

From Social Affairs to Social Development

Ministry of Social Affairs
Strategy
2026 - 2030

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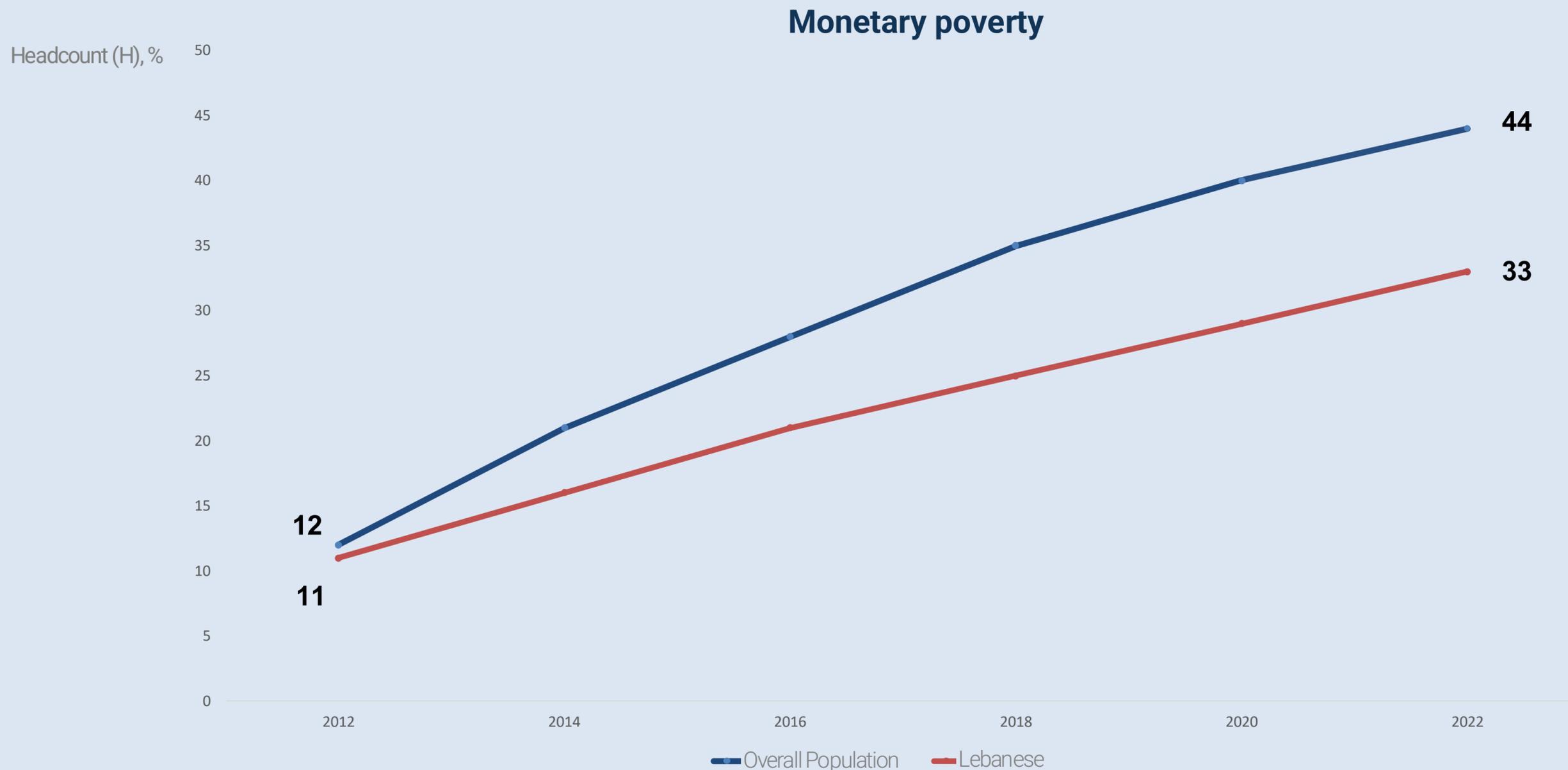
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Poverty Rates Have Worsened Due to Overlapping Crises

It is estimated that these rates increased following the 2024 war



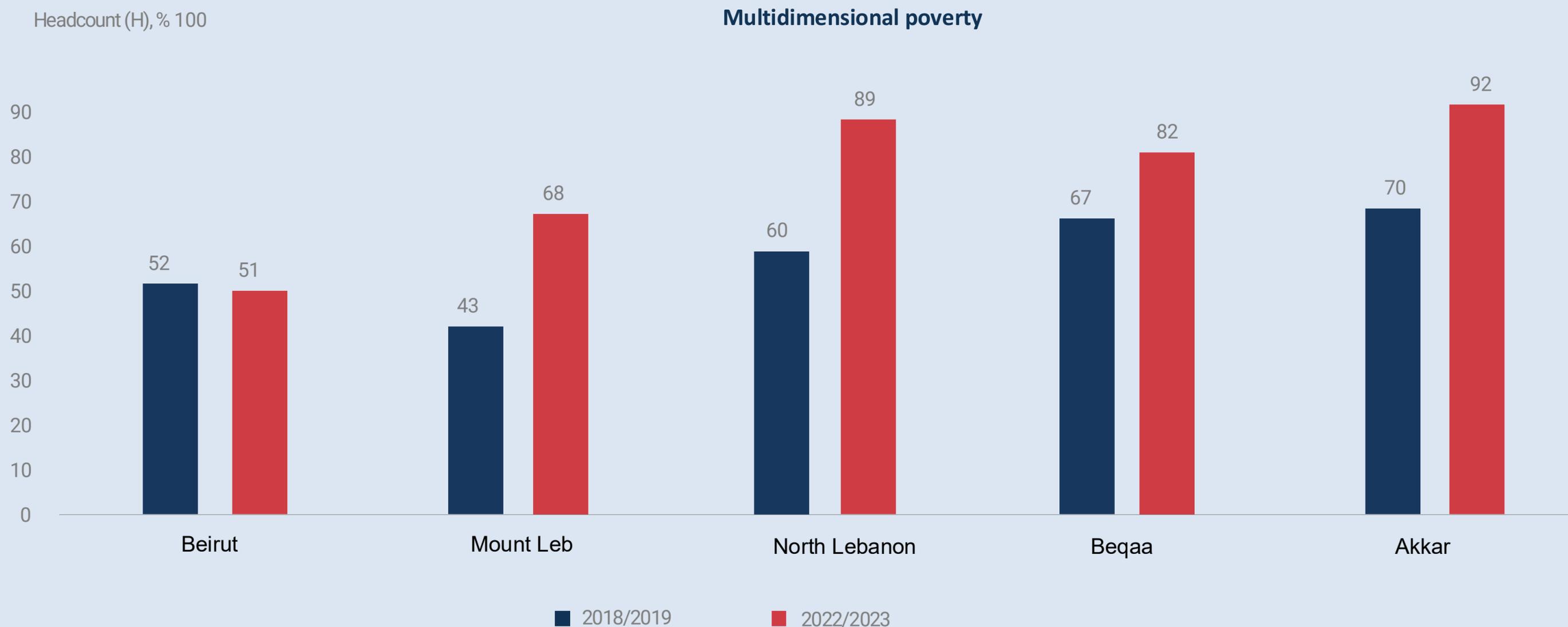
Source: Estimates by the World Bank based on the 2022-2023 Lebanon Household Survey.

Notes: - The estimates are limited to households in the governorates of Akkar, Beirut, Bekaa, Mount Lebanon, and North Lebanon.

- Poverty refers to the proportion of the population living below the poverty line, an individual in Lebanon is categorized as poor if his or her yearly consumption is less than 1100\$.

Multidimensional Poverty Also Worsened Due to Overlapping Crises

They are estimated to have increased further following the 2024 war

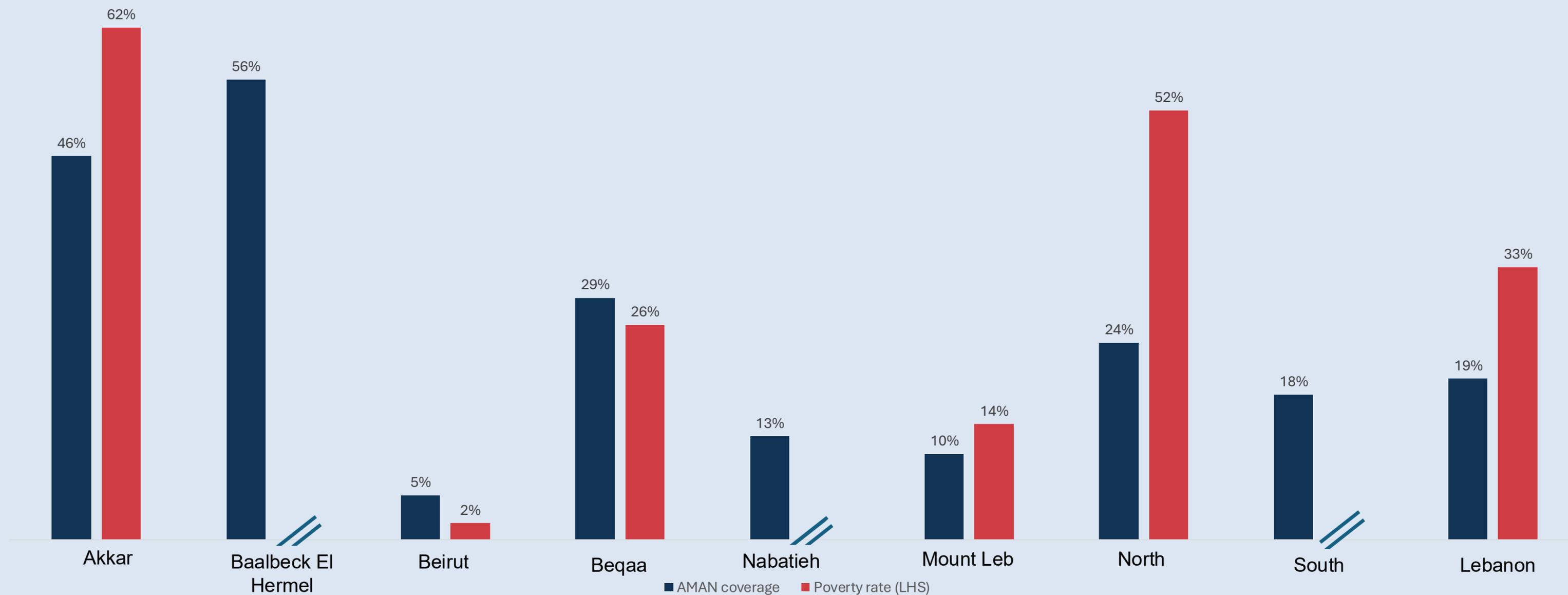


Source: World Bank estimates based on the 2018/2019 Labor Force and Household Living Conditions Survey and the 2022/2023 Household Survey in Lebanon.

Notes: – Estimates are limited to households in the governorates of Akkar, Beirut, Bekaa, Mount Lebanon, and North Lebanon.

Data Shows Significant Regional Disparities in Poverty Rates Across Governorates

Akkar and the North have the highest poverty rates

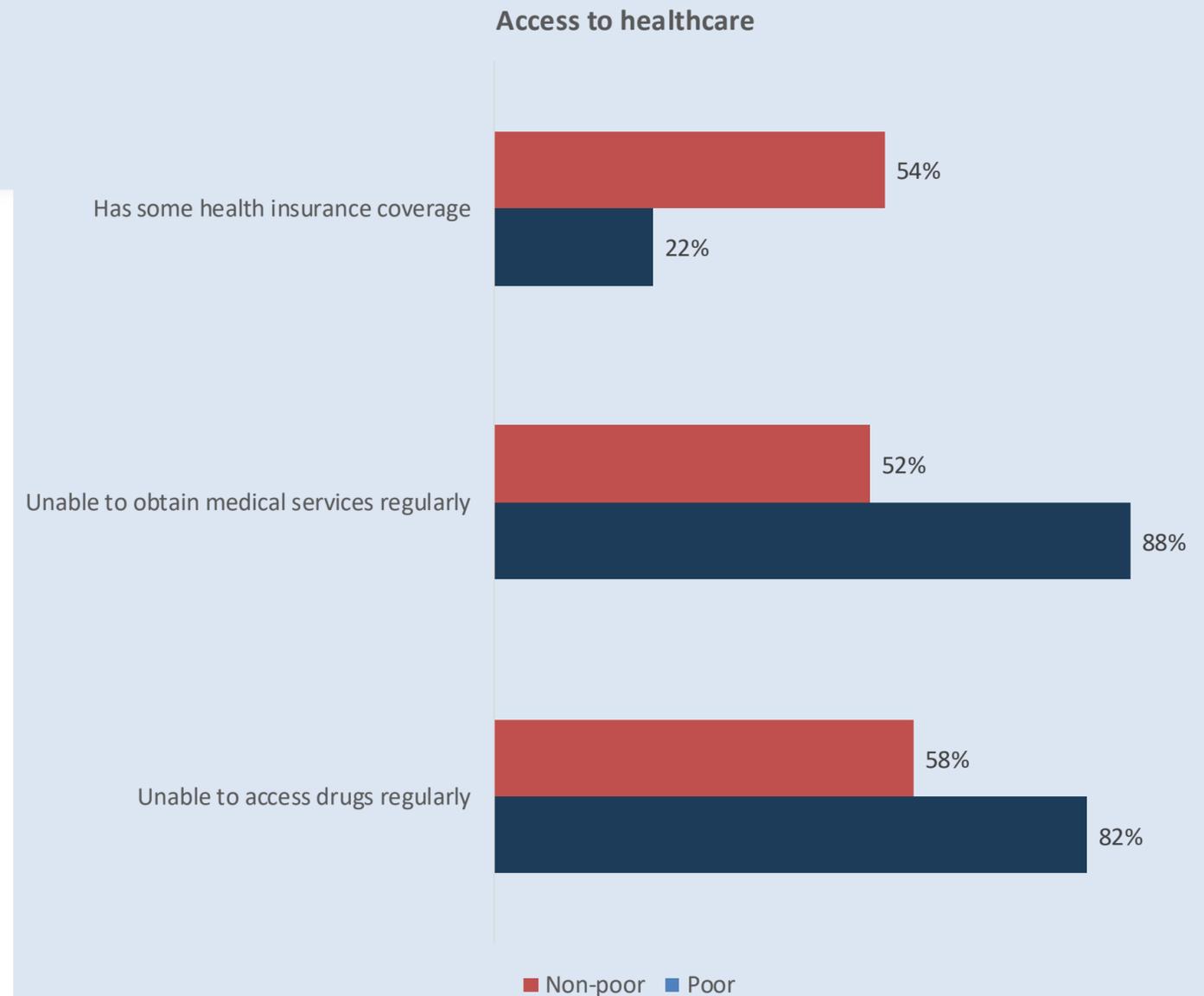
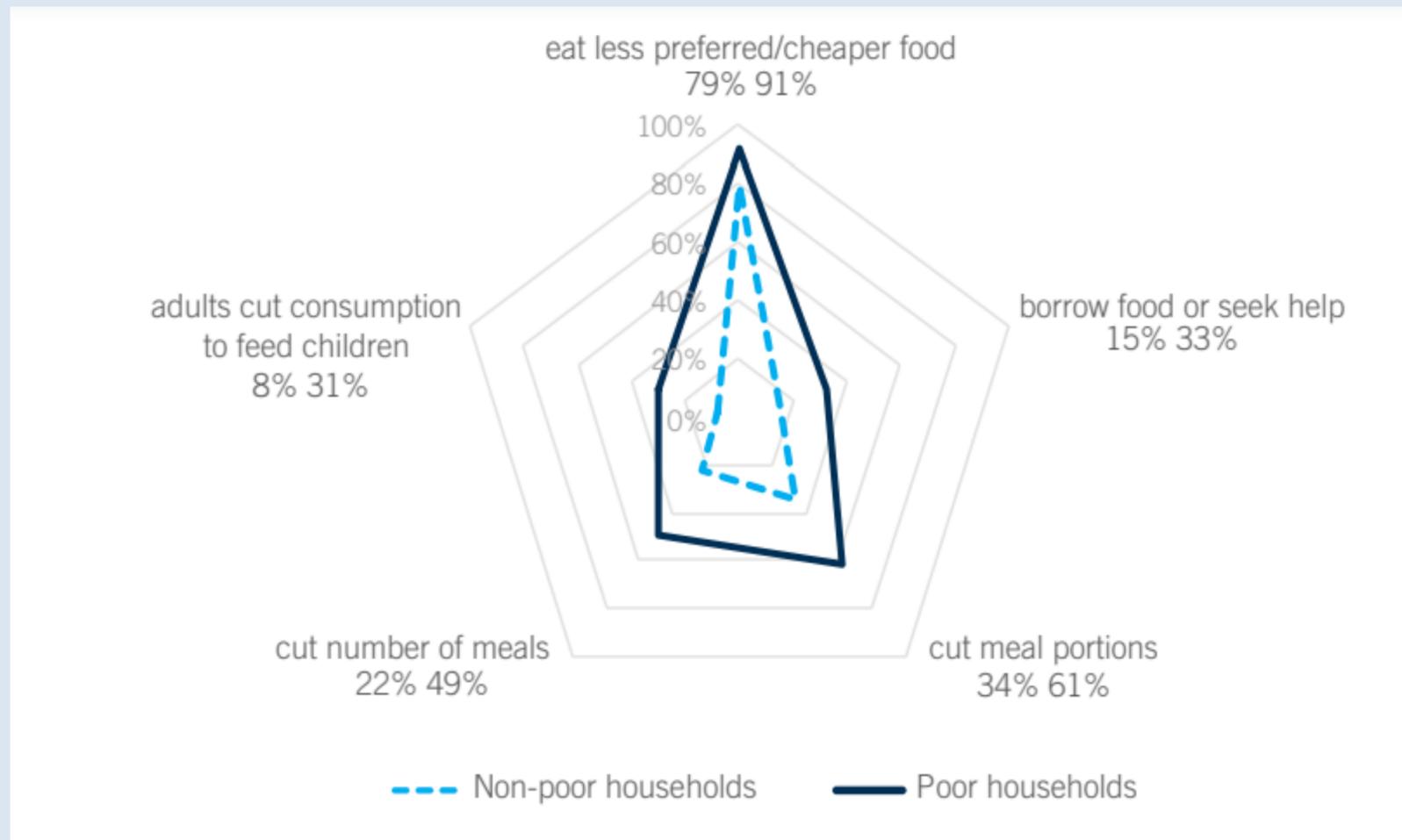


Data not available due to inability to access these governorates.

Source: Estimates based on administrative data from the AMAN program and poverty figures from the 2022/2023 Lebanon Household Survey (excluding governorates that could not be reached).

The poor face high food insecurity, poor nutrition, and limited access to healthcare

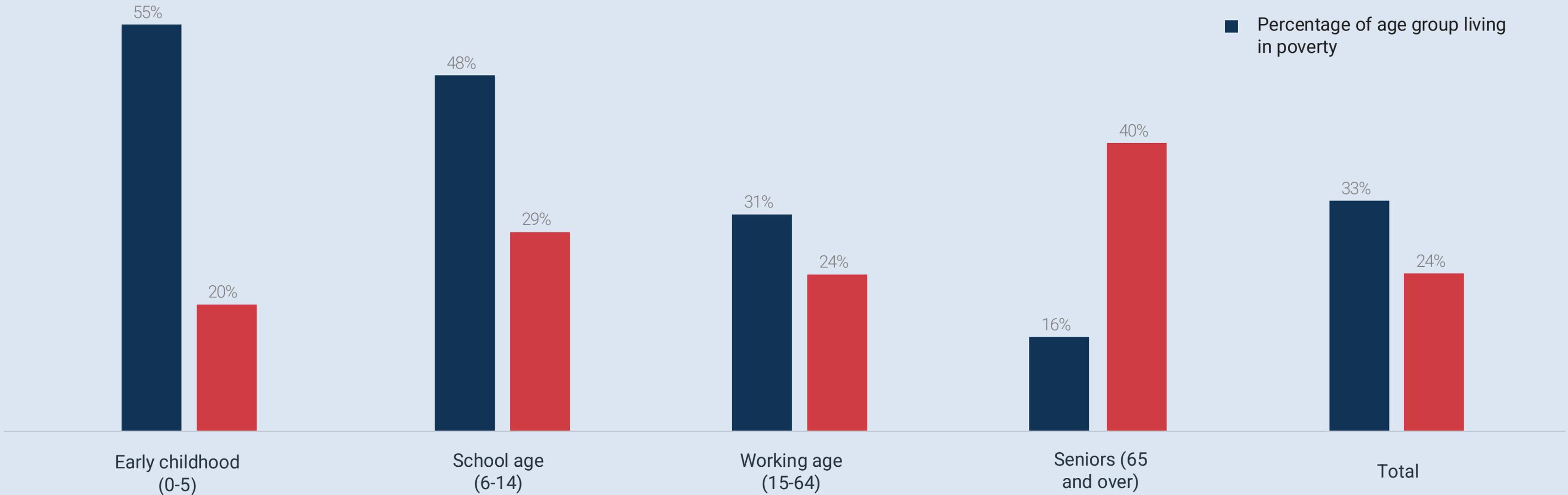
High food insecurity among the poor resulted in adverse coping mechanisms



Children are the Group Most Affected by the Negative Impacts of the Crisis

Children below the age of 5 suffer from disproportionately high rates of extreme poverty and the lowest social safety nets coverage, with severe consequences for human capital.

- Percentage of poor individuals receiving assistance from social safety nets
- Percentage of age group living in poverty

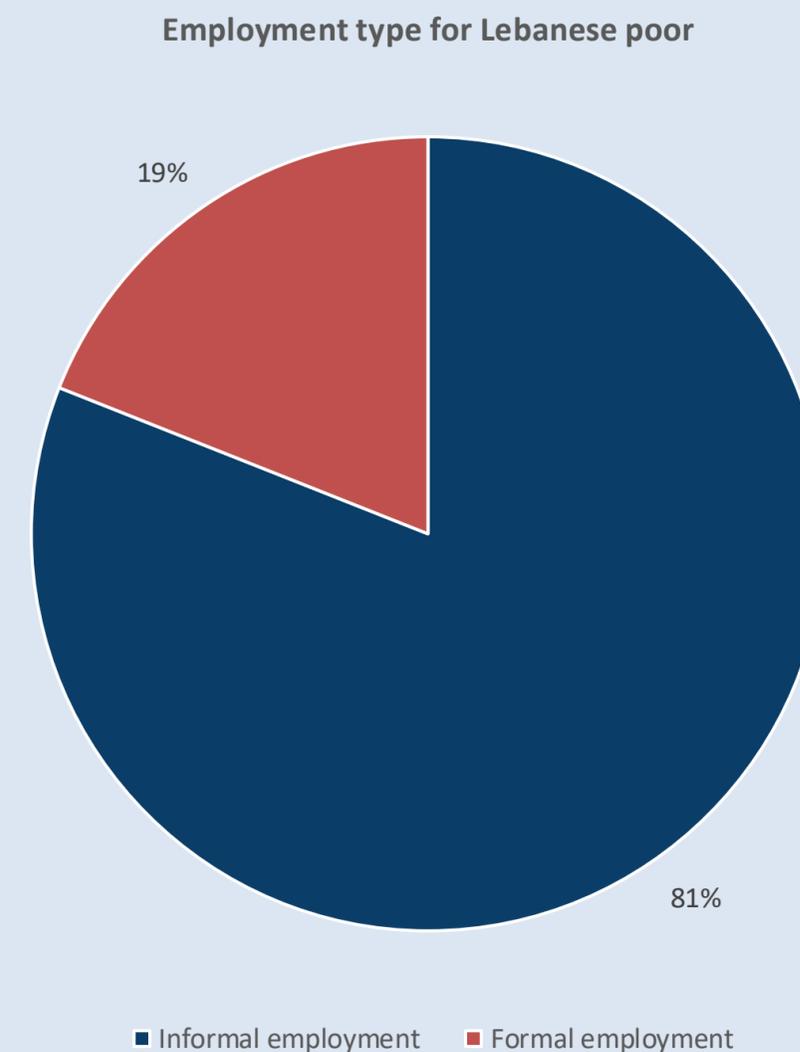


Source: Estimates using Aman Program administrative data, and poverty figures from the 2022/2023 Lebanon Household Survey.

Notes:

- Poverty rates are estimates and have limited geographic coverage and therefore cannot be considered nationally representative.
- Poverty rates are calculated after receiving social safety net support (the survey sample of households receiving social safety net support is 9%).

Gender Disparities in Employment and High Levels of Informality Among the Poor Leave Workers Vulnerable

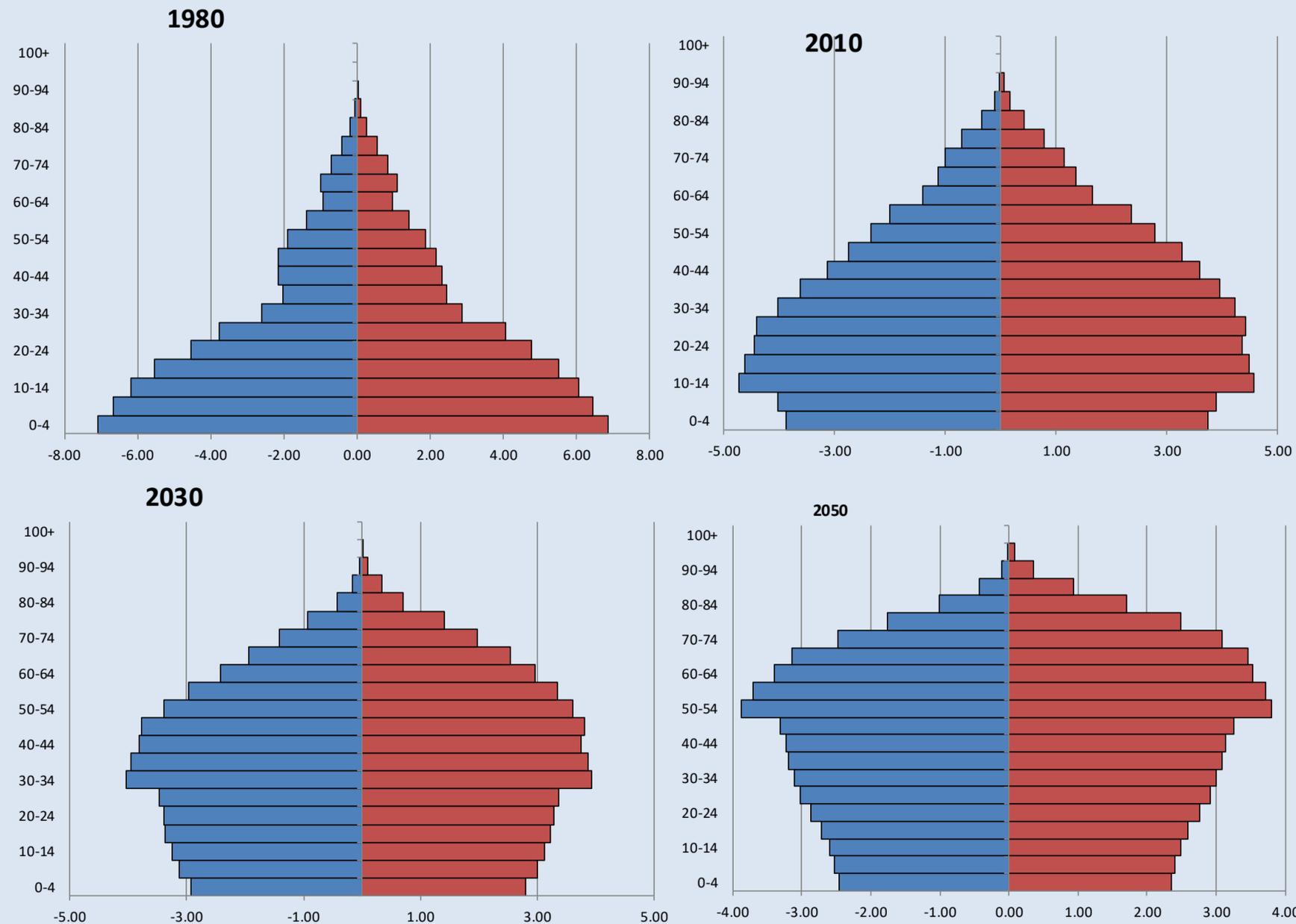


Note: Informal employment is where workers do not receive any type of social security benefit, paid annual or sick leave and may lack proper written, work contracts.

Source: Estimates from LHS 2024

Lebanon Is Aging Rapidly Which is Increasing demand on Social Protection Programs

By 2050, over 23% of Lebanon's population will be aged 65+, the highest in the Arab region.



Demographic Realities

- Lebanon is experiencing a **rapid aging trend**: by 2050, 1 in 4 people will be aged 65 or above.
- Population pyramids clearly **show the inversion of the age structure**, signaling a transition from child to elderly dependency.
- Elderly now constitute 11% of the population, the highest share in the Arab region, expected to rise to 23.3% by 2050.

Challenges

- **Increased elderly poverty**: multidimensional poverty rose from 44% in 2019 to 78% in 2021.
- **Weak family support systems** due to youth emigration and shrinking household structures.
- Limited pension coverage, **healthcare access**, and institutional care.



The population pyramid shows a clear shift toward an aging society, with elderly outnumbering children by 2050

Persons with Disabilities in Lebanon Face Disproportional Challenges

Overlapping crises have increased the vulnerability and exclusion of persons with disabilities, limiting access to services, education, and livelihoods

Key Figures

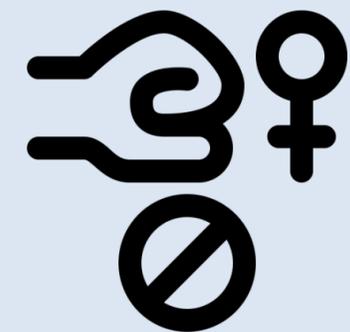
4-6% of Lebanon's population are persons with disabilities



86% of persons with disabilities are unemployed
(*ESCWA, 2020*)



Children with disabilities face **heightened risk of physical and sexual violence** (*WHO*)



Mental Health: A Silent Driver of Poverty and Vulnerability

Lebanon's economic collapse and the 2024 conflict have intensified mental health risks and fragilities.

Widespread Anxiety

- 72% of caregivers report children are anxious



Growing Signs of Depression

- 62% of caregivers report children are depressed



Post-war mental health data:

High Rates of Major Depression

- 25.9% of children suffer from major depressive disorder



Separation Anxiety Taking Hold

- 16.1% of children experience separation anxiety



Overwhelmed and Overanxious

- 28% of children suffer from overanxious disorder

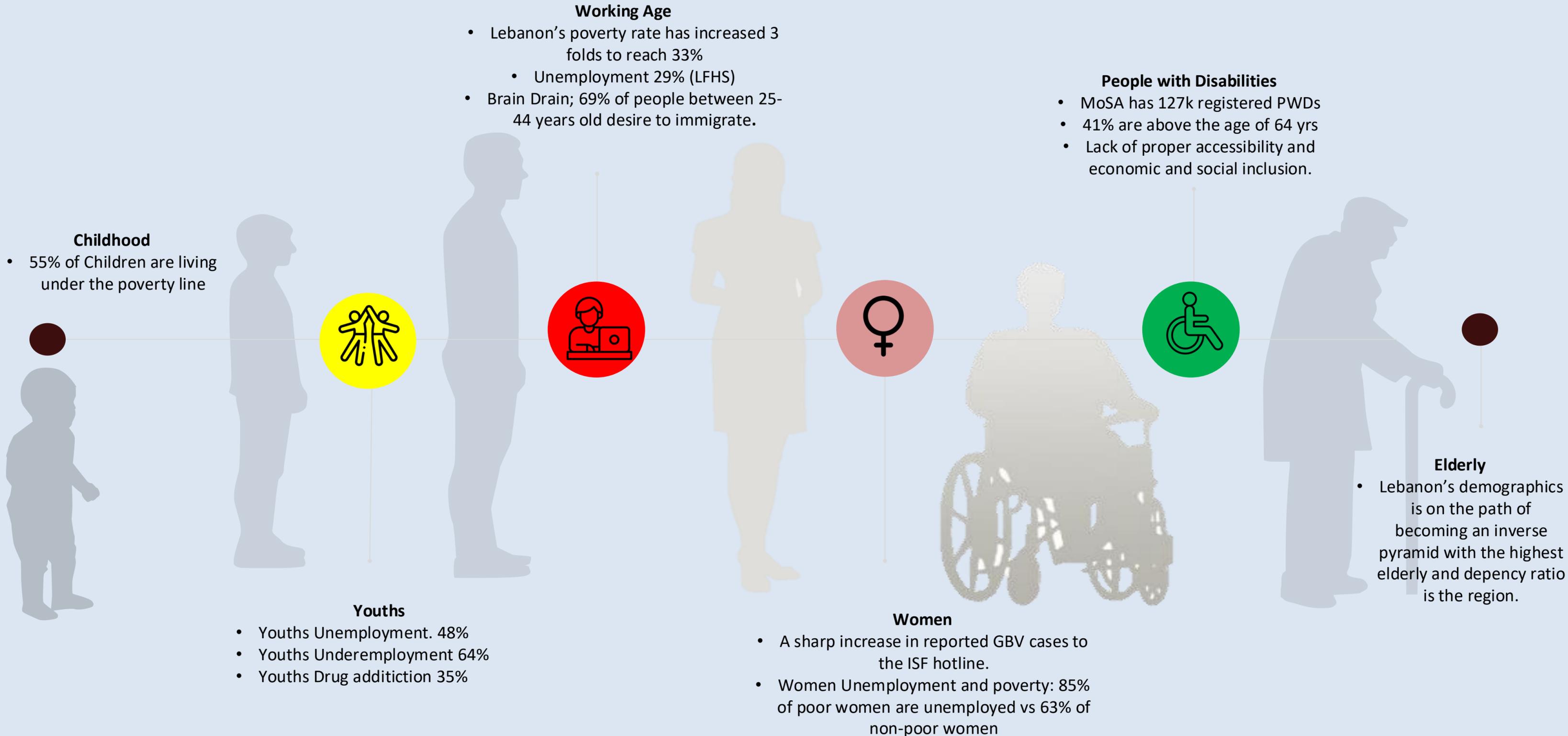


Lasting Trauma

- 26% of children exhibit symptoms of PTSD

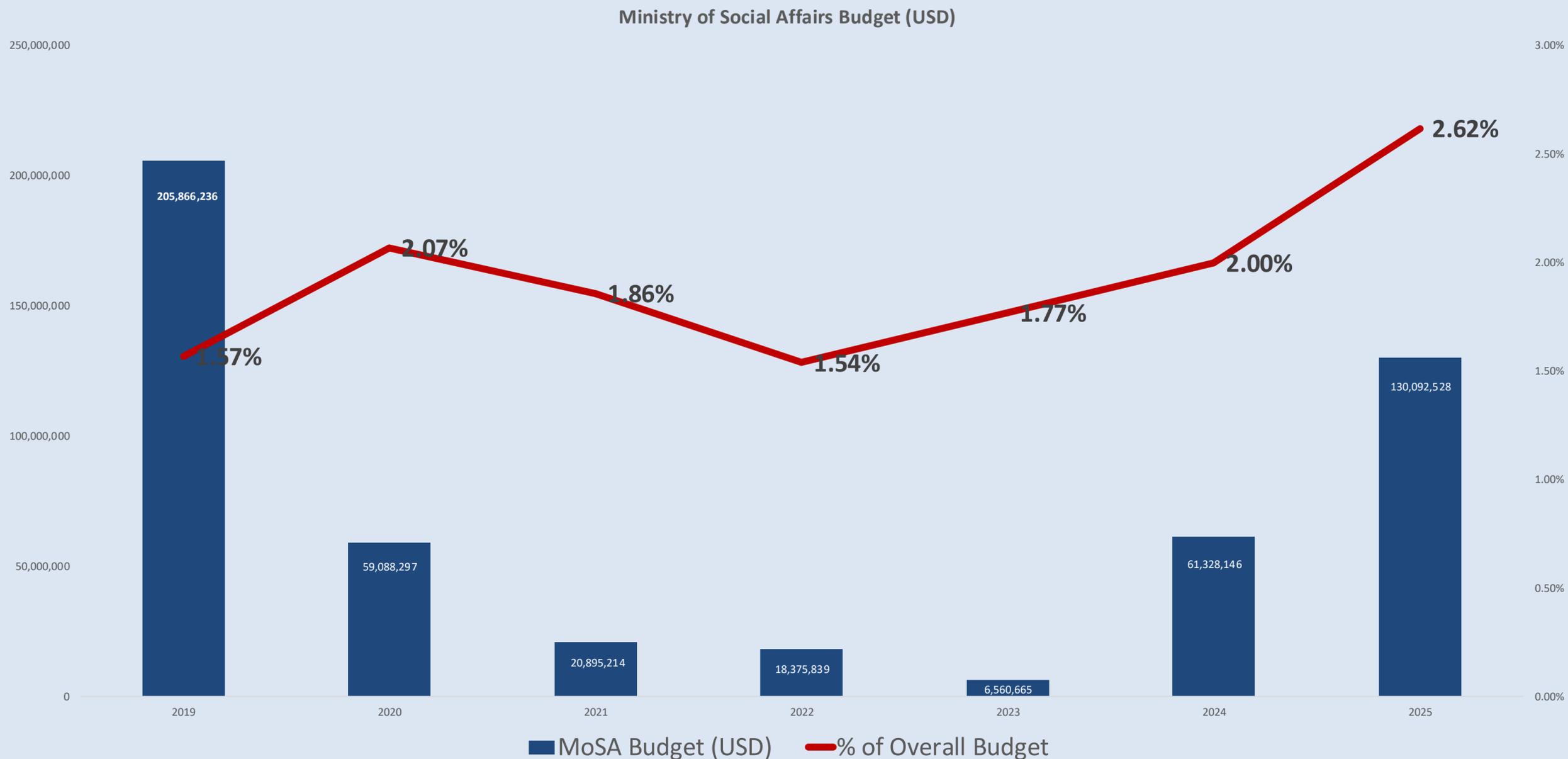


Lebanon's Lifecycle Vulnerabilities

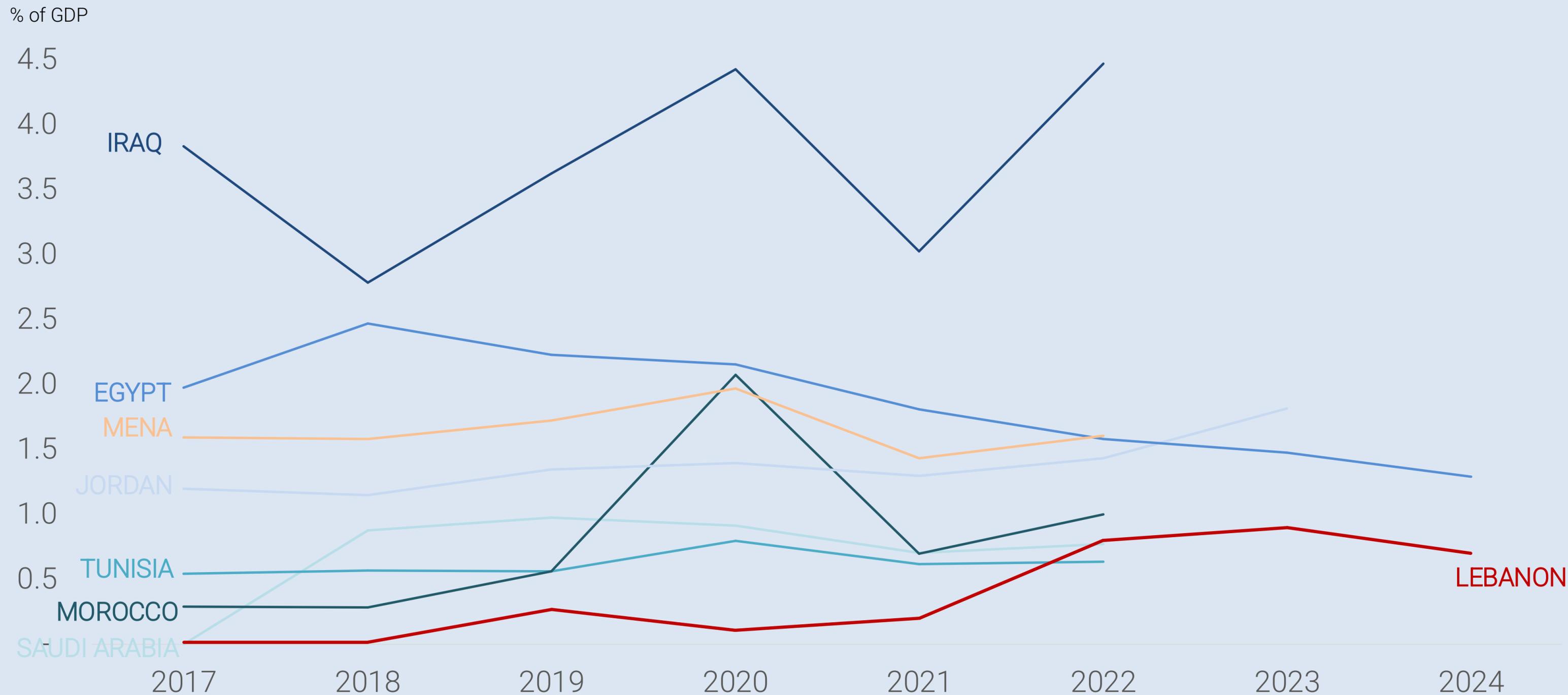


Despite Increasing Needs MOSA's Budget in Real USD Terms has Declined Sharply

Due to Currency Depreciation, Only Beginning to Recover in 2024–2025



Social Spending in Lebanon Remains Low Compared to Regional Standards



MOSA Offers a Range of Social Programs and Services

Key services currently provided by MoSA

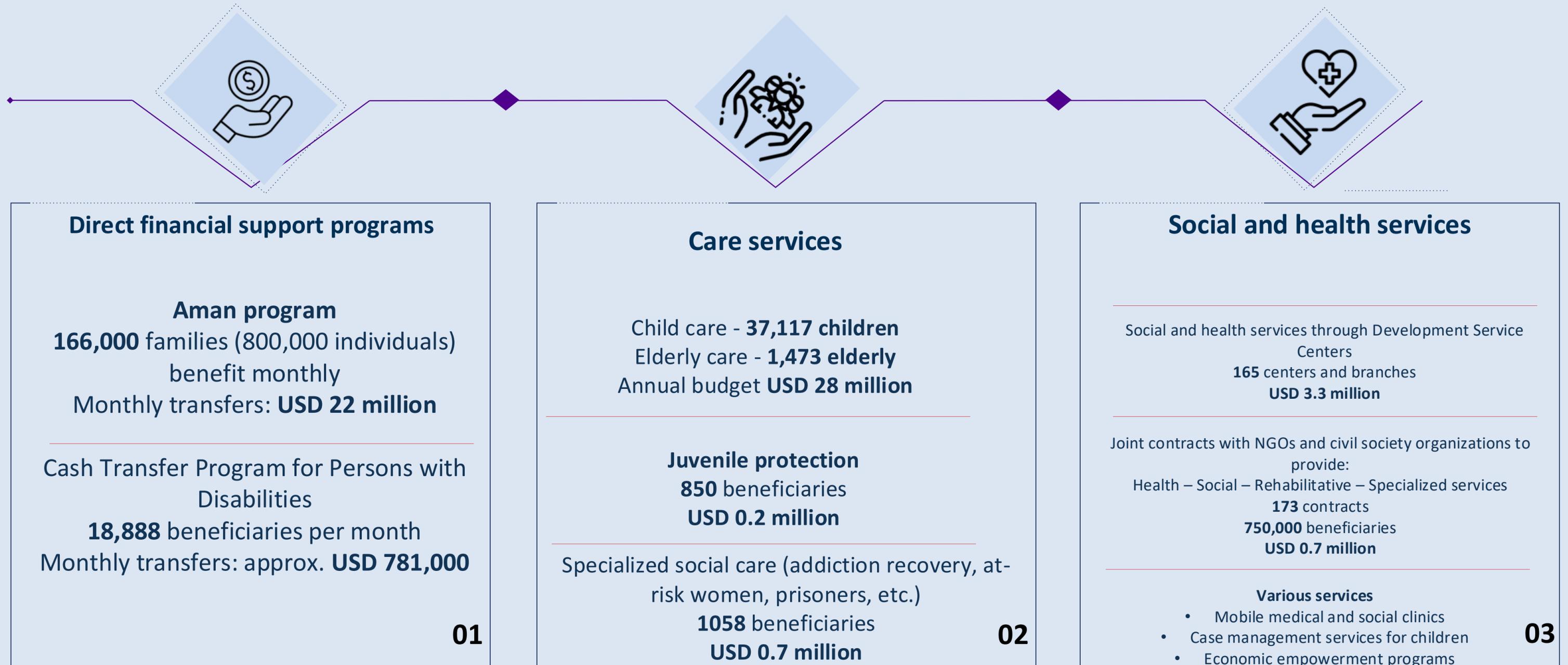


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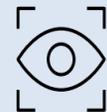
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Shift from a “Ministry of Social Affairs” to “Ministry of Social Development”

MOSA strategy is to develop a social protection system that goes beyond the provision of assistance to promoting economic inclusion in partnership with the private and civil sectors. This reflects a shift from a traditional welfare model to economic and social empowerment.

A society in which all individuals enjoy dignity, justice, and social rights, within a comprehensive social protection framework that reduces poverty, improves quality of life, and achieves sustainable development.

 **Vision**

To lead the design and implementation of comprehensive, inclusive, and sustainable social and developmental policies that strengthen social protection and economic inclusion, with the capacity to respond effectively to crises, within a framework of good governance and integrated digital transformation.

 **Mission**

Social Services

Social Assistance

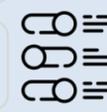
**Economic Inclusion
& Local Development**

 **Strategic Pillars**

Modernizing and restructuring MOSA’s workflow through digital transformation and effective governance.

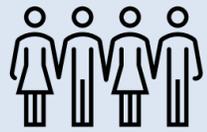
Ensuring the integration of social and developmental policies and legislative initiatives.

Rationalizing the budget to ensure spending is directed toward strategic pillars.

 **Strategic Enablers**

Social Assistance

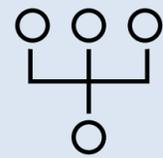
Provide direct income support to vulnerable households to meet basic needs, address rising vulnerability, and reduce income and food insecurity, while preventing negative coping mechanisms. Social assistance fosters socio-economic inclusion, preserves human capital and productivity, and strengthens social stability by reducing inequality and enhancing community resilience.



Who?

Poorest Lebanese households: 33% of Lebanese live below the poverty line. MoSA aims to identify and target households based on vulnerability scores and available resources.

Persons with disabilities: MoSA issues a disability card to individuals meeting defined disability criteria and maintains a database of around 120,000 persons with disabilities. The National Disability Allowance targets eligible cardholders with income support.



How?

AMAN uses a Proxy Means Testing approach to identify vulnerable households. Targeting, enrollment, and payment are managed via the DAEM national social registry.

National Disability Allowance a rights-based program that provides monthly cash support to persons with disabilities holding a valid disability card. Eligibility is currently set for PWDs aged between 0 and 32 not classified based on socio-economic vulnerability.

AMAN Shock Responsive Safety Net: A flexible national safety net mechanism designed to rapidly respond to crises such as the recent war with Israel by providing time-bound cash support to affected households.



What?

AMAN currently supports around 800,000 individuals, providing eligible households with \$20 per person per month (up to 6 members) plus a \$25 household top-up.

NDA currently supports around 22,000 beneficiaries with \$40 per month. Work is underway to expand coverage to additional age groups in line with available resources

MoSA plans to apply a refined targeting formula and reopen registration to establish a new beneficiary list by March 2026.



Expected Results?

Protection of basic living standards for all extreme poor households and other vulnerable groups.

Reduced food insecurity and out-of-pocket health costs.

Greater school retention and prevention of negative coping mechanisms.

Strengthened social stability through more equitable safety nets.

Institutionalized, nationally owned social assistance system

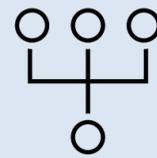
Social Services

Social services protect the most vulnerable in all lifecycle stages aiming to prevent exclusion and build resilience. They provide a safety net beyond cash assistance addressing protection risks, supporting well-being, and enabling access to education, healthcare, and community life. In Lebanon's context, they help prevent negative coping, reduce tensions, and uphold dignity.



Who?

Vulnerable individuals and families.
Persons with disabilities, children at risk, elderly, survivors of violence, and other at-risk groups.
Host communities and marginalized populations in underserved areas.



How?

Service Delivery through SDCs: 180+ centers offering social, educational, health, and psychosocial services.
Specialized Care: Contracted NGOs providing targeted support (rehabilitation, counseling, shelters, PWD services).
Case Management : Personalized care plans with coordinated referrals to health, education, psychosocial, and other essential services, ensuring comprehensive and continuous support.
Community Outreach – Awareness campaigns, prevention activities, and mobilization.
Coordination – Partnerships with local authorities, schools, and health centers.



What?

Revision of SDC geographic distribution for accessibility is currently ongoing.
Updating service packages in SDCs.
Revising contracting standards for specialized care providers.
Strengthening partnerships with municipalities and local authorities.

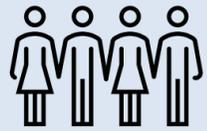


Expected Results?

Increased access to quality services.
Improved protection, well-being, and inclusion.
Stronger community resilience and social stability.
Reduced vulnerability and negative coping.

Economic Inclusion

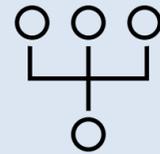
Enable vulnerable individuals to transition from social assistance to self-reliance by providing skills, tools, access to finance, and market linkages. Economic inclusion boosts income generation, reduces long-term dependency, preserves human capital, and supports social stability through productive engagement in the economy.



Who?

AMAN and NDA beneficiaries with potential for economic self-reliance.

Vulnerable Lebanese known to MoSA seeking to enter the labor market or start self-employment.



How?

Three main pathways:
Self-employment + work tools: Training plus provision of relevant equipment.

Self-employment + access to finance: Linkages to microfinance institutions with financial literacy training.

Wage employment: Job placement via partnerships with private sector, cooperatives, and social enterprises.
Support Services: Vocational training aligned with market demand, business development advice, and referrals through SDCs.

Institutional Focus: Establishing an Economic Inclusion Unit within MoSA to strengthen and scale initiatives.



What?

Economic inclusion initiatives are at an early scale-up phase, with priority given to beneficiaries of AMAN from the poorest households.

Pilot programs are being developed and implemented, linking training graduates to self-employment opportunities (through tools/start-up kits or access to microfinance) and wage employment.

MoSA is preparing to establish a dedicated Economic Inclusion Unit to coordinate, expand, and institutionalize these initiatives within its overall social protection framework.



Expected Results?

While dependent on economic stability and job availability:
More employment and self-employment among vulnerable groups.

Sustainable incomes, reducing reliance on assistance.

Greater household resilience to economic shocks.

Stronger social stability through economic participation.

MOSA Digital Transformation

From fragmented and disconnected data sources silos to a unified service oriented platform

1

Integrated Beneficiary Registry

2

Core Management Information System

3

Digitizing Social Development Centers

Background

>2,000,000 beneficiary records held in separate unlinked databases

126+ ministry workflows still run on paper

180 SDCs operate nationwide with minimal connectivity to HQ and tacibility of serivces delivered

Challenge

Fragmented data impeding sound analysis, design, coordination, and implementation of programs

Manual processes obscure status, slow decisions and weaken accountability

No timely visibility on service delivery, last comprehensive report dates back to 2021

Objective

Merging all MoSA program data into a single IBR to power evidence based design, delivery, and monitoring

Digitise every internal and external workflow for real time tracking, transparency and efficiency

Equip SDCs with a digital platform and relivable connectivey linked to HQ & the IBR for live data and stronger central oversight.

Towards Sustainable Financing of Social Safety Nets

Lebanon's social safety net programs remain heavily reliant on donor support. To ensure long-term stability, coverage, and institutional resilience, domestically financed social protection must become a national priority.

Vision



MOSA advocates for a medium-term fiscal framework that gradually increases public investment in social safety nets, aligning Lebanon with regional benchmarks and ensuring predictability in social spending.
Financing social protection is not a cost: it's a long-term investment in human capital

Principles



- **Progressive Scaling:** Gradual increases, not one-off injections
- **Budget Linkage:** Tie social spending to macro-fiscal growth
- **Revenue Growth:** Create space through improved domestic revenues
- **Spending Prioritization:** Rebalance budget toward human development

Target Benchmark



- **Current spending on safety nets:** ~0.9% of GDP
- **Regional average:** 1.61% of GDP
- **Goal:** Align with regional average

From Assistance to Empowerment: Integrating the Most Vulnerable into the Economy

Supporting individuals to move from vulnerability toward financial independence and productive engagement, with the support of the private sector.

MOSA's Approach to Economic Inclusion:



1. Identification and Targeting

- Selecting from among vulnerable households those with the potential to achieve economic self-reliance

2. Livelihoods Programs

- Skills training for wage or self-employment pathways
- Minimum 6-month programs, including apprenticeships and long-term coaching

3. Financing Programs

- Access to microfinance, asset transfers, and employer incentives
- Financial literacy and savings promotion

4. Strategic Engagement with the Private Sector

- Align training with market demand
- Create job placement pipelines
- Support entrepreneurship and inclusive hiring

OBJECTIVE

Supporting vulnerable families and people with disabilities to become economically active is the most sustainable way to reduce poverty and build resilience.

MOSA New Approach to Local Development

MoSA is adopting an area-based approach (ABA) to strengthen local resilience by aligning national services with community needs, leveraging Social Development Centers, municipalities, and integrated programming.



Pillars of the Model

1. Geographic Targeting

- Priority areas based on poverty, service gaps & crises

2. SDC-Driven Delivery

- SDCs = hubs for social assistance, protection, livelihoods
- Anchor national policies in local realities

3. Municipal Engagement

- Joint planning with municipalities & community representatives
- Foster local ownership



Programmatic Strengths

4. Integrated Programming

- Link cash, training, youth, GBV, and services
- Work with NGOs, coops & social enterprises

5. Crisis Adaptiveness

- Embed emergency & psychosocial support
- Bridge humanitarian & development needs



Area-based Planning

1. Strategic Planning & Platforms:

Support local actors in developing inclusive, sustainable development plans through coordinated area-based platforms.

2. Local Development Committees:

Establish and train LD committees to guide implementation, building on and upgrading the MSLD model.

3. Ecosystem Support:

Strengthen municipalities, civil society, youth, and women's engagement to ensure local ownership.

4. Territorial Data Systems:

Set up local data hubs to guide planning through reliable socio-economic and service data.

Empowering Women, Protecting Rights

The Ministry of Social Affairs is committed to promoting gender equality by strengthening women's access to social and protection services ,advancing their economic inclusion and mainstreaming gender across all social and development policies, programs and activities.

AMAN Program

Prioritizes access to cash assistance for women-headed households.



Social Development Centers (SDCs):

Serve as community hubs ensuring equal access for all woman (Lebanese, migrants, disabled, elderly,...) without discrimination, to awareness activities, safe spaces, psychosocial support, sexual and reproductive health services, case management for vulnerable girls and referrals for survivors of gender-based violence.



Civil Society

Partnerships with civil society to operate shelters and specialized services for vulnerable women.



Economic Inclusion

Promotes women's participation in income-generating activities by facilitating access to tailored training, microfinance and self-employment opportunities.



Public Policy

Advocacy for women's rights in public policies including Laws on GBV and early marriage.



Coordination and Monitoring

MoSA will work closely with national and international partners, including government entities, NGOs, and UN agencies, to support the implementation and monitoring of the National Strategy for Women and Children. This includes efforts to eliminate discrimination where it exists and ensure that all programs are responsive to the realities faced by women and girls across Lebanon.

Reforms: Building a More Effective and Inclusive Ecosystem

MOSA is driving forward a broad reform agenda to strengthen its institutional role and improve service delivery through:

Policy Reforms:



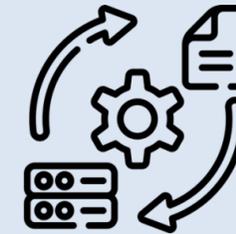
Administrative and Structural Reform:

Reorganizing the Ministry's internal structure and aligning it with its evolving development mandate.



Budget Reform and Public Investment:

Advocating for increased and more efficient social spending through the national budget and ensuring resources are aligned with strategic priorities.



Digital Transformation:

Advancing the Ministry's digitalization agenda to enhance transparency, efficiency, and citizen access to services.

Programmatic Reforms:



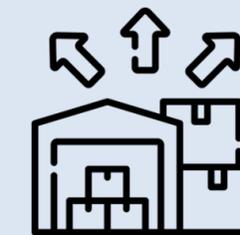
Economic Inclusion Reform:

Collaborating with the Ministry of Economy and the private sector to embed economic inclusion across all programs, supporting transition from assistance to autonomy.



Governance of Social Safety Nets:

Consolidating and institutionalizing MoSA's role in the governance and oversight of social safety nets, including AMAN and NDA, to ensure accountability and sustainability.



Social Development Centers

Reforming SDCs by introducing a decentralized governance structure that grants greater autonomy to local centers to respond to community needs, while ensuring alignment with national standards and service packages. In addition to reevaluating geographic coverage and digitizing SDCs to enhance accessibility, efficiency, and impact.

MOSA's Evolving Role in the Refugee Response

MoSA is actively engaged in an interministerial effort to develop a return strategy rooted in sovereignty and guided by international dialogue.



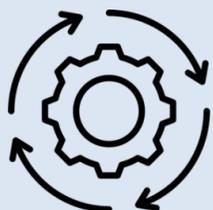
From Displacement to Return

MOSA's vision is to **shift from prolonged displacement** toward a **return-centered approach**, aligned with national priorities and regional dynamics.



Balanced Response

MOSA continues to support **essential humanitarian and stabilization efforts** to protect vulnerable populations, while prioritizing **dignified return**.



Institutional Continuity

MoSA remains committed to preserving and strengthening the institutional capacities, systems, and coordination mechanisms developed over the course of the refugee response

Public Housing Corporation: Towards a National Housing Recovery Plan

The Ministry is committed to ensuring the right to adequate housing through integrated policies



Property

Land Management: Land consolidation & subdivision (Beddawi – Tripoli)

Legal Ownership: Follow-up on property transfer (e.g. Saida and other regions)

Enabler: Digital transformation & data integration

Housing Policy & Access to Housing

Affordable Housing Options:

- Housing loans
- Lease-to-own mechanisms

Rental Reform: Addressing the Old Rent Law

Enabler: Legal frameworks & sustainable financing

Reviving Lebanese Craftsmanship: The House of Artisans

Under the leadership of H.E. Minister Haneen Sayed, the Ministry has revived the House of Artisans to support artisans, preserve heritage, and promote inclusion



Context

- Established in **1963**, under MoSA, to preserve and market **traditional Lebanese crafts**.
- Operates commercially: **buys** from artisans, **sells locally & internationally**, and **returns profits** to artisans.
- Supports **job creation in rural areas**, reduces displacement, and organizes **international exhibitions**.
- Managed by committee and director appointed by the Minister of Social Affairs.



New Vision

- A proposed **home and hub** for Lebanon's **master artisans** across disciplines (glass, ceramics, metalwork, wood, embroidery...).
- Aims to **restore dignity, visibility, and opportunity** for artisans left behind by economic collapse.



Development Plan

- **Renovated & Rebranded Space:** A vibrant venue for exhibitions, sales, and artisan collaboration.
- **New Governance & Strategy:** A dedicated committee oversees operations, programming, and artisan selection.
- **Revival Events:** Launch events planned to celebrate Lebanese crafts and artisanship.
- **Support & Upskilling:**
 - Technical and business training
 - Access to updated tools and workshops
 - Marketing and digital skills

MOSA will engage the Diaspora

- The Lebanese diaspora is diverse, influential, and deeply connected to their roots and has long been a pillar of financial and social support for families and communities in Lebanon.
- With remittances exceeding \$6 billion annually, the diaspora represents a largely untapped force for sustainable investment in national social protection systems.
- MOSA seeks to institutionalize diaspora contributions to social protection in a structured and transparent manner, shifting from ad hoc support to coordinated efforts that strengthen national systems.
- As part of this vision, MOSA will prioritize the development of a diaspora engagement strategy to tap into this potential, mobilizing financial contributions, technical expertise, and community networks in support of Lebanon's most vulnerable populations.

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KPI of the Ministry of Social Affairs 2025-2027

Social Services	Social Safety Nets	Economic Inclusion & Local Development
<ul style="list-style-type: none"> Activate 70 Social Development Centers across all Lebanese regions 	<ul style="list-style-type: none"> Reach 200,000 Lebanese households with monthly cash assistance 	<ul style="list-style-type: none"> Enroll 10,000 beneficiaries into livelihood and economic empowerment programs
<ul style="list-style-type: none"> Provide 500,000 social and health services to through all centers 	<ul style="list-style-type: none"> Update the unified social registry to include 300,000 households 	<ul style="list-style-type: none"> Integrate 1,000 persons with disabilities into the labor market
<ul style="list-style-type: none"> Ensure that 30% of partner institutions comply with updated quality standards in the first phase 	<ul style="list-style-type: none"> Link 30,000 cash assistance beneficiaries to complementary social services 	<ul style="list-style-type: none"> 3 partnerships with municipalities to promote local development (pilot phase)
<ul style="list-style-type: none"> Provide specialized services to 40,000 beneficiaries 	<ul style="list-style-type: none"> Include fixed budget allocation to social safety net programs in the 2026 Government budget 	<ul style="list-style-type: none"> 3 local development projects or community-based economic initiatives supported
<ul style="list-style-type: none"> Centralize data for 180 NGOs and entities contracted with the Ministry in the new database 	<ul style="list-style-type: none"> AMAN re-certification process completed for 250,000 beneficiaries 	

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Our Partnerships

INTERNATIONAL COMMUNITY

MINISTRIES

NGOs & Welfare Institutions



400+ all over Lebanon

Ministry of the Displaced and Minister of State for Information Technology and Artificial Intelligence Affairs.

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Strategies and Policies Led by MOSA

MOSA plays a key role in developing social strategies and policies



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