National Commission for the Missing and Forcibly Disappeared

Lebanon

Annual Work Plans 2026-2030

Phase and Goal	Year
Foundation Year - Establishing operational systems and building institutional capacity	**2026**
Consolidation Phase - Consolidating core functions and establishing the Forensic Institute	**2027**
Results Phase Begins - Commencing pilot exhumation operations	**2028**
Scaling Results - Expanding field operations and strengthening sustainability	**2029**
Achievement & Sustainability - Completing objectives	**2030**

2026 - Foundation Year

Overall Goal: Establish the core operational systems and build institutional capacity.

1. Strategic Alignment

- Complete and disseminate the 2025-2030 Strategic Framework to all Commission members.
- Review internal procedures and governance, including amending regulations to compensate members.

2. Data and Documentation System

- Launch the centralized National Data Management System, ensuring data protection and confidentiality.
- Develop protocols for collection, verification, storage, and cross-referencing of cases.
- Begin national family data collection and consolidate existing archives.

3. Institutional Capacity

- Secure and equip a permanent headquarters; recruit core staff for specialized units.
- Develop Standard Operating Procedures (SOPs) and strengthen financial and logistical management systems.

4. Activating Operational Units

- Establish and activate the four units: Data, Investigations, Forensic Operations, and Family Support.
- Conduct at least one pilot exhumation operation if conditions allow, to gain operational experience.

5. Partnerships and Access

- Finalize Memoranda of Understanding (MoUs) with ministries, judicial and security bodies, civil society, and international partners.
- Hold regional meetings with security agencies in governorates to facilitate access to sites.

• Pursue cooperation with the National Commission for the Missing in the Syrian Arab Republic.

6. Forensic Capacity

• Launch forensic training programs; sign MoUs with universities and international bodies in DVI and osteology.

• Develop the national registry of certified experts and establish referral pathways for DNA analysis.

7. Family Engagement and Support

• Launch a hotline, email address, and a secure digital form for confidential family communication.

• Hold the first Family Forum (at least two forums annually - national and regional).

• Begin providing legal and psychosocial support through the Family Support Unit.

8. Media and Advocacy

• Launch a public communications strategy with a media plan and protocol for dealing with press.

• Develop digital platforms, issue periodic statements, and begin right-to-know advocacy activities.

Expected Outcome: *By end of 2026: Core operational systems established, units activated, family communication channels launched, national data collection commenced - in preparation for the consolidation phase.*

2027 - Consolidation Phase

Overall Goal: Consolidate core functions, establish the National Forensic Institute, and enhance field readiness.

1. Data Enhancement

• Update the data system and increase verification rates; expand archive consolidation through activated MoUs.

• Produce a comprehensive analytical report on the state and completeness of the database.

2. National Registry of Burial Sites

• Complete the National Registry of Potential Burial Sites and conduct field feasibility studies for priority sites.

• Develop the operational plan for 2028–2030 exhumation operations

3. Forensic Institute and Forensic Capacity

• Advocate for the establishment of the National Forensic Institute and support its institutional structure (organizational chart, staff, laboratories).

• Expand forensic training and accreditation; activate DNA analysis referral pathways.

• Conduct field simulation exercises for exhumation operations and detailed investigations into priority cases.

4. Family Engagement

• Hold two national forums and regional forums, documenting recommendations and integrating them into decision-making.

• Develop an individual case-tracking system and activate regional access points.

5. Regional and International Partnerships

• Review and renew MoUs; deepen cooperation with Syrian and UN partners.

• Hold periodic meetings with senior partners to review progress.

6. Legal Reform

• Develop a comprehensive policy paper on a reparations framework.

• Intensify advocacy for Lebanon's ratification of ICPPED and engagement in relevant international and regional fora and mechanisms.

• Identify the legislative amendments needed in existing laws to guarantee the rights of families.

7. Media and Advocacy

• Publish the second bilingual annual report and implement targeted national media campaigns.

• Establish a national advocacy network and support memory and memorial initiatives.

8. Institutional Sustainability

• Conduct an independent mid-term evaluation and extract recommendations.

• Update the resource mobilization plan and advocate for increased government allocations in the 2028 budget.

Expected Outcome: *By end of 2027: National Registry of Burial Sites completed, Forensic Institute established, mid-term evaluation completed, reparations policy paper ready - the Commission in full operational readiness for field work.*

2028 - Results Phase Begins

Overall Goal: Commence pilot exhumation operations and deliver tangible results for families.

1. Pilot Exhumation Operations

• Conduct the first pilot exhumation with a multidisciplinary team in accordance with international standards.

• Ensure family participation at all stages; document findings and extract lessons for scaling up.

2. Data Verification

• Strengthen data unit capacity and develop identification priority assessment models.

• Issue a comprehensive progress report on the state of the database.

3. Investigative and Forensic Operations

• Expand investigations into priority cases and strengthen Forensic Institute staffing.

• Expand the reference DNA sample database and develop identification tools.

4. Family Support

• Provide intensive psychosocial support to families involved in exhumation operations - before, during, and after.

• Hold two national forums; provide legal support including death certificates and inheritance settlement.

• Achieve a minimum family satisfaction rate of 60%.

5. Media and Advocacy

• Issue a public report on the results of pilot exhumations and hold a high-level press conference.

• Leverage findings in advocacy campaigns for funding and legal reform; strengthen international media outreach.

6. Legal Reform and Sustainability

• Activate the reparations framework and review Law 105/2018; implement mid-term evaluation recommendations.

• Strengthen government allocations and update the risk management plan.

Expected Outcome: *By end of 2028: First exhumation operations completed, tangible results delivered to families, impactful media and advocacy campaigns conducted — the Commission solidifying its position as an effective national reference body.*

2029 - Scaling Results

Overall Goal: Expand field operations, strengthen sustainability, and prepare for the next cycle.

1. Expanding Forensic Operations

• Conduct additional exhumation operations; expand DNA analyses and human remains repatriation protocols.

• Progress toward the target of 15 nationally certified forensic experts; produce a comprehensive national forensic report.

2. Data and Cases

• Update case files and develop advanced analytical tools; issue periodic reports to families.

3. Family Engagement

• Achieve the 70% family satisfaction target and expand support services to wider groups.

• Support the associations of families of the missing and develop long-term support programs.

4. Legal Reform

• Escalate advocacy for Lebanon's ratification of ICPPED and the adoption of legislation criminalizing enforced disappearances.

• Activate the reparations framework and participate in shaping transitional justice policies.

5. Media and Memory

• Launch a national campaign for legislative reform; complete the memorial and integrate the issue of the missing into education.

• Develop programs targeting the younger generation to ensure the transfer of memory.

6. Sustainability

• Strengthen government allocations toward gradual self-funding.

Expected Outcome: *By end of 2029: Multiple exhumation operations completed, 70% family satisfaction achieved, progress made on legal reform.*

2030 - Achievement and Sustainability

Overall Goal: Complete the objectives of the 2025–2030 Strategy and consolidate institutional sustainability.

1. Completing Forensic Operations

• Complete all scheduled exhumations and reach 15 nationally certified forensic experts.

• Return identified remains to families; prepare the final forensic report and share lessons internationally.

2. Database Targets

• Reach the targeted documentation and verification rate; issue the comprehensive national report 2020–2030.

• Ensure system continuity and independence; document methodologies in a reference manual.

3. Family Recognition

• Organize a national ceremony honoring families and launch the 2025–2030 Achievements Report.

• Unveil the national memorial and strengthen the institutional framework for protecting families' rights.

4. Legal Achievements

• Assess progress on Lebanon's ratification of ICPPED and the reparations framework.

• Issue a report on the state of the legal framework and proposals for development.

5. Media and Legacy Documentation

• Hold a national/international conference to review achievements and share lessons; conduct a closing media campaign to preserve memory.

• Document and archive all media and advocacy materials to preserve institutional memory.

6. Final Evaluation

• Conduct a comprehensive independent final evaluation; hold a national conference to review results with stakeholders.

7. Institutional Sustainability and Legacy

• Achieve a significant level of direct government funding and establish a national reference library.

• Transfer institutional knowledge and strengthen the Commission's international network.

Expected Outcome: *By end of 2030: A fundamental transformation from establishment to results — a functional database, completed exhumations, families provided with answers, a well-established Forensic Institute.*