attempt to measure impact or outcomes. Rather, it presents a structured reflection on the actions undertaken, policy directions signaled, and institutional developments observed during the government's first year in office.

**The purpose of this report is twofold.**



First, it aims to **recognize and encourage areas where progress has been made**, acknowledging steps taken, momentum built, and initiatives aligned with stated priorities.

Second, it highlights areas **where efforts and coordination continue to evolve within an ongoing reform agenda**.

The analysis presented in this document adopts a **neutral and evidence-based approach**, drawing on documented policy developments and publicly available signals of action. It does not attribute responsibility for delays or gaps, nor does it engage in comparison or judgment. Instead, it provides a factual account of what has been observed, situating these observations within the broader policy commitments made at the outset of the government's mandate.

By offering this structured reflection at the one-year mark, the document aims to contribute to informed public discourse and to support constructive engagement around policy direction, priorities, and opportunities for strengthening governance moving forward.



## Contextual Considerations

Observed policy action over the past year has taken place within a context of overlapping economic, fiscal, and institutional constraints, alongside heightened security pressures, including the ongoing hostilities in southern Lebanon. While these contextual factors are not assessed in this document, they are important for interpreting the pace, scope, and prioritization of government action observed across sectors.

# How This Structured Reflection Was Conducted

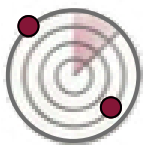
## A First-Year Policy Reflection

A neutral overview focusing on documented policy signals, legislation and initiatives, rather than final outcomes or impacts.

### THE RESEARCH METHOD



**The ministerial statement**



**Ongoing Policy Monitoring**



**Focus on Policy Signals**

Tracks decisions, draft legislation, and initiatives instead of measuring final implementation impact.



**Dual-Source Evidence Base**

Analysis combines initial ministerial priorities with ongoing policy monitoring



**Documented Public Evidence**

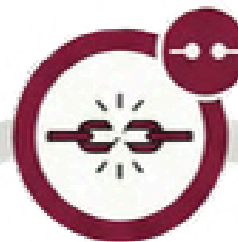
References to “limited or no observable action” indicate the absence of publicly documented policy signals and do not exclude non-public preparatory work.

### THE THREE PILLARS OF ANALYSIS



**Observed Policy Action in Year One**

Pinpointing the specific topics and sectors the government prioritized over the past year.



**Noting the agenda in progress**

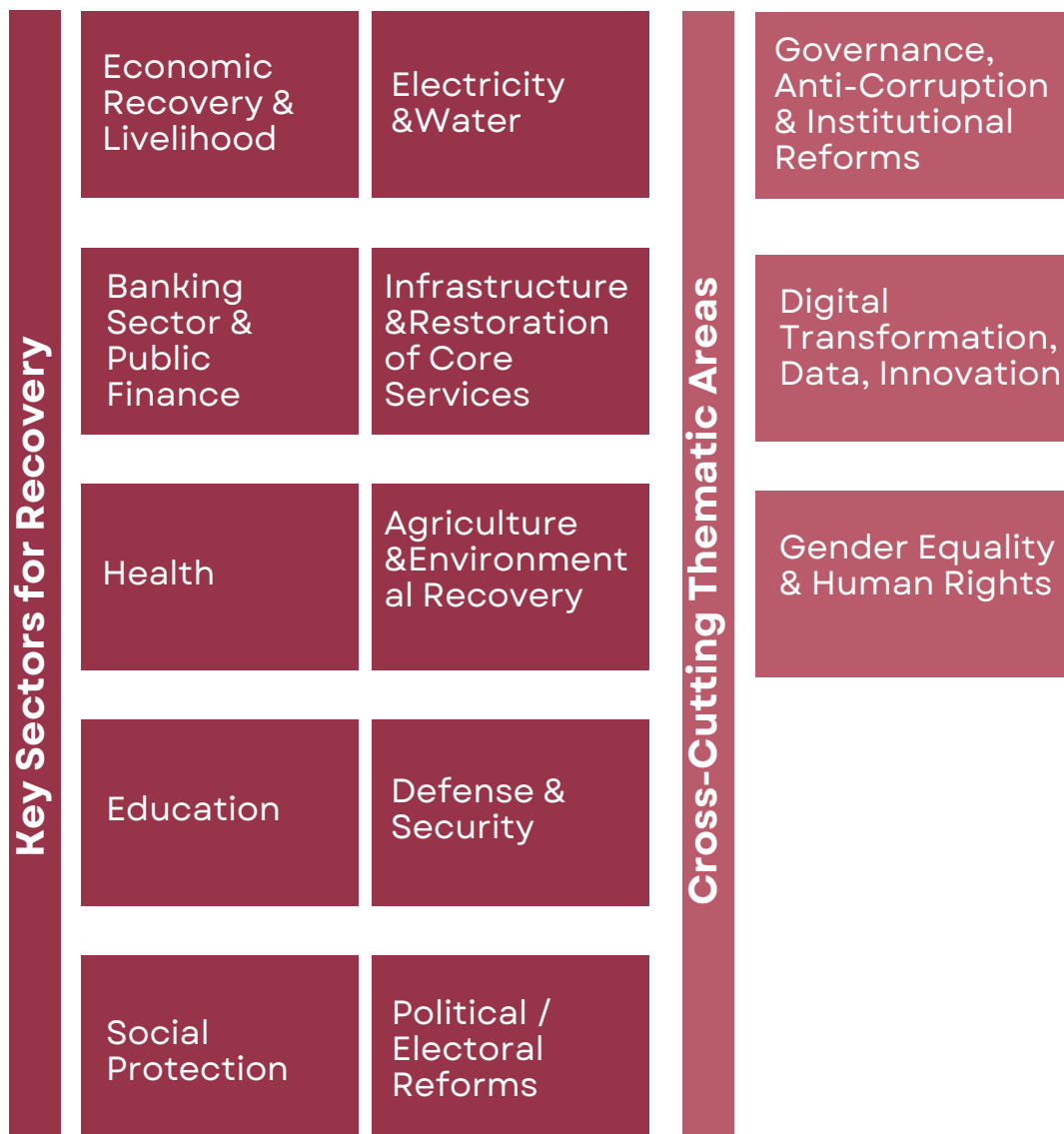
Highlighting promised priorities from the ministerial statement that are still in progress.



**Emerging Trends**

Identifying Three Priority Policy Areas in the First Year

# Key Sectors & Cross-Cutting Themes





# Economic Recovery and Livelihood



## Commitments In The Ministerial Statement

### Boost Growth and Investor Confidence

Restoring trust to stabilize the economy and accelerate overall growth rates.

### Stimulate Private Sector Activity

Promoting a business-friendly environment to drive internal economic momentum.

### Expand Export Potential

Increasing the reach of national products in global markets to drive revenue.



### Target Youth Employment

Creating sustainable job opportunities specifically designed for the younger workforce.

### Industrial & Agricultural Support

Developing productive sectors through balanced and investment friendly policies.

### Balanced & Inclusive Development

Ensuring growth benefits multiple sectors and demographic groups simultaneously.

## Observed Policy Action in Year One



### Stabilization

By mid-2025, the **Central Bank's foreign currency reserves rose to USD 11.3–11.5 billion**, increasing about USD 150 million per month and supporting monetary stability. Lebanon also resumed IMF negotiations after nearly three years, signaling renewed engagement on economic reforms.



### Labor Market

The national currency has lost about **97% of its value since 2019, severely reducing purchasing power**. Trade unions and economic bodies continue negotiating minimum wage adjustments, with calls for USD 1,000, underscoring the gap between stabilization efforts and household welfare.



### Productive Sectors

Public support for **local industry and anti-smuggling measures was reiterated**, alongside efforts to **expand export markets**, including new trade engagement with regional and international partners.



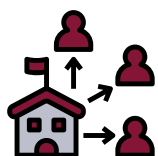
### Private Sector

Lebanon secured **USD 150 million in IFC investments across key sectors and PPPs**. The Arab Fund, with a nearly **USD 2 billion portfolio**, resumed high-level engagement and direct support for financing and feasibility studies. **The government submitted an amendment to Parliament for the PPP law, which has been incorporated into the new version of the legislation.**



### Digital Economy

University-linked **innovation hubs** expanded globally, with Lebanese startups at major international tech events. PPP reforms were launched to support digital infrastructure, including data centers and economic zones.



### Diaspora

**Diaspora engagement grew**, with expatriates as key reconstruction partners. Tourism and imports recovered, with 2025 imports at USD 19 billion, near the 2018–2019 level of USD 20 billion.

## Emerging Trends



1

### Gradual Stabilization

Gradual **stabilization** without full recovery, with improving macro indicators not yet translating into improved living standards.



2

### External Engagement

Renewed international and regional **engagement**, signaling restored external confidence, albeit conditional on reform implementation.



3

### Growth Anchors

Increasing **focus on industry, agriculture, innovation, and diaspora capital as anchors of future growth.**

## Agenda In Progress

### Macroeconomic Stabilization, Labor Protections & Social Security

Efforts ongoing to link macroeconomic stabilization with wage recovery, social protection, and job creation initiatives. Ensuring recovery efforts include labor protections and strengthened social security systems to prevent increasing inequality.

### Private Sector Recovery & Industrial Development

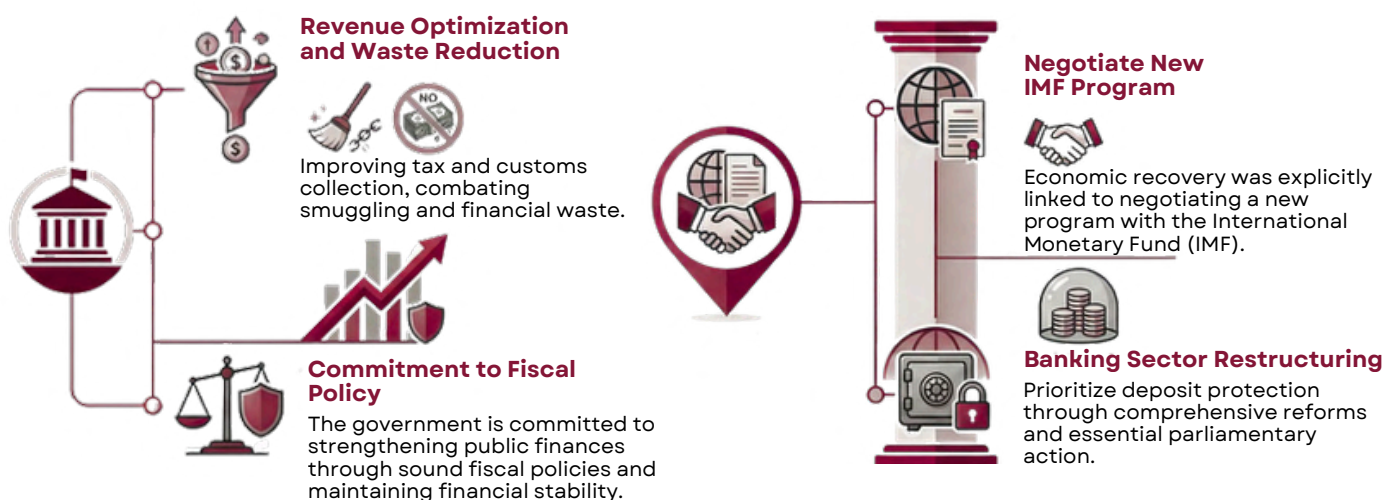
Transition from agreements and pledges to implementation is ongoing, with focus on exports, industrial zones, and SME support.

- Early Progress
- Moderate Progress
- Advanced Progress

# Banking Sector & Public Finance



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



### Legislative Drafting

At the executive level, the **Cabinet approved the Law on Bank Resolution and Restructuring in Lebanon and the Financial Gap Law**. They approved amendments to the banking secrecy framework.



### Fiscal Governance

Observable fiscal governance steps included **revisions to the 2025 budget** and the **successful preparation and submission of the 2026 Budget Law** to Parliament within the constitutional timeline, alongside corrections to unauthorized fees and the resumption of fiscal situation summaries. Oversight actions included audit engagements and preparatory work for a **forensic review of post-2019** support programs. In addition, the World Bank stated that it has approved to finance a \$34 million project **“The Fiscal Management Project”** aimed at restoring core fiscal management functions in Lebanon's public administration.





### IMF Engagement

International engagement remained active throughout the year, with **repeated meetings with IMF teams and bilateral and multilateral partners** linking reform progress—particularly on banking legislation and fiscal governance—to prospects for external financial support.



### Customs Enforcement

Concrete action related to **combating smuggling** and enhancing revenues included Cabinet approval of **installing advanced cargo scanners** at the ports of Beirut and Tripoli to strengthen customs enforcement, improve monitoring, and align port operations with international standards.

## Emerging Trends



1

### Finance in Focus

First, there has been a concentration of **political attention on the financial and banking file**, with reform legislation, fiscal measures, and IMF engagement treated as closely interconnected.



2

### Legislation

Second, progress has largely focused on **legislative preparation and policy signaling, rather than completed implementation.**



3

### Parallel Reform Tracks

Third, **senior officials increasingly framed reforms as proceeding through parallel tracks, spanning security, fiscal stability, institutional rebuilding, and budgetary reform.**

## Agenda In Progress

### Bank Restructuring & Depositor Protection

Parliamentary approval on financial gap laws is pending; implementation mechanisms for depositor protection, loss allocation, and accountability are under development.

### Tax, Customs, and Revenue Governance

Broader reforms in tax administration, customs, and revenue governance remain needed; alignment with international standards is essential for IMF-supported program implementation.

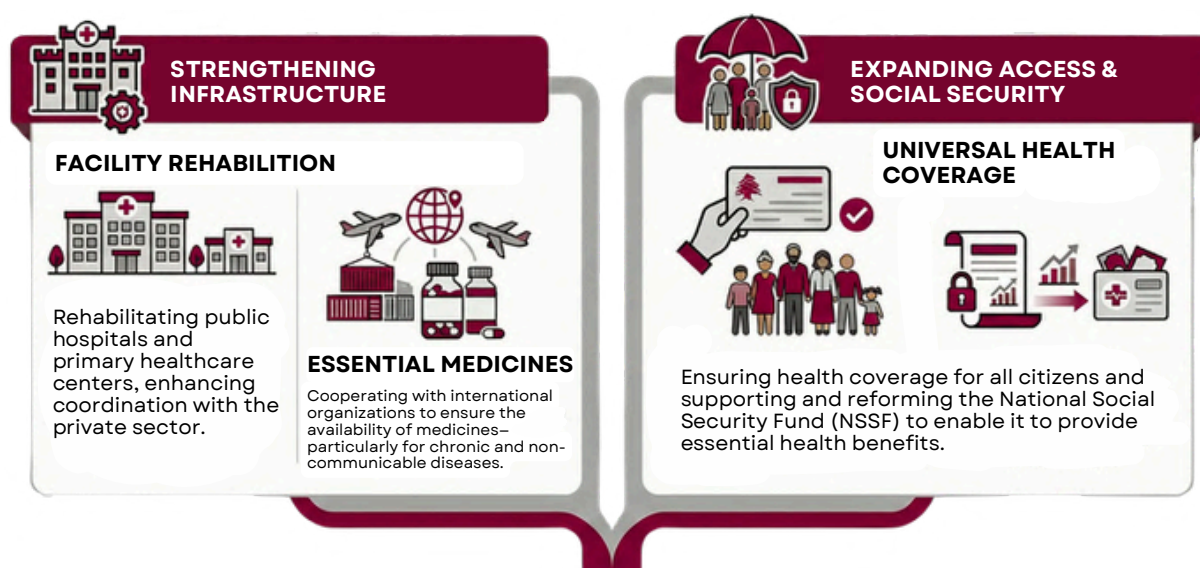
- Early Progress
- Moderate Progress
- Advanced Progress



# Health



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



### Health Systems

**The Ministry strengthened the health system** through field visits to hospitals and primary care centers, financial and equipment support, and cooperation agreements with public, private, and academic partners. Coordination with the NSSF focused on benefit coverage, billing, and access to essential services.



### UHC

**Progress toward universal health coverage** continued through ongoing technical and policy work on the draft UHC bill, including governance arrangements, financing mechanisms, and benefit package design.



### Medicine Regulation

The Ministry **expanded chronic disease medicine coverage**, launched national tenders for essential drugs including insulin, strengthened pharmacovigilance and drug safety, advanced plans for a National Drug Agency and central public health laboratory, and stepped up efforts against counterfeit and smuggled medicines.



### Public Health Action

Public health action was visible through **vaccination campaigns (routine childhood vaccination, influenza, rabies), outbreak monitoring and response, and a wide range of preventive initiatives** addressing tobacco use, trans fats, maternal health, osteoporosis, scoliosis, breast cancer, lung cancer, and cardiovascular disease.



### Partnerships

International cooperation and partnerships **with academia, civil society, and development partners** supported emergency preparedness, cancer care, mental health services, climate-health resilience, and workforce development.

## Emerging Trends

The first year reflects high operational engagement by the Ministry of Public Health, with emphasis on **maintaining services amid crisis conditions** while simultaneously **advancing system-building initiatives. Preventive health and non-communicable diseases** have emerged as prominent priorities, alongside growing attention to digital health systems, accreditation, and evidence-informed decision-making.

## Agenda In Progress

### Universal Health Coverage

Nationwide operational coverage has not yet been achieved; implementation requires sustained coordination and policy follow-through.

### Public Hospital Financing & Service Quality

Structural financing challenges persist; regional disparities in service quality continue to affect access and outcomes.

### Preventive Health & NSSF Reform

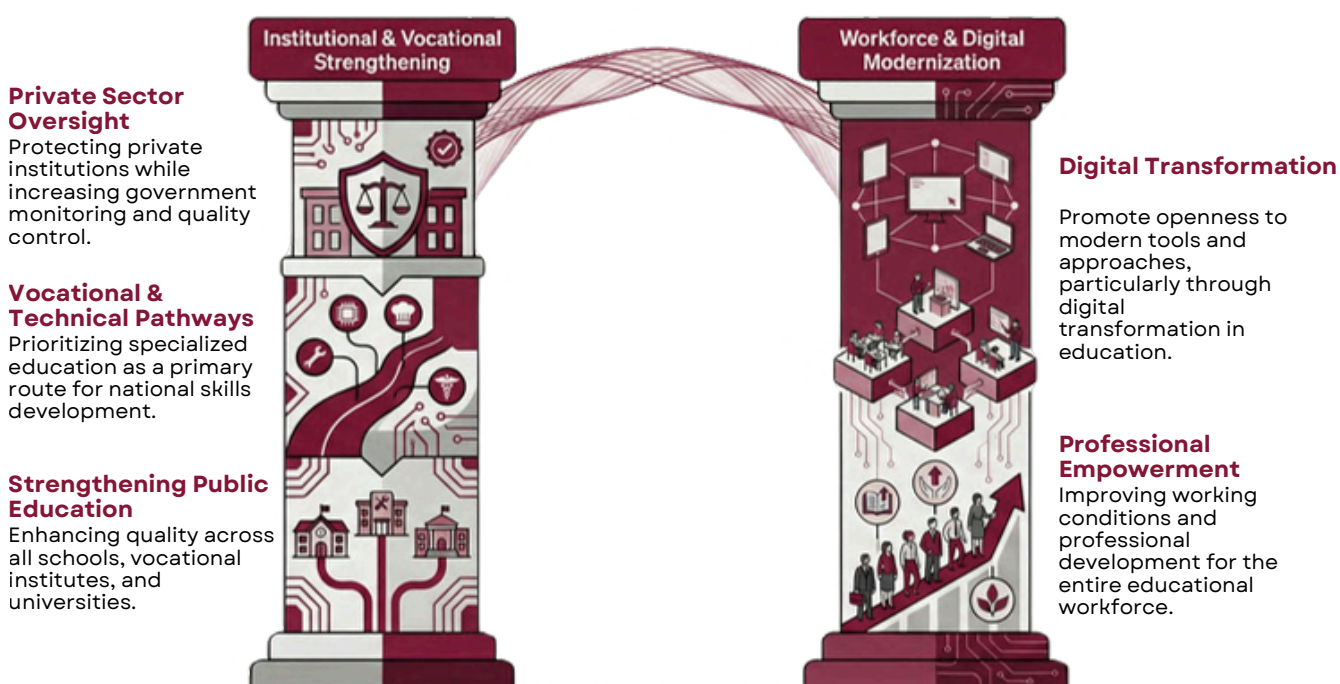
Declining vaccination coverage and disease outbreaks indicate a need for preventive outreach. NSSF reform ongoing, with focus on coverage expansion and reducing out-of-pocket spending.

- Early Progress
- Moderate Progress
- Advanced Progress

# Education



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



### Educational Workforce

The Ministry **engaged teachers and contract educators on salaries, productivity allowances, and employment conditions.** Despite fiscal limits, compensation mechanisms were clarified, allowances maintained, and steps supported for public school principals, balancing workforce stabilization with rising labor demands and declining purchasing power.



### Public Education

**Policy efforts targeted learning recovery and governance reform.** Nationwide diagnostic assessments identified learning gaps, and anonymized data for 135,000 students were released for research. School leadership and infrastructure were supported through a \$1.2 million JICA-funded UNOPS grant for rehabilitation, equipment, and School Improvement Plans.





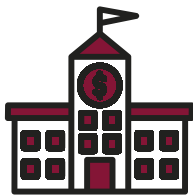
### System Governance and Coordination

Governance mechanisms were strengthened through Higher Education Council meetings and the Local Education Group, aligning authorities, UN agencies, donors, and partners around equity, evidence-based reform, and sustainability. **Anti-corruption and integrity were integrated into curriculum discussions, reflecting broader governance priorities.**



### Digital Transformation

The **National Strategy for Digital Transformation** positioned digital tools and data systems as core to quality and resilience. Technology-based learning programs in AI, programming, and robotics were introduced, signaling a shift toward future-oriented skills in public and private schools.



### Private Education

**Rising tuition fees and transparency disputes highlighted regulatory gaps.** Legal actions by parents and inactive Educational Arbitration Councils reinforced the need for **stronger oversight** and digital monitoring tools to protect families.



### Cooperation

**International partnerships supported sector initiatives,** while Lebanon became the first Arab country to implement UNESCO's Recommendation on Education for Peace, Human Rights, and Sustainable Development at the school level.

## Emerging Trends



1

### Evidence-Based Shift

First, there has been a **clear shift toward evidence-based planning** and transparency, particularly through large-scale diagnostic assessments and public data release



2

### Education Reform

Second, **education reform has increasingly been framed as a system-wide transformation agenda**, combining governance reform, digitalization, and learning recovery rather than isolated interventions.



3

### Partnerships

Third, international partnerships and **academia-government collaboration** have become more prominent, supporting both policy design and implementation capacity.



## Agenda In Progress

### Teacher Compensation & Working Conditions

Ongoing risks to system stability due to lack of comprehensive, inflation-responsive wage frameworks; public institutions remain under-resourced.

### Learning Recovery & Education Outcomes

Sustained financing and institutional support needed to translate diagnostics into measurable learning improvements.

### Private Education Oversight

Efforts underway to strengthen arbitration mechanisms and enforcement capacity.

### Digital Education Strategies

Reform frameworks articulated; success depends on consistent implementation, infrastructure readiness, and reducing regional inequalities in technology access.

- Early Progress
- Moderate Progress
- Advanced Progress

# Social Protection



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



Government action focused on **strengthening existing programs**, with social protection framed as a national priority during the crisis and early commitments to expand coverage, funding, and long-term sustainability.



The **Aman cash transfer program** was extended and scaled up, reaching 161,000–166,000 Lebanese families, with monthly transfers of around \$20 million and continued delivery despite fiscal constraints.



Through initiatives like **“Campaign 10,452,”** the Ministry of Social Affairs partnered with civil society to deliver food, medical aid, and disability services, while promoting digitization and transparency.



### National Social Protection Strategy

The **Ministry launched its Social Development Strategy and Implementation Plan**, signaling an effort to reposition the ministry from a primarily welfare-oriented actor toward a Ministry of Social Development with a broader planning, coordination, and policymaking role.



### Disability Inclusion

Lebanon ratified the **Convention on the Rights of Persons with Disabilities** and financed the National Disability Allowance from the national budget, allocating \$10 million in 2025 to support around 30,000 persons with disabilities.



### Economic Inclusion

Partnerships with the IFC, microfinance institutions, and GIZ aimed to **connect social assistance with livelihoods, focusing on vulnerable families, youth, women, and persons with disabilities.**



### Refugee Return

The **Ministry of Social Affairs took a more active coordination role on refugee return**, promoting a structured and voluntary return framework, strengthening mechanisms under the Lebanon Response Plan, and reporting the return of around 380,000 displaced Syrians by late 2025.

## Emerging Trends



1

### Cash Assistance

First, the government emphasized continuity and scale in cash assistance delivery, while also signaling a move toward formalization through strategy development and the intention to legislate sustainability.



2

### Rights-Based Framing

Second, there is a visible shift toward a rights-based framing, particularly around disability inclusion, with budget-backed national programming rather than purely donor-dependent support.



3

### Social Protection Agenda

Third, the social protection agenda is expanding beyond relief to incorporate economic inclusion and displacement management, linking assistance, livelihoods, and return policies within a broader development-oriented narrative.

## Agenda In Progress

### Social Protection & Safety Nets

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First-year advances include expansion of safety nets and disability inclusion programs; ongoing efforts focus on scaling and institutionalizing these initiatives.

### Displacement & Refugee Return Mechanisms

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Measurable progress on voluntary Syrian refugee returns; return and compensation for other displaced groups (Beirut Port explosion, conflict-affected populations) continue to evolve across institutional and policy tracks.

- Early Progress
- Moderate Progress
- Advanced Progress



# Electricity and Water



## Commitments In The Ministerial Statement

### UTILITY SECTOR MODERNIZATION



#### **Systematic Reform of Electricity & Water:**

The government is committed to structural improvements within the electricity and water sectors



#### **Increasing Supply at Minimum Cost**

A primary goal is extending electricity hours while maintaining the lowest possible cost.

### STRATEGIC ENERGY SECURITY



#### **Restoring Oil and Gas Exploration**

Resuming exploration activities to strengthening Lebanon's energy independence.



#### **Long-term Economic Prospects**

These energy initiatives are designed to bolster the nation's future economic stability.

## Observed Policy Action in Year One



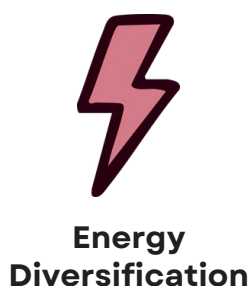
### Energy Sector

During its first year, government action in the energy sector **focused on restoring institutional foundations, re-engaging international partners, mobilizing financing, and restarting long-stalled strategic projects**, all while operating under fiscal constraints, climate pressures, and conflict-related damage.



### Electricity Sector

The **Electricity Regulatory Authority was established with a USD 250 million World Bank loan**, enabling oversight, tariff regulation, and private sector participation. Challenges persist, including 30% theft and revenue gaps, though ~80% of state institutions now pay their bills.



The government **advanced renewable energy and diversification by activating stalled licenses**, signing solar power agreements, and operationalizing 11 solar farms from 2022. Plans include new power plants in Zahrani and Deir Ammar, rehabilitation of Nahr al-Bared, and restoration of three hydroelectric plants on the Litani River, supporting a shift to natural gas and reduced fuel oil use. Regional integration, including a Cyprus interconnection, was also revived.

The Ministry of Energy and Water, through Electricité du Liban and the Litani River Authority, **is implementing the Lebanon Renewable Energy and System Reinforcement Project**, funded by the International Bank for Reconstruction and Development, to improve electricity reliability and efficiency in Lebanon.



**Significant progress was made in offshore oil and gas exploration**, culminating in the signing of a Block 8 agreement in January 2026 with TotalEnergies, QatarEnergy, and Eni. This milestone followed years of diplomatic and technical engagement and marked a major shift after prolonged stagnation in the sector.



**The water sector saw crisis management, rationing, legal reforms, digitalization, and stronger well oversight**, but conflict-related losses (~USD 307 million) and sanitation gaps persist, with USD 147 million needed for infrastructure.

## Emerging Trends



**1**

### Rebuilding

First, **there has been a shift from prolonged sectoral paralysis toward institutional rebuilding**, particularly through regulatory establishment, financing activation, and renewed international engagement.



**2**

### Energy Reform

Second, **energy reform has increasingly emphasized diversification of supply**, with renewables and gas positioned as medium-term alternatives to fuel-based generation.



**3**

### Enforcement

Third, **governance and enforcement—particularly reducing losses**, improving collection, and strengthening regulatory oversight—have emerged as central to restoring sector viability, alongside infrastructure investment.

## Agenda In Progress

### Electricity Sector Reform

Efforts focus on strengthening regulatory authority, reducing losses, and supporting supply and affordability reforms.

### Water Governance & Service Quality

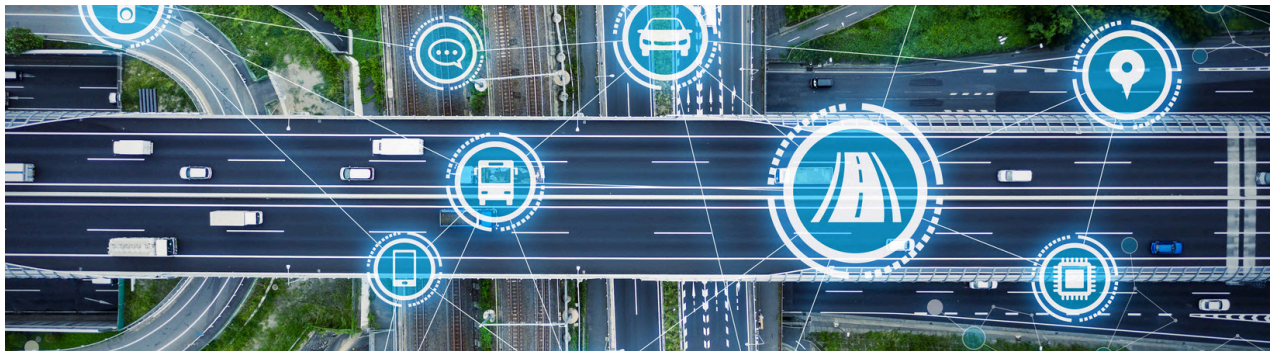
Hurdles in governance continue to affect service delivery; ongoing reforms aim to enhance oversight and operational efficiency.

### Oil & Gas Oversight and Planning

Continued attention to oversight, fiscal planning, and regulatory frameworks needed to support exploration and sustainable development.

- Early Progress
- Moderate Progress
- Advanced Progress

# Infrastructure and Restoration of Core Services



## Commitments In The Ministerial Statement

### Connectivity

Rehabilitating the road network to support economic activity across all Lebanese regions.



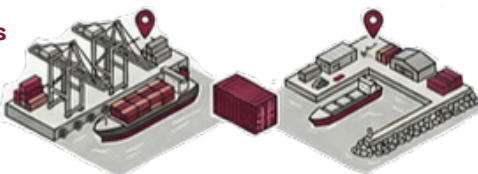
### Public Property Enforcement

Strict enforcement of laws governing maritime and river public property.



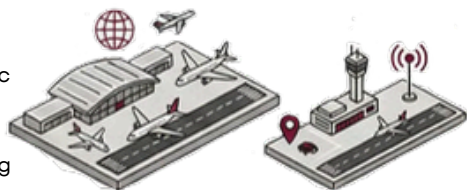
### Port Logistics

Upgrading Beirut and Tripoli ports to strengthen Lebanon's role in global trade.



### Airports

Expanding Rafic Hariri International Airport and operationalizing Rene Moawad Airport.



### Strengthening State Authority

Protecting public assets and addressing illegal encroachments to improve infrastructure governance.

## Observed Policy Action in Year One



### Stabilizing Critical Infrastructure

Government action prioritized **maintaining functionality of key transport assets**, restoring basic operational capacity, and laying groundwork for longer-term investment, largely through donor support and incremental governance measures.



### Civil Aviation Upgrades at RHIA

At Rafic Hariri International Airport, **efforts focused on security, safety, and service quality**, including inspections, staff training, system upgrades, aesthetic improvements, and the launch of the **Digital Gates Project**, signaling a shift toward digitalization and facilitation.





### Aviation Safety

The reactivation of the **Civil Aviation Safety Center (CASC)** restored air traffic controller training in line with ICAO standards, addressing staffing shortages and long-standing compliance gaps.



### Aviation Governance

The appointment of a new **Civil Aviation Authority** leadership in July marked the first activation of the regulatory framework since 2002, representing a delayed but significant step toward improved sector oversight.



### Qlayaat Airport

Action on **René Moawad Airport** moved into planning mode, with a two-track reactivation approach including access road studies and a commissioned master plan.



### Port of Beirut

Government measures focused on **continuity, security, customs controls**, scanning systems, and hazardous waste management, emphasizing operational fixes over large-scale reconstruction.



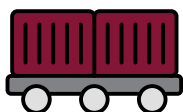
### Port Performance

The **Port of Beirut showed significant efficiency gains, climbing to 54th globally** in the World Bank's Container Port Performance Index in 2024, reflecting improved logistics and cargo handling despite structural constraints.



### Governance Reforms

Administrative and organizational **reforms within the port authority**, alongside a new work plan, signaled gradual progress in management and operational vision.



### Road Rehabilitation

A nationwide **rehabilitation plan covered 25 districts**, targeting over 3,000 km of maintenance and 500 km of resurfacing, supported by external financing, including World Bank funds for conflict-affected areas.



### Collective Transport

Initiatives such as **"Lebanon on Track"** and the revival of public bus transport in Beirut marked steps toward improving mobility, with modern, GPS-equipped buses deployed despite resistance from private operators.



### Investment Planning

**The Council for Development and Reconstruction** intensified coordination with the Prime Minister and ministries to prepare a fiscally aligned investment program, alongside procedural modernization with UNDP support.



### External Financing

High-level **engagement** with international and regional partners resulted in major financing commitments, including a \$250 million advance loan and a \$335 million reconstruction fund.



### Recovery and Compensation

Progress was made on **damage assessment and compensation frameworks** related to conflict and the Beirut Port explosion, with agreed verification processes and technical follow-up mechanisms, marking movement from declarations toward coordination and planning.

## Emerging Trends



1

### Operational Continuity

First, interventions prioritized stabilization and **operational continuity** over large-scale expansion. Efforts focused on maintaining functionality, improving safety and security, and addressing immediate bottlenecks—particularly in aviation and road transport—reflecting crisis-management imperatives under fiscal and regional constraints.



2

### Governance Measures

Second, institutional and **governance measures gained increased prominence** alongside physical rehabilitation. The activation of long-delayed regulatory frameworks, enhanced coordination with the Council for Development and Reconstruction, and steps to modernize planning and procedures signal a gradual strengthening of the enabling environment for infrastructure management.



3

### Infrastructure Policy

Third, **infrastructure policy** has been increasingly framed within a recovery and investment narrative, closely linked to donor financing and international partnerships. While this approach positions **infrastructure** as a lever for economic recovery, it also highlights continued reliance on external financing and technical support to advance major projects.

## Agenda In Progress

### Transport Sector Reform

Initial efforts focused on road rehabilitation, reintroduction of public transport, and operational improvements across land, air, and maritime transport. Comprehensive reform—including integrated planning, sustainable financing, regulatory alignment, and multimodal coordination—remains ongoing.

### Maritime & River Public Property Enforcement

Policy emphasis on protecting public assets has been reiterated; systematic enforcement, institutional coordination, and resolution of encroachments require sustained legal, administrative, and political follow-up.

- Early Progress
- Moderate Progress
- Advanced Progress

# Agriculture and Environmental Recovery



## Commitments In The Ministerial Statement



### Confronting Climate & Disaster Risks

Addressing decades of environmental crises and risks arising from climate disruption and natural disasters.



### Sustainable Reconstruction & Rehabilitation

Integrating environmental standards into rebuilding plans, specifically regarding debris management and aggression-affected areas.



### Sustainable Production Growth

Expanding cultivated land and promoting agricultural practices specifically adapted to climate variability.



### Agro-Industry & Trade

Developing food processing sectors and utilizing international trade agreements to boost export opportunities.

## Observed Policy Action in Year One



### Agricultural Governance

Institutional strengthening advanced with the establishment of the **Higher Agricultural Council and preparations for a new National Agriculture Strategy (2026–2035)**, focusing on long-term productivity, sustainability, and food security. Legislative momentum included draft laws on fisheries, seeds, veterinary regulation, farmers' registration, and agricultural medicines, alongside initial steps for the Cannabis Cultivation Regulatory Authority under Law 178. Donor coordination was reinforced through mandatory Ministry oversight of internationally funded agricultural projects.



### Climate Adaptation Agricultural Resilience

Climate resilience initiatives expanded through the **National Agricultural Extension Program** and donor-supported projects targeting water efficiency, soil management, climate-resilient crops, irrigation modernization, and rural infrastructure. **Flagship programs such as ARADINA** supported farmers and cooperatives in adopting agroecological practices, while sustainability standards (N-GAP) were integrated into agricultural planning. Capacity-building, cooperative development, and technical support also strengthened farmer livelihoods, emphasizing food safety, traceability, pesticide monitoring, and productivity improvements.



### Market Access

Efforts focused on reopening **Gulf markets**, participating in **international trade** exhibitions, and improving quality control systems. Domestic measures, including Agricultural Business Clusters, linked production to value chains and entrepreneurship, enhancing competitiveness.



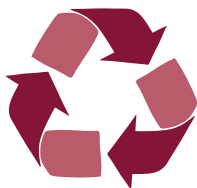
### Environmental Governance

Environmental policy progressed with the launch of a comprehensive **Climate Policy Package**, including the **National Adaptation Plan (2025–2035)**, updated NDCs, a long-term low-emissions strategy, and advancement of a climate framework law. Complementary measures addressed air quality, wildfire risk, wastewater management, and environmental planning.



### Waste Management

Solid **waste governance** was restructured through the activation of the **National Solid Waste Management Authority**, adoption of cost-recovery mechanisms, updates to the national waste strategy, rehabilitation of the Karantina sorting facility, and strengthened municipal waste treatment systems.



### Environmental Enforcement and Post- Conflict Recovery

Enforcement actions included legal proceedings **against illegal quarries**, reclamation of **maritime public property**, investigation of industrial pollution in the Litani River, and restoration of Lebanon's compliance with CITES. Environmental recovery planning incorporated post-conflict debris management and sustainable land-use frameworks for reconstruction.



## Emerging Trends



1

### Governance Reform

First, there is a **visible shift toward institutional consolidation and governance reform**, particularly in agriculture and solid waste management. The establishment of councils, regulatory activation, and legislative updates suggest an attempt to move from fragmented interventions toward structured sector governance.



2

### Climate Adaptation

Second, climate adaptation and environmental sustainability have become increasingly embedded in both **agricultural and environmental policies**. Extension services, agroecological projects, climate planning instruments, and green financing initiatives reflect a growing integration of resilience into sector strategy.



3

### Partnerships

Third, the sector remains heavily supported **by international partnerships and donor financing**, which have enabled implementation across irrigation, farmer support, climate policy, biodiversity compliance, and rural infrastructure. This external engagement has accelerated activity, while also underscoring the importance of coordination and institutional capacity.

## Agenda In Progress

### Environmental Integration in Reconstruction

Ongoing effort to integrate environmental considerations consistently across municipalities and agencies.

### National Agriculture Strategy (2026–2035)

Transition from sectoral initiatives to fully operationalized strategy; financing, implementation frameworks, and productivity targets still under development.

### Environmental Law Enforcement

Procedural advances in illegal quarries, pollution control, and coastal protection; sustained follow-up required for long-term effectiveness.

### Climate Adaptation & Sustainable Reconstruction

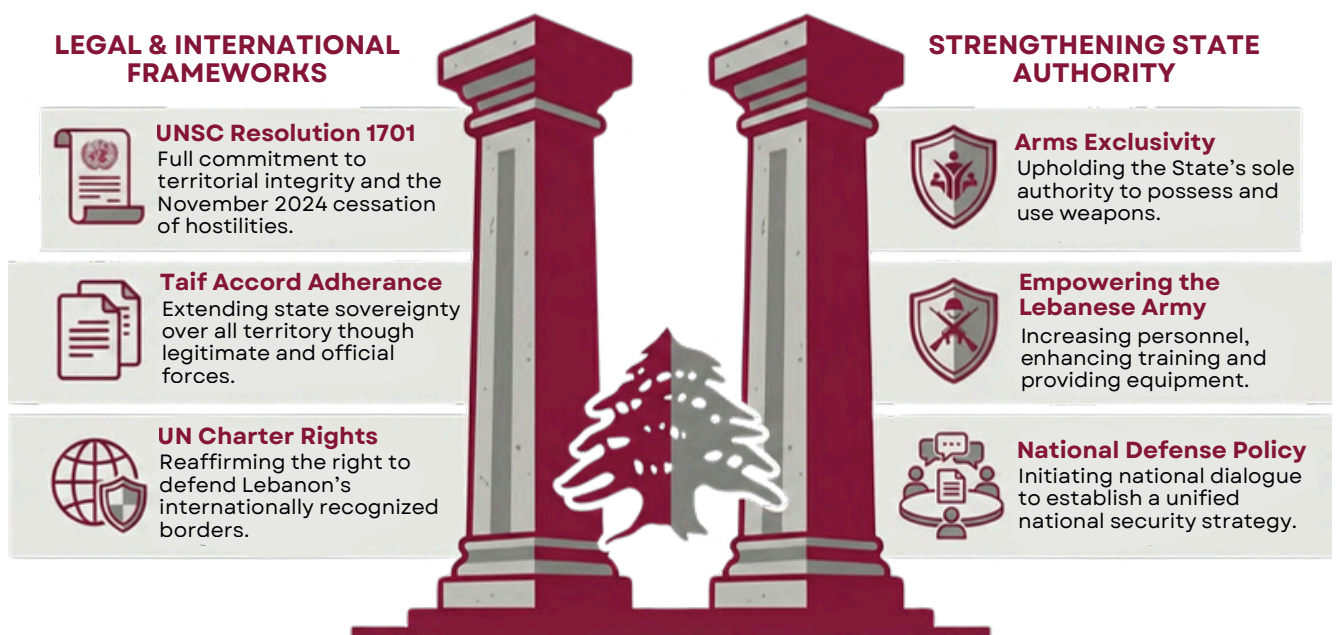
Policy frameworks launched; implementation, financing alignment, and inter-ministerial coordination in progress.

- Early Progress
- Moderate Progress
- Advanced Progress

# Defense and Security



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



Coordination among security agencies was **strengthened to improve border monitoring, curb smuggling**, and secure entry points, supported by international financing, fuel, equipment, and training assistance to sustain the Lebanese Armed Forces.



The government **reaffirmed commitment to UN Resolution 1701**, engaged diplomatically on Israeli violations, supported UNIFIL, and launched a timeline-based, dialogue-driven approach to address weapons outside state control, including in refugee camps.



The maritime **boundary agreement with Cyprus was finalized**, reducing legal ambiguity and strengthening Lebanon's ability to assert sovereignty, protect maritime resources, and enforce border security.

## Emerging Trends



1

### Reinforcement

First, **security policy has prioritized institutional reinforcement** and international support for state security forces as a prerequisite for stability, rather than rapid structural transformation.



2

### State Control

Second, **sensitive files related to arms outside state control have been approached** through gradual, negotiated mechanisms, emphasizing dialogue, and sequencing over confrontation.



3

### Sovereignty

Third, **sovereignty has increasingly been framed in multidimensional terms**—combining military presence, border control, diplomacy, and legal consolidation of territorial boundaries, including maritime borders.

## Agenda In Progress

### National Security & Civilian Protection

Israeli violations and regional instability limit enforcement capacity; ongoing efforts aim to strengthen civilian protection through institutional reform and sustainable funding.

### Military Sustainability & Reform

International support sustains the Lebanese Army; long-term effectiveness depends on predictable funding, institutional reform, and a clear national defense strategy.

### Diplomatic Engagement & Security-Economic Gains

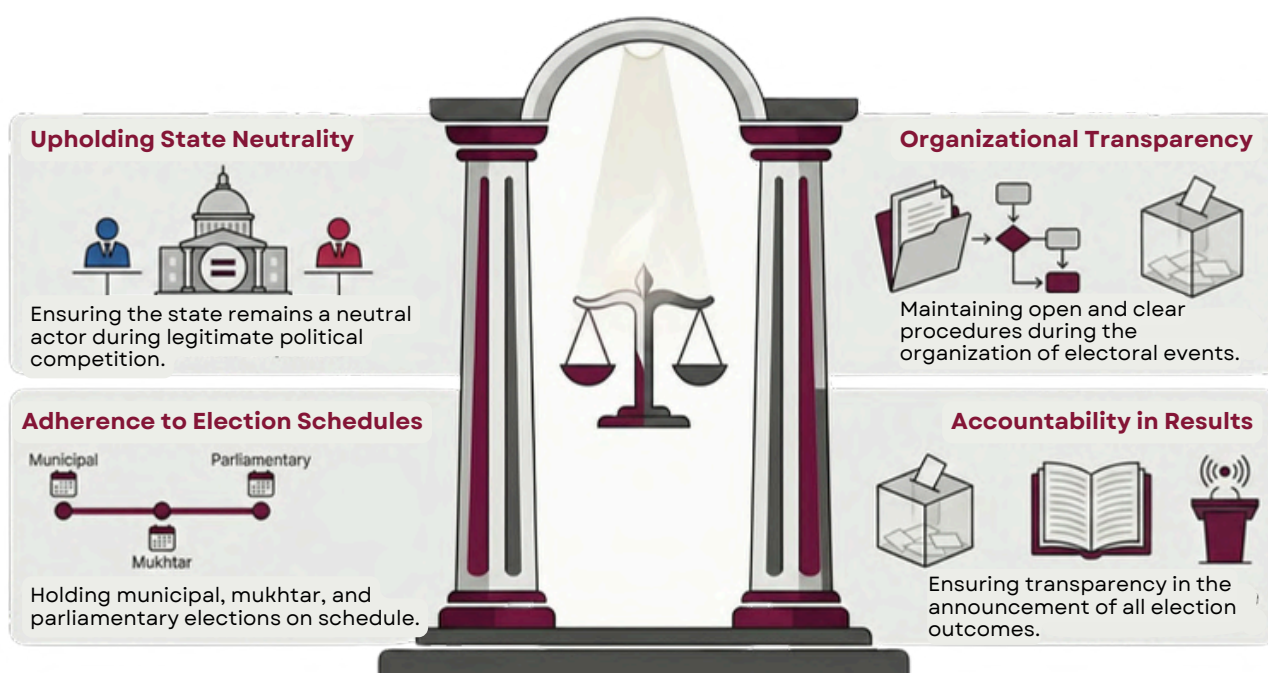
Diplomatic gains achieved, with continued efforts to translate them into lasting security and economic benefits.

- Early Progress
- Moderate Progress
- Advanced Progress

# Political and Electoral Reform



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



### Public Administration

Over the past year, **observable government action in this sector has focused primarily on electoral preparedness, administration, and public commitments to maintaining election timelines, rather than on substantive electoral law reform.**



### Elections

**Municipal and mukhtar elections** were held for the first time in nine years, alongside **administrative preparations to organize polling and manage logistics nationwide.** At the same time, authorities reaffirmed that parliamentary elections are scheduled for May 2026.





## Law Changes

Ministries began coordinating **voter registration and logistics for expatriates**, while the Cabinet approved and sent parliamentary **election law amendments, including expatriate voting and technical mechanisms**, to Parliament for review.

## Emerging Trends



1

### Procedural Readiness

First, **government action has emphasized administrative continuity and procedural readiness**, with a strong focus on meeting electoral deadlines despite economic and security constraints.



2

### Electoral Reform

Second, **discussions on electoral reform have been active but fragmented**, with multiple proposals circulating on issues such as mega voting centers, expatriate voting arrangements, and voting procedures. These debates have largely unfolded without a unified executive-led reform framework.



3

### Election Monitoring

Third, **election monitoring and transparency** have gained prominence, with civil society organizations documenting both strengths and shortcomings in the conduct of municipal elections, contributing to public debate on electoral integrity.

## Agenda In Progress

### Election Administration & Monitoring

Elections proceeded as scheduled; preparations for upcoming milestones underway. Administrative, procedural, and security gaps remain, including staff preparedness and ballot secrecy, requiring ongoing attention.

### Electoral Reform & Legal Framework

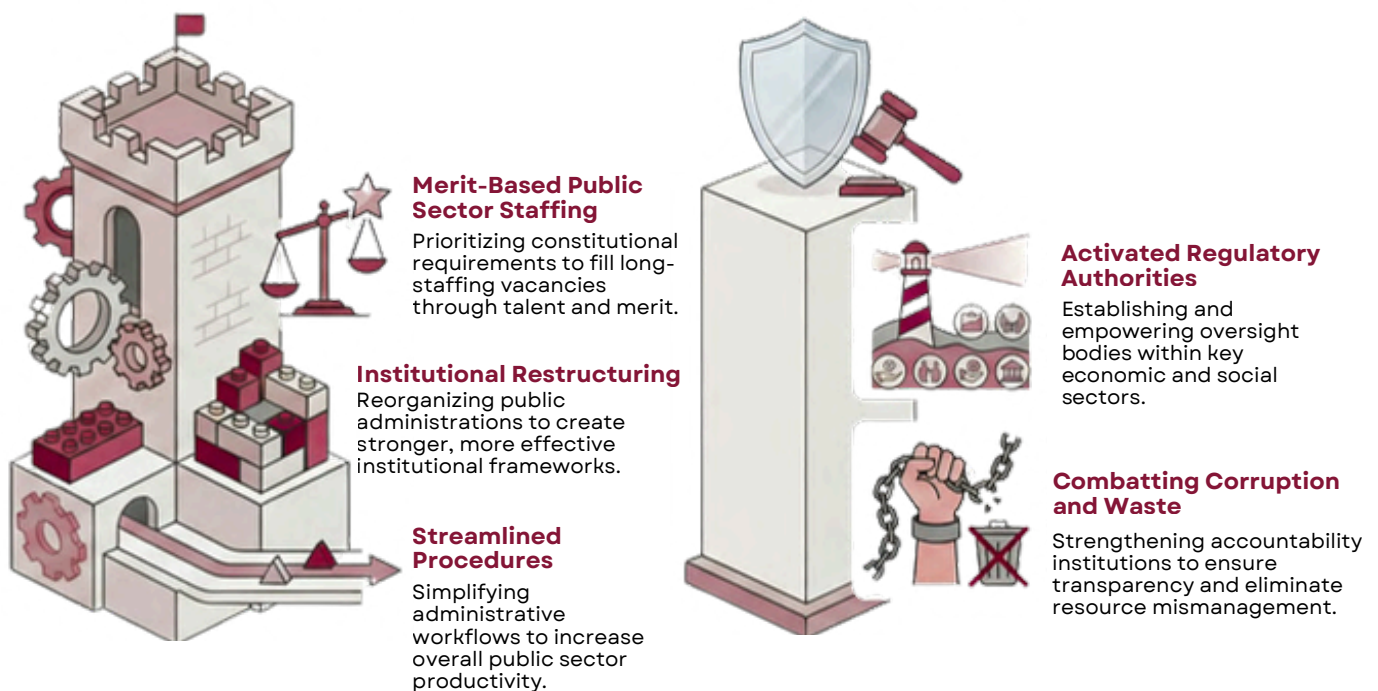
Draft electoral law amendments under parliamentary review; institutional safeguards and enforcement mechanisms uneven. Comprehensive reforms remain largely pending, with debates ongoing.

- Early Progress
- Moderate Progress
- Advanced Progress

# Governance, Anti-Corruption, and Institutional Reform



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



### Anti-corruption

The National Anti-Corruption Commission became **more operational, with senior officials submitting financial and interest disclosures**. A formal evaluation of the 2020–2025 strategy was launched, engaging government institutions, academia, the private sector, and civil society.



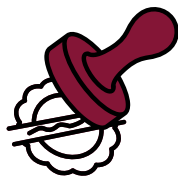
### Judicial Institutions

Long-delayed **judicial appointments** were completed, restoring key bodies and institutional continuity. Oversight institutions, including the Civil Service Council, Central Inspection Authority, Public Procurement Authority, and Audit Bureau, received renewed attention, emphasizing transparency, merit-based recruitment, and accountability.



### Public Administration Reform

The government **approved senior appointments across sectors and introduced a merit-based mechanism for administrative posts.** “Reforming State Administrations & Institutions 2030 ” was launched to modernize public administration, improve efficiency, and enhance citizen-centered service delivery.



### Regulatory Authorities

**Regulatory bodies** in key sectors were designated, marking progress in restoring governance frameworks that had long been dormant or incomplete.

## Emerging Trends



1

### Institutional Continuity

First, there has been a clear emphasis on restoring **institutional continuity**, particularly through the **completion of judicial and senior administrative** appointments and the reactivation of oversight bodies.



2

### Compliance

Second, **anti-corruption efforts** have focused primarily on processes and compliance mechanisms—such as asset declarations, access to information, and strategic evaluation—rather than high-profile enforcement outcomes.



3

### Governance Reform

Third, **governance reform** has increasingly been framed as a medium- to long-term transformation agenda, with digitalization, administrative restructuring, and service delivery reform **positioned as central pillars.**

## Agenda In Progress

### Judicial and Regulatory Governance

Judicial appointments complete; sectoral regulatory authorities assigned. Ongoing work focuses on independence, staffing, resourcing, and effective mandates to ensure governance improvements.

### Anti-Corruption and Reform Implementation

Political and administrative support is essential to translate initiatives into measurable improvements in productivity, service quality, and accountability. Many reforms remain at early stages, dependent on sustained implementation.

- Early Progress
- Moderate Progress
- Advanced Progress

# Digital Transformation, Data and Innovation



## Commitments In The Ministerial Statement



### New Ministry of Technology and AI

A dedicated ministry will lead Lebanon's strategy for adopting advanced technological sectors.



### Fostering the Innovation Ecosystem

Focus on attracting Lebanese talent and supporting startups to drive economic renewal.



### Strategic Investment Attraction

The government aims to foster investment in advanced future-oriented technology sectors.



### Telecom as a Foundational Pillar

Modernized telecommunications are recognized as the essential requirement for digital transformation.



### Full Legal Implementation

Commitment to the comprehensive enforcement of the Telecommunications Services Regulation Law.

## Observed Policy Action in Year One



### Reform Priority

Government action **framed digitalization** as a central pillar of public sector reform and economic recovery, reflected in increased institutional, legislative, and policy activity.



### Governance

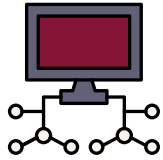
The role of the Minister of State for Technology and Artificial Intelligence was strengthened, culminating in Cabinet approval of a draft law to establish a **dedicated ministry** and position it as a cross-government coordinating body.



### International Alignment

Implementation of **Lebanon's Digital Transformation Strategy (2022)** regained attention, supported by discussions with the World Bank and other partners on sequencing, implementation roadmaps, and alignment with international standards.





### Digital Infrastructure

Policy discussions prioritized core **digital public goods**, including digital identity, electronic signatures, interoperable platforms, and unified digital infrastructure, alongside exploratory steps toward membership in the Digital Cooperation Organization.



### E-Government

Progress was recorded across several ministries, including digitalization of intellectual property services at the Ministry of Economy and Trade, automation of authentication services at the Ministry of Foreign Affairs, and **digitalization** of National Social Security Fund records with ILO support.



### Digital Verification Systems

Automation and **digital verification systems** contributed to reduced processing times, improved service delivery, and lower opportunities for discretionary practices in public administration.



### Innovation Ecosystem

AI gained prominence through the launch of the **First National Artificial Intelligence Conference**, public-sector training initiatives, and legislative steps toward establishing decentralized technology-focused economic zones.



### Partnerships and Global Engagement

Innovation efforts were supported through **pilot projects with private-sector actors**, participation in **World Bank-IMF meetings**, and a cooperation agreement with Microsoft to support startups and AI skills development.



### Digital Media Governance

Digital transformation extended to **media governance**, including **modernization efforts** at Télé Liban, regulatory oversight of electronic media platforms, and parliamentary debates on social media, OTT services, and illegal internet networks.



### Digital Rights

Regulatory initiatives unfolded alongside renewed public debate on digital rights, freedom of expression, and Lebanon's upcoming Universal Periodic Review before the **UN Human Rights Council**.



### Telecommunications Sector

Initiatives such as **"Lebanon on Track"** and the revival of public bus transport in Beirut marked steps toward improving mobility, with modern, GPS-equipped buses deployed despite resistance from private operators.



### Sector Vision

Operators **advanced broadband expansion, fiber-optic rollout, 5G preparation**, and digital customer services, while a new national vision repositioned telecommunications as a driver of economic growth and digital innovation, including non-exclusive satellite connectivity arrangements.

## Emerging Trends



1

### Reform Agenda

First, there is a clear effort to elevate digital transformation to the center of the reform agenda, both symbolically and institutionally. **The move to establish a dedicated Ministry of Technology and Artificial Intelligence**, participation in regional digital platforms, and high-level political messaging positioned digitalization as a cross-cutting tool for restoring trust, reducing corruption, and modernizing the state.



2

### Service-Level Progress

Second, **progress has been most tangible in the area of service-level digitalization and telecom modernization.** Several ministries advanced the digitization of administrative services, authentication processes, intellectual property filings, and social security records. In parallel, the telecommunications sector experienced **renewed regulatory activation** and infrastructure upgrades, signaling momentum in both governance and network expansion.



3

### Economic Growth

Third, **digital transformation** has increasingly been framed within an innovation and economic growth narrative, linking AI adoption, startup support, private-sector partnerships, and technology zones to broader economic recovery objectives. **International cooperation—with multilateral institutions and global technology companies**—has featured prominently in this approach, reinforcing Lebanon's attempt to reconnect with global digital ecosystems.

## Agenda In Progress

### Ministry of Technology & Artificial Intelligence

Draft law approved by Cabinet; parliamentary approval pending. Staffing, budget allocation, mandates, and coordination mechanisms not yet operationalized.

### Telecommunications Sector Reform (Law 431)

Regulatory bodies activated and network expansion advancing; full structural reform, competition frameworks, and sustainable governance arrangements still unfolding.

### National Digital Architecture & Interoperability

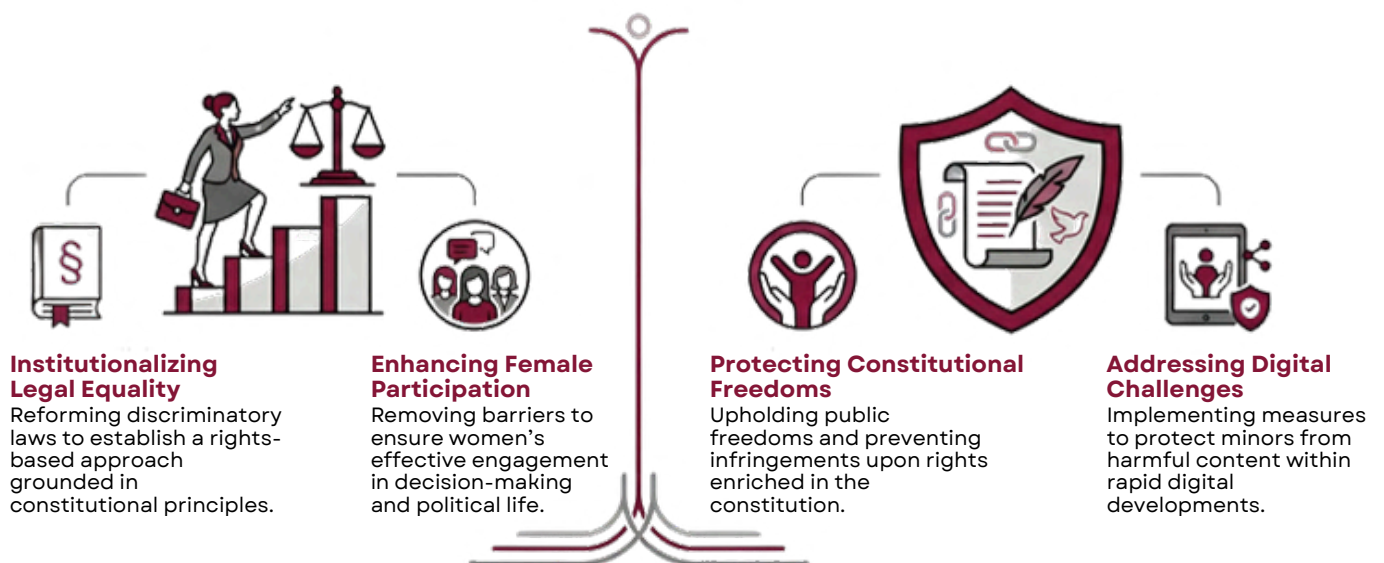
Ministries advancing standalone digital initiatives; integrated digital identity, unified authentication, cybersecurity standards, and data governance remain under development.

-  Early Progress
-  Moderate Progress
-  Advanced Progress

# Gender Equality and Human Rights



## Commitments In The Ministerial Statement



## Observed Policy Action in Year One



**Women's leadership, participation, and international engagement**

Women's empowerment efforts advanced through international engagement, national coordination, and donor support. Lebanon participated in CSW69, while the National Commission for Lebanese Women strengthened partnerships to promote empowerment and policy coordination. Progress was also made on the **Women, Peace and Security** agenda through preparatory work on the second National Action Plan for UNSCR 1325, alongside donor-funded programs such as LEAP supporting crisis-affected women through livelihoods, protection, and entrepreneurship.



### Protection from gender-based violence and digital harms

Gender-based violence, including digital violence, featured prominently within national campaigns. Lebanon joined the global “16 Days of Activism against Gender-Based Violence,” with a specific focus on **digital violence** against women and girls. These initiatives were implemented in partnership with UN agencies and national institutions, reflecting alignment with the ministerial commitment to address emerging challenges in digital communication and protect vulnerable groups.



### Human rights institutions and oversight mechanisms

Institutional strengthening progressed as the National Human Rights Commission, including the Committee for the Prevention of Torture, submitted an accreditation request to the Global Alliance of National Human Rights Institutions, aiming to align with the Paris Principles and enhance independence and oversight. In parallel, **detention-related human rights concerns** were addressed through high-level discussions on prison overcrowding, trial delays, and legal detention limits, signaling efforts to improve due process and judicial efficiency.



### Labor rights and child protection

The Ministry of Labor **stepped up efforts on labor rights and child protection by reviewing updates to the national plan to eliminate the worst forms of child labor** through the Committee to Combat Child Labor, emphasizing coordination and alignment with international standards. In cooperation with the **International Labour Organization**, **training initiatives strengthened the role of cooperatives and sectoral actors in prevention and identification**. The Ministry also launched a practical guide on labor rights to enhance legal awareness, access to information, and worker protection.



### Cultural and civic engagement in human rights discourse

Human rights themes were also reflected in cultural platforms, including the Karama Beirut Human Rights Film Festival, which addressed **memory, displacement, and systemic injustice**. Such initiatives, supported by public institutions and UN agencies, contributed to sustaining public discourse on rights-based issues.



## Emerging Trends



1

### International Engagement

First, the agenda was driven largely **through institutional convening and international engagement**. Participation in **global forums** (notably CSW69), **partnerships** led by the National Commission for Lebanese Women, and donor-supported initiatives positioned gender equality and rights protection within a broader recovery and diplomacy narrative.



2

### Programmatic Interventions

Second, **implementation momentum** was strongest in **programmatic and awareness-oriented interventions**, including women's protection and empowerment initiatives, public campaigns on gender-based violence (with increased attention to digital violence), and tools to improve citizen access to labor-rights information. These actions emphasize service delivery and public communication as entry points for reform.



3

### National Oversight & Accountability

Third, there was visible movement toward **strengthening national oversight and accountability mechanisms**, including steps by the National Human Rights Commission and the Committee for the Prevention of Torture to pursue accreditation aligned with the Paris Principles, alongside renewed attention to detention conditions and due process constraints.

## Agenda In Progress

### Equality, Citizenship & Women's Participation

Review and reform of discriminatory legislation remain ongoing and require sustained legislative work, structured timelines, and institutional alignment. Efforts to remove barriers to women's political participation and expand representation across public life continue along a longer-term reform trajectory.

### Public Freedoms & Digital-Era Safeguards

Policy discussions advancing on protecting public freedoms while addressing digital risks, including child protection and harmful online content. Further progress will depend on safeguards that balance protection objectives with rights-based standards, freedom of expression, and due process.

- Early Progress
- Moderate Progress
- Advanced Progress

# Looking Ahead

## From Signals to Sustained Action

### **One year in, the picture is clear:**

Lebanon's first year of government action has been shaped by stabilization, institutional reactivation, and reform signaling, setting trajectories that will define the years ahead.

## What the First Year Revealed



### **Institutions Re-Engaged**

Regulatory bodies, oversight institutions, and public administrations were reactivated after years of stagnation, signaling renewed institutional continuity.



### **Reform in Motion**

Across sectors, legislation, strategies, and planning frameworks advanced.



### **Crisis Management First**

Operational continuity and service stabilization dominated policy action, particularly in health, security, infrastructure, and social protection.



### **Reconnection with Partners**

International and regional engagement re-emerged as a central enabler of reform momentum and financing.

**This reflection is a baseline, against which future action, progress, and priorities can be understood.**



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