



BINA

ENHANCING TRANSPARENCY & ACCOUNTABILITY

Sub-granting Impact Report



About TI LB:

Transparency International Lebanon - No Corruption (TI-LB) is Lebanon's leading advocate for transparency, accountability, and good governance. Since 1999, TI-LB has been on the front lines of the fight against corruption, working to strengthen institutional integrity across Lebanon's public and private sectors. As the national chapter of Transparency International, we believe in more than just envisioning a corruption-free society—we are actively making it happen by driving change, empowering citizens, and holding institutions accountable.

With a people-centered approach, TI-LB tackles corruption from multiple angles, guided by a robust Impact Matrix that emphasizes three core areas: Policy & Institutional Change, Behavior Change, and Awareness & Outreach. We operate as a guiding thread and conveying channel between international organizations, civil society, and citizens, creating a chain of dialogue and collaboration that promotes a participative approach to anti-corruption efforts. This continuous exchange of information fosters transparency, ensures well-informed communities, and bridges gaps between global standards and local needs.

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About BINA'

Funded by the European Union and in partnership with Transparency International Secretariat (TI-S), Transparency International Lebanon - No Corruption and the Lebanese Center for Policy Studies (LCPS), the BINA' (Building Integrity and National Accountability in Lebanon) project's aims to enhance the role of civil society actors as active pillars in strengthening governance, accountability and transparency in Lebanon. It aims to specifically expand the abilities of civil society, both local and national, to actively monitor and advocate for transparency and accountability based on the 3RF in Lebanon. This action directly works to empower Lebanese civil society with the knowledge, tools, networks and skills to strengthen their organisational capacities.

Civil Society Advancing Transparency and Accountability Reforms in Lebanon **The BINA' Sub-Granting Impact Report**

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Every effort has been made to verify the accuracy of the information contained in this report. All information was believed to be correct as of December 2025.



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Abbreviations

3RF	Lebanon Reform, Recovery, and Reconstruction Framework
AAP	Accountability to affected populations
ADA	Assi Development Association
ALEF	ALEF act for human rights
ALDIC	The Lebanese Association for Taxpayers' Rights
AND	Akkar Network for Development
ATI	Access to Information
AUB-NCC	The Nature Conservation Center at the American University of Beirut
BINA'	Building Integrity and National Accountability in Lebanon
CDDG	Center for Development, Democracy, and Governance
CDW	Construction and demolition waste
CEWU	Committee of Employee Women Union
CLDH	Lebanese Center for Human Rights
CRPD	The Convention on the Rights of Persons with Disabilities
CSO	Civil society organization
DRR UNITS	Disaster Risk Reduction units
EDL	Électricité du Liban
Ekhbar	Lebanese Advocacy and Legal Advice Center
EU	European Union
FGD	Focus group discussion
FIWI	Financially Wise
HDA	Himaya Da'eem Aataa
INGO	International non-governmental organization
IOB	Independent Oversight Board
IOF	Institute of Finance
IPDs	Internally displaced persons
KAFA	KAFA (Enough) Violence and Exploitation
KII	Key informant interviews
LCAC	Lebanese Center for Active Citizenship
LCPS	Lebanese Center for Policy Studies
LLL	Live Love Lebanon
LLWB	Lebanese League for Women in Business
LMFA	Lebanese Microfinance Association
LNNGOs	Local and national NGOs
LoGoNET	Local Governance Network for Development
LOGI	Lebanese Oil and Gas Initiative
LRC/DRR	Lebanese Red Cross Disaster Risk Reduction team
M&E	Monitoring and evaluation
MFI	Microfinance institutions
MHPSS	Mental health and psychosocial support
MIP	Multiannual Indicative Programme
MoSA	Ministry of Social Affairs
MP	Member of Parliament
MTI	Municipal Transparency Indicators
NACC	National Anti-Corruption Commission
NGO	Non-governmental organizations
OPD	Organizations of persons with disabilities
PPA	Public Procurement Authority
PFM	Public financial management
PSEA	Protection from sexual exploitation and abuse
PwDs	Persons with disabilities
SAL	Société Anonyme Libanaises
SHIFT	SHIFT Social Innovation Hub
SMA	Smart Municipality Academy
SME	Small and medium enterprises
SOP	Standard operating procedure
TIPS	Tripoli Institute for Policy Studies
TI-LB	Transparency International Lebanon
TI-S	Transparency International Secretariat
UPSL	Unified Personal Status Law
WoB	Women on Board

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Executive Summary

The BINA' project, funded by the European Union and implemented by TI-S, TI-LB, and LCPS, provided a coherent framework for strengthening civil society's role in advancing transparency and accountability reforms in Lebanon. Through a combined model of sub-granting, capacity building, collective advocacy, and structured engagement with the EU, the project supported 27 civil society organisations in delivering 30 actions with a total allocation of USD 1,225,000.

The sub-granting mechanism operated as an integrated system that evolved across four calls. The first tested advocacy approaches within the 3RF and helped refine operational parameters under crisis conditions. The second linked national policy work with local accountability and municipal transparency. The third advanced sectoral reforms and expanded local oversight through digital tools, participatory practices, and ATI implementation. The fourth addressed crisis-governance challenges following the escalation of the 2024 war, focusing on emergency procurement, aid transparency, and inclusive crisis-response arrangements. This sequence provided a structured progression that combined continuity with the ability to adapt to shifting governance needs.

Capacity building formed a central part of the framework. Targeted coaching, organisational support, resources on ATI and whistleblowing, self-paced courses hosted by the School of Governance, and the Transparent Hearts platform helped sub-grantees strengthen internal systems and adopt more transparent and resilient practices. These measures supported effective implementation while reinforcing long-term organisational governance standards.

Collective advocacy was facilitated through the Reforms Hub and complementary coordination channels, allowing CSOs to exchange evidence, align around shared priorities, and contribute to reform discussions beyond their individual actions. This supported more coherent civil society engagement on issues such as ATI and anti-corruption commitments.

Structured engagement with the EU was established through a consultation model that replaced ad-hoc interactions with thematic, evidence-based discussions. Four structured dialogues brought together a wide range of organisations and produced 337 recommendations that informed EU programming and funding design, creating a more predictable channel for civil society participation in decision-making processes.

Overall, the BINA' sub-granting portfolio and its supporting components provided a consistent mechanism through which CSOs contributed to national reform efforts, strengthened accountability practices at local and sectoral levels, and engaged in crisis-governance processes. The approach demonstrated how a targeted combination of funding, organisational support, and structured engagement can reinforce civil society's role in a complex and shifting environment.



**OVERVIEW OF THE BINA'
SUB-GRANTING PORTFOLIO
AND CIVIL SOCIETY SUPPORT FRAMEWORK**

Funded by the European Union (EU) and implemented in partnership with Transparency International Secretariat (TI-S), Transparency International Lebanon (TI-LB), and the Lebanese Center for Policy Studies (LCPS), the BINA' (Building Integrity and National Accountability in Lebanon) project aims to strengthen the role of civil society organisations as key actors in promoting transparency, accountability, and good governance in Lebanon. The project supports civil society in monitoring and advocating for reforms under the Reform, Recovery and Reconstruction Framework (3RF) and in advancing community-led initiatives that address local governance challenges.

BINA' does not only fund civil society organisations (CSOs). It partners with them. Through a combination of capacity building, technical support, and joint advocacy, the project equips organisations with the tools they need to strengthen internal governance, communications, advocacy strategies, and monitoring and evaluation systems. These partnerships help CSOs engage more effectively in policy dialogue, contribute to national and local accountability efforts, and respond to Lebanon's rapidly evolving needs.

The sub-granting model is designed with transparency, integrity, and accountability at its core. It combines competitive calls for proposals with a flexible direct-award mechanism, enabling the project to maintain support for civil society actors even during periods of crisis and disruption. Across four calls, the portfolio delivered **30** sub-grants involving **27** CSOs and allocating a total of **USD 1,225,000**. Actions ranged from national-level reform advocacy to community monitoring, municipal transparency, environmental governance, inclusive emergency planning, and accountability in crisis response.

The sub-granting mechanism was developed as a coherent support framework that combined funding, capacity building, and structured engagement to strengthen civil society's role in Lebanon's governance landscape. Rather than operating as isolated calls, the portfolio functioned as an integrated model that supported reform advocacy at the national level, strengthened accountability at the local level, and expanded opportunities for civic participation. This approach enabled BINA' to respond to evolving governance challenges while maintaining continuity, coherence, and a clear trajectory across all four calls.

A FOUR-CALL PORTFOLIO RESPONDING TO EVOLVING GOVERNANCE NEEDS

Across the project period, the sub-granting mechanism adapted to Lebanon's shifting context and institutional pressures.

1. The first call served as a pilot that tested diverse advocacy models within the 3RF, producing draft reforms, strengthening policy dialogue, and refining how the mechanism should function under crisis conditions.
2. The second call broadened the portfolio by combining national policy advocacy with local anti-corruption tools and municipal transparency, creating links between national reforms and community-level accountability.
3. The third call expanded these efforts by deepening national sector reforms and scaling local transparency through digital tools, participatory budgeting, youth engagement, and ATI-based monitoring.
4. The fourth call shifted focus to crisis governance. Following the escalation of the 2024 war, it mobilised the sub-granting system to address emergency procurement, aid transparency, and inclusive crisis-response mechanisms, supporting CSOs working with displaced communities, municipalities, and national actors.

This progression illustrates how the portfolio moved from testing reform advocacy, to scaling national and local accountability mechanisms, to reinforcing crisis governance during extraordinary conditions.

SUB-GRANTS AT A GLANCE

Across all four calls, the **30** actions collectively contributed to national reforms, municipal transparency, public participation, and crisis accountability. They produced draft laws, policy recommendations, governance tools, oversight mechanisms, and civic engagement structures that enabled citizens, youth, municipal actors, organisations of persons with disabilities (OPDs), and community groups to participate in shaping Lebanon's governance landscape.

POLICY AND REFORM CONTRIBUTIONS

- More than **125** policy, legislative, operational, and governance recommendations were developed across national reform, fiscal transparency, judicial reform, renewable energy, environmental management, gender and inclusion, and crisis-response systems.
- More than **560** institutional engagements took place with ministries, parliamentary committees, regulators, 3RF structures, municipal councils, and coordination bodies through policy dialogues, consultations, technical meetings, and validation events.

EVIDENCE GENERATION

- More than **400** interviews, focus group discussions, assessments, and field documentation activities informed research and advocacy efforts.
- More than **200** analytical products were produced, including assessments, policy briefs, monitoring reports, environmental diagnostics, governance indices, standard operating procedures (SOPs), and municipal transparency reviews.

MUNICIPAL AND LOCAL ENGAGEMENT

- Actions across the four calls engaged municipalities in multiple regions of Lebanon, contributing to improved transparency, access to information (ATI) implementation, participatory budgeting, procurement reviews, environmental oversight, and community-led monitoring.
- Several new oversight structures were supported, including monitoring committees, youth committees, collaborative municipal frameworks, and community-driven accountability mechanisms.
- Digital and transparency tools
- **7** digital governance platforms were activated or upgraded, including municipal websites, information hubs, reporting platforms, and digital transparency tools.
- More than **40** advocacy and visibility materials were produced, including videos, infographics, presentations, and WebTV or digital content supporting governance and accountability reforms.

CITIZEN AND YOUTH PARTICIPATION

- More than **7,000** citizens, municipal staff, CSO representatives, youth leaders, displaced persons, journalists, and community actors participated in trainings, town halls, workshops, public meetings, monitoring visits, and consultations.
- More than **300** youth and students took part in oversight, research, anti-corruption campaigns, transparency bootcamps, policy discussions, environmental monitoring, and community-based monitoring committees.

PUBLIC OUTREACH AND VISIBILITY

- Advocacy videos, public events, social media content, and visibility campaigns reached more than **40,000** people across Lebanon, amplifying messages on transparency, accountability, local governance, and crisis-response reforms.

PRACTICAL ACCOUNTABILITY MECHANISMS

- A range of community-led monitoring structures, municipal transparency instruments, procurement oversight mechanisms, emergency-response tools, and inclusive planning frameworks were developed and operationalised, strengthening accountability at both national and local levels. This includes collaboration on two governance indices: a municipal transparency index developed with SMA that can be applied across all municipalities, and a renewable energy governance index developed with LOGI, designed to guide oversight and accountability across the renewable energy sector and other relevant sectors.

BUILDING A MODEL OF SUPPORT: STRENGTHENING SUBGRANTEES BEYOND FUNDING

BINA's sub-granting approach was designed not only to finance advocacy actions but also to strengthen the long-term resilience, transparency, and credibility of the civil society organisations it supported. Each sub-grant was embedded in a broader capacity-building framework that combined technical coaching, peer learning, and access to governance tools. This approach ensured that organisations could deliver their projects effectively while improving their internal systems and long-term sustainability.

Before the start of the actions, BINA' delivered online sessions on project proposal writing for advocacy initiatives to ensure broader alignment and empower emerging grassroots organisations. After the selection process, CSOs received tailored coaching to refine their advocacy plans, integrate emerging trends and opportunities, and create synergies with other sub-grants, tools, and support services provided by the project. In addition, more than **17** sessions and resources on whistleblower protection mechanisms and ATI were integrated into their work, enabling more than **500** end-beneficiaries to benefit from transparency and anti-corruption tools promoted by Transparency International Lebanon, including **EKHBAR**, which allows citizens and organisations to safely report corruption and contribute to strengthening accountability.

Sub-grantees received structured guidance on internal governance, financial management, procurement, and human resources. These tools helped CSOs adopt transparent practices, improve donor compliance, and reinforce accountability at both organisational and project levels. To make this knowledge sustainable beyond the project period, BINA' developed **4** self-paced courses on transparent organisational management, hosted on the **School of Governance**, an online learning platform created by Transparency International Lebanon that offers courses and an extensive digital library on governance and anti-corruption. Organisations were also trained to use **Transparent Hearts**, a digital platform enabling CSOs and public institutions to self-assess their transparency and governance practices and become part of a trusted community. Through this platform, CSOs can proactively disclose information about their organisation, projects, and internal systems, strengthening public trust and fostering opportunities for collaboration.

In parallel, targeted coaching in advocacy, communications, and monitoring supported CSOs in sharpening their campaign strategies, strengthening their messaging, and improving their engagement with public institutions and the media. These efforts culminated in an advocacy bootcamp designed not only to reinforce technical skills but also to help organisations build synergies and benefit from each other's experience. Additionally, nine organisations received follow-up coaching with a communications expert to further enhance their advocacy strategies and support on advocacy events. Throughout implementation, the sub-grants manager continuously identified opportunities to maximise impact, for example integrating the "Public Procurement in Times of Crisis" workshop with the Institute of Finance (IoF) for local sub-grantees to reinforce their work with municipalities on transparency and anti-corruption, benefiting more than **40** municipalities from Mount Lebanon, Bekaa, Tripoli, and the North.

Across all calls, **90** tailored coaching sessions were delivered, including **23** specialised crisis-response sessions to help organisations adapt to Lebanon's rapidly changing security and institutional environment. This combined model of funding and capacity-building enabled sub-grantees to move beyond short-term project delivery and operate as credible reform actors. It fostered collaboration, shared learning, and trust, core elements of BINA's mission to empower civil society as a driver of transparency, accountability, and inclusive governance in Lebanon.

STRENGTHENING COLLECTIVE ADVOCACY AND CROSS-SECTOR ALIGNMENT

Beyond individual sub-grant actions, BINA' fostered a shared advocacy ecosystem that enabled CSOs to coordinate, align, and amplify their reform efforts. Through the Reforms Hub platform, civil society organisations accessed timely sector insights, including breaking points, emerging opportunities, new policies, and evidence-based findings that helped them tailor their advocacy to the evolving national context. The platform also offered dedicated spaces for CSOs to publish their initiatives, while a complementary WhatsApp group enabled real-time dissemination of activities, tools, and updates to a broad community of organisations and engaged citizens.

These mechanisms strengthened collective impact across governance priorities. Joint advocacy campaigns were carried out with several CSOs, including a national Access to Information initiative across five ministries. When initial requests received no response, the coalition submitted a formal follow-up to the National Anti-Corruption Commission, after which replies were issued and ATI implementation advanced. Work on whistleblowing mechanisms and public procurement oversight further reinforced synergies between community-level monitoring efforts and the priorities articulated in the National Anti-Corruption Strategy, promoting coherence between local action and national reform commitments.

STRENGTHENING POLICY ENGAGEMENT THROUGH STRUCTURED DIALOGUES

BINA' introduced a structured and repeatable consultation model that replaced sporadic engagements with a systematic mechanism for civil society participation in EU decision making. Developed with the EU Delegation, the model combined thematic sessions and facilitated roundtables, enabling CSOs to move from generic feedback toward targeted, evidence-based contributions. The framework widened the consultation base beyond established EU partners by identifying and integrating regional and sectoral CSOs previously absent from formal policy discussions.

Across four structured dialogues, the process convened **280** participants drawn from civil society organisations, institutions, and initiatives across Lebanon, and produced **337** recommendations that informed EU programming priorities, calls for proposals, and intervention design.

STRUCTURED DIALOGUE I: ALIGNING CIVIL SOCIETY WITH EU PRIORITIES

The first dialogue, held in Beirut, focused on the EU's Multiannual Indicative Programme (MIP) 2021–2027 and introduced the new consultation model. The event operationalised thematic engagement for the first time, with sessions aligned to the MIP's core priorities. Representatives from **46** CSOs generated **39** recommendations, which helped the EU Delegation refine the emphasis and logic of its forthcoming programming. This dialogue established the baseline approach for subsequent consultations.

STRUCTURED DIALOGUE II: INFORMING FUTURE CALLS FOR PROPOSALS

The second dialogue, conducted online, applied the model to planned EU calls under the themes of social cohesion, culture, and democratic participation. Building on the first dialogue's structure, theme-specific sessions examined feasibility and operational implications for future funding. Contributions from **33** CSOs resulted in **63** recommendations, enabling the EU to adjust thematic focus areas and refine the design parameters of upcoming calls. This dialogue demonstrated the model's capacity to influence funding instruments, not just strategic priorities.

STRUCTURED DIALOGUE III: ADVANCING THE BLUE AND GREEN AGENDA

The third dialogue, held with the Lebanese American University, expanded the model into technical policy domains. Expert-led roundtables examined opportunities within the blue economy and environmental sustainability, introducing evidence-based policy discussions supported by academic input. Participants from **40** organisations produced **98** recommendations, directly shaping the orientation of EU interventions and funding streams in environmental and sustainability sectors. The dialogue confirmed the model's suitability for specialised thematic areas.

STRUCTURED DIALOGUE IV: DEFINING EU PROGRAMMES FOR 2026–2027

The fourth dialogue consolidated the model's use at scale and applied it to the definition of EU programming for 2026–2027. Structured across three roundtables covering governance, economic and green recovery, and service provision and culture, the consultation captured cross-sectoral insights rather than input on a single theme. A total of **61** organisations formulated **137** recommendations, which now guide the EU Delegation's next programming cycle. This dialogue completed the shift from ad-hoc consultations to an institutionalised engagement mechanism.

BRINGING THE FRAMEWORK TOGETHER

Taken together, the sub-granting portfolio and its accompanying support framework provided civil society organisations with coherent, sustained, and adaptable tools to engage in national reform processes, strengthen local accountability, and contribute to more transparent and participatory governance in Lebanon. The combined effect of funding, capacity building, collective advocacy, and structured policy engagement positioned CSOs as credible actors across multiple levels of governance and ensured continuity of reform efforts despite a highly volatile environment. The following sections present the four calls in detail and outline the specific contributions of each action within this broader framework.



THE PILOT CALL:
TESTING ADVOCACY MODELS FOR REFORM
AND ACCOUNTABILITY

The first call under the BINA' sub-granting programme marked a key milestone in strengthening the role of civil society organisations engaged in the 3RF as credible advocates for reform and accountability. With a total budget of around **USD 252,500**, the call supported **five advocacy actions** of approximately **USD 50,500** each, implemented between **September 2023 and June 2025**. The selected initiatives promoted participatory, evidence-based advocacy and advanced inclusive governance, transparency, and social justice within Lebanon's reform landscape.

Designed as a **pilot phase**, the call specifically targeted CSOs already active within the 3RF framework to reinforce their engagement in reform, recovery, and reconstruction processes. It aimed to test diverse advocacy models capable of influencing policy agendas and encouraging cooperation between government, civil society, and private sector actors. While implementation timelines were extended due to the deteriorating security situation, institutional disruptions, and periodic mobilisation constraints, these adjustments provided valuable learning for refining the sub-granting mechanism. The experience demonstrated the importance of flexibility, close donor coordination, and adaptive management to ensure continuity under crisis conditions.

The portfolio covered five interlinked reform themes aligned with the 3RF's revised priorities: public financial management and procurement (**ALDIC**), gender equality and legal reform (**KAFA** and **LLWB**), disability inclusion and the right to work (**arcenciel**), and participatory urban governance (**LLL**). Together, these actions translated BINA's objectives into tangible advocacy efforts that fostered dialogue, built consensus, and contributed to ongoing policy discussions across sectors. All subgrantees also benefited from BINA's institutional support model, combining coaching and governance training through the School of Governance and Transparent Hearts platform.

Key Achievements at a Glance

- **Policy reform translated into action:** **4** concrete reform proposals were developed or advanced through ministerial and parliamentary dialogue, turning advocacy into real opportunities for change in fiscal governance, gender equality, labour inclusion, and urban policy.
- **Advocacy that reached beyond institutions:** **3** national campaigns amplified reform messages on transparency, inclusion, and equal rights, engaging audiences far beyond traditional policy circles.
- **Progress through persistence:** The pilot showed that even under pressure, collaboration and adaptability can drive meaningful progress and learning across Lebanon's complex reform landscape.
- **Coalitions that held together:** More than **200** policymakers, civil society actors, and experts took part in structured dialogue, building the trust and continuity needed to sustain reform momentum.
- **Bridges between sectors:** New connections were established between CSOs, ministries, and 3RF Working Groups, ensuring that civic demands fed directly into institutional reform discussions.
- **Participation that endured:** Over **40** advocacy events and multi-stakeholder roundtables were held across Lebanon, maintaining civic voice and engagement even under difficult circumstances.

Despite Lebanon's persistent crisis context, all five organisations successfully combined stakeholder consultation, policy engagement, and public communication. Collectively, the call strengthened cooperation between CSOs and public institutions, produced draft and refined policy proposals, and raised visibility for reform priorities through national events, media coverage, and digital campaigns.

Taken together, these actions illustrated how targeted support to credible CSOs can drive institutional engagement and sustain advocacy under pressure. The first call also provided key lessons for future rounds, particularly the need to balance structure with adaptability, ensuring effective delivery and continuous learning even amid disruption.

The following sections present the five actions supported under this call and their distinct contributions to Lebanon's governance and reform agenda.

Subgrantee: **The Lebanese Association for Taxpayers' Rights (ALDIC)**
Action Title: **Promoting Modern Public Financial Management**
Total Budget: **USD 50,469**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 1**
Implementation Period: **16 October 2023 to 28 February 2025**



About ALDIC

The Lebanese Association for Taxpayers' Rights (**ALDIC**), founded in 2012, is a civil society organization committed to promoting tax ethics, compliance, and good governance in Lebanon. It seeks to advance tax citizenship by educating citizens on their rights and duties, advocating for transparency, and encouraging accountability in public financial management. Through research, policy dialogue, and advocacy, **ALDIC** engages with government, parliament, civil society, and international stakeholders to drive tax reform and effective public spending. Known for its legal expertise and outreach, **ALDIC** continuously promotes fiscal reform and accountability across public institutions in Lebanon.

Rationale

Lebanon's prolonged financial collapse has exposed serious weaknesses in the country's public financial management (PFM) system, including limited transparency, weak fiscal discipline, and minimal oversight. In line with the 3RF priority **on PFM and anti-corruption**, **ALDIC** recognized the need to translate reform recommendations into practical advocacy and dialogue to help restore trust and accountability in the management of public funds. Through this action, **ALDIC** sought to build political and public momentum for PFM reform by engaging parliamentarians, political parties, civil society, and private-sector actors in a structured discussions on fiscal governance. By combining evidence-based analysis with outreach and communication, the action aimed to create sustained pressure for modern, transparent financial management in Lebanon.

Objectives

- The action aimed to advance PFM reform in Lebanon by fostering inclusive dialogue, policy engagement, and institutional accountability. Its specific objectives were to:
- Advocate for the adoption of modern PFM reforms.
- Engage members of parliament (MPs), political blocs, CSOs, media, and the private sector in reform dialogue.
- Raise public awareness on fiscal governance and accountability.
- Organize bilateral meetings and multi-stakeholder roundtables.
- Disseminate reform recommendations through reports and advocacy campaigns.
- Strengthen political will and stakeholder commitment to sustainable fiscal reform.

Highlights

- **9** bilateral meetings held with MPs and political blocs.
- **4** multi-stakeholder roundtables bringing together CSOs, media, and private sector representatives.
- **2** publications produced: Lebanon's Public Financial Management – The Way Forward and the Activity Completion Report.
- Over **200** participants engaged through advocacy and dialogue activities across Lebanon.
- **3** government policies developed or revised with CSO participation through the Action.



Key Outcomes

The action made tangible progress in advancing PFM reform in Lebanon.

- **Increased awareness among decision-makers:** Bilateral meetings with MPs and political blocs strengthened understanding of PFM priorities and the urgency of reform. Policymakers showed greater willingness to address fiscal transparency and accountability in their discussions and public statements.
- **Evidence-based advocacy:** Lebanon's Public Financial Management – The Way Forward and the Activity Completion Report consolidated research findings, lessons learned, and reform recommendations that continue to inform parliamentary and donor discussions.
- **Broader civil society engagement:** The action mobilised CSOs, the private sector, and media actors around shared reform priorities. Roundtables created a platform for ongoing cross-sector dialogue, leading to follow-up initiatives such as national discussions on PFM reform organised by other CSOs.
- **Strengthened collaboration:** By linking government, private-sector, and civil-society stakeholders, the action contributed to a more coordinated approach to fiscal governance.

Overall, the action strengthened evidence-based advocacy for fiscal transparency and demonstrated how targeted engagement can sustain reform momentum in Lebanon's complex political environment.

Turning Vision into Reality

A pivotal meeting with an MP and their executive team showed how focused advocacy can translate analysis into political momentum. After months of disruption caused by instability and security challenges, **ALD:IC** presented its assessment of Lebanon's PFM system and reform roadmap. The discussion centred on legislative and administrative priorities such as budget transparency, fiscal accountability, and economic recovery, and the MP expressed readiness to support reform-oriented initiatives in parliament.

This encounter reignited momentum for reform at a critical moment, proving that credible, non-partisan advocacy can drive accountability even amid crises. It demonstrated how evidence-based dialogue can influence national reform debates and sustain pressure for greater fiscal transparency. The action thus contributed to keeping financial governance and accountability on Lebanon's policy agenda, paving the way for continued engagement by reform-minded actors.



Subgrantee: **KAFA (Enough) Violence & Exploitation**
Action Title: **Advocating for the Passage of the Proposed Unified Personal Status Law in the Lebanese Parliament**
Total Budget: **USD 50,500**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 1**
Implementation Period: **22 September 2023 to 31 March 2025**



About KAFA

Founded in 2005, **KAFA (Enough) Violence & Exploitation** is a Lebanese feminist, non-profit, non-political organisation working to eliminate all forms of violence and exploitation against women. It strives for gender equality through advocacy for legal reform, awareness raising, capacity building, and support services for women survivors. **KAFA** runs a 24/7 helpline, a safe shelter, and a support centre offering protection and psychosocial assistance. Known for its pioneering advocacy and public campaigns, **KAFA** plays a central role in pushing for systemic change and promoting women's rights across Lebanon.

Rationale

In line with the 3RF priority on gender and the work of the Gender Working Group, **KAFA** launched an advocacy action to promote the adoption of the Unified Personal Status Law (UPSL), a civil framework guaranteeing equal rights for all citizens regardless of sect. The initiative aimed to raise awareness of the discriminatory nature of Lebanon's religious personal status laws and to build political and public support for reform. Building on the draft law submitted to Parliament in 2022, the action mobilised youth, women leaders, and political party representatives, while engaging CSOs, media, and activists to strengthen national dialogue and sustain momentum for change.

Objectives

The action sought to promote equality and justice through the adoption of a UPSL. Its specific objectives were to:

- Raise public awareness on the discriminatory aspects of existing personal status laws and the importance of adopting a unified civil law.
- Engage university students through awareness sessions to strengthen youth advocacy for UPSL.
- Mobilise women leaders within political parties to coordinate lobbying and advocacy efforts.
- Approach Members of Parliament to prioritise UPSL within their legislative agendas.
- Conduct awareness sessions across regions to build a national movement for reform.

Highlights

- **15** awareness sessions conducted across Lebanese regions, engaging **296** participants, including students, activists, and community members.
- **4** advocacy videos produced and aired on national television and digital platforms to raise awareness on the UPSL.
- **1** workshop organised with women political leaders to coordinate strategies for legal reform advocacy.
- **9** bilateral meetings held with MPs to secure support for UPSL discussion in parliament.



Key Outcomes

Despite a volatile context and heightened resistance to feminist advocacy, the action succeeded in maintaining national attention on the need for a UPSL and in strengthening the foundation for long-term reform.

- **Increased awareness and public dialogue:** Regional and university awareness sessions deepened understanding of the personal status system and its impact on women's rights, generating grassroots support for legal reform.
- **Adaptive advocacy:** In response to restrictions on gatherings, the team launched a media campaign using television and digital platforms, reaching thousands of viewers and sustaining engagement during conflict-related disruptions.
- **Empowered women leaders:** Collaboration among women from diverse political backgrounds fostered shared ownership of the reform agenda and strengthened advocacy coordination.
- **Legislative engagement:** Meetings with nine MPs resulted in expressed support for including UPSL discussions in upcoming legislative priorities, reinforcing the relevance of evidence-based advocacy.

Through its flexible and evidence-driven approach, the action ensured that advocacy for gender equality and legal reform continued to advance even amid crisis, consolidating momentum for change in Lebanon.

Turning Vision into Reality

The awareness sessions proved transformative, especially among young participants who had limited prior understanding of Lebanon's personal status laws. Many described the sessions as eye-opening, realising for the first time how these laws shape family relations, gender roles, and everyday life. The discussions inspired participants to question stereotypes, engage their peers, and advocate for equality within their own communities.

The action also strengthened collaboration among women leaders and activists, building a sense of shared responsibility for advancing the reform agenda. Participants left with a clearer vision of how collective action and sustained advocacy can drive legal and social change. Building on this momentum, the action helped sustain national dialogue on legal reform and equality, reinforcing the growing movement for civil and gender rights in Lebanon.



Subgrantee: **arcenciel**

Action Title: **Reinforcement of the Implementation of the Right-to-Work Articles in Law 220/2000 (Rights of People with Disabilities)**

Total Budget: **USD 50,500**

Implementation Region: **Across Lebanon**

Call (and Lot) number: **Call 1**

Implementation Period: **21 September 2023 to 28 February 2025**



About arcenciel

Founded in 1985, **arcenciel** is a Lebanese non-governmental, non-denominational, and non-political organisation that promotes the sustainable development of society by supporting vulnerable groups and integrating marginalised people. Its work spans five sectors — Agriculture & Ecotourism, Health & Social, Environment, Youth & Education, and Disability Inclusion — through twelve operational centres across Lebanon. By combining community-based needs assessments, specialised service provision, and long-term sustainability through public programmes, **arcenciel** has become one of Lebanon’s leading organisations advancing inclusion, equity, and social resilience.

Rationale

The incomplete implementation of Law 220/2000 has left people with disabilities facing persistent barriers to employment and social inclusion in Lebanon. More than two decades after its adoption, enforcement remains weak, and few mechanisms exist to hold institutions accountable for compliance. In line with the 3RF’s priority on social protection and inclusion, this action aimed to strengthen the law’s right-to-work provisions by combining advocacy, consultation, and policy development. It focused on empowering “Leaders of Inclusion” through training and coaching, organising multi-stakeholder roundtables to engage public, private, and civil-society actors, and drafting a policy reform proposal to enhance implementation mechanisms and promote inclusive employment practices.

Objectives

The action aimed to reinforce the right of people with disabilities to equal employment opportunities by:

- Empowering 10 Leaders of Inclusion through interactive training and coaching to advocate for disability rights in employment.
- Drafting a policy reform proposal with input from the 3RF Social Protection Working Group to enhance employment access for people with disabilities.
- Conducting 4 multi-stakeholder roundtables to discuss and validate the proposed policy with ministries, non-governmental organisations (NGOs), private sector representatives, and other key actors.

Highlights

- **11** Leaders of Inclusion selected and trained through a structured programme combining **11** training and 5 mentoring sessions.
- **4** national roundtables organised, gathering **70** participants representing ministries, CSOs, private sector, and international partners.
- **1** draft reform policy developed and submitted to the Ministry of Labour for review and further discussion.
- **46** stakeholders at national and regional levels engaged in dialogue on strengthening the employment rights of people with disabilities.



- **2** government policies or reform mechanisms developed or revised with civil society participation under the Action.

Key Outcomes

The action delivered tangible progress toward reinforcing the right to work for people with disabilities in Lebanon.

- **Empowered advocates:** 11 Leaders of Inclusion completed the training and mentoring programme, gaining the skills and confidence to promote disability rights and engage in advocacy efforts at local and national levels.
- **Strengthened collaboration:** The initiative fostered cooperation between government representatives, the private sector, and CSOs through structured dialogues and joint policy discussions.
- **Policy reform drafted:** A comprehensive reform proposal to strengthen implementation mechanisms of Articles 74a and 74b of Law 220/2000 was developed and submitted to the Ministry of Labour for consideration.
- **Enhanced awareness:** Through the action's outreach and consultation processes, national awareness of employment barriers faced by people with disabilities increased, prompting dialogue on inclusive hiring and workplace accessibility.

Through its participatory and evidence-based approach, the action created momentum for legislative and institutional reform that advances the inclusion and employment of people with disabilities in Lebanon.

Turning Vision into Reality

Behind **arcenciel's** policy work are individuals whose actions reflect the initiative's real impact. Among the trained Leaders of Inclusion, **Raghad** used her new skills to engage restaurant owners in the food and beverage sector, encouraging them to make their spaces accessible and to hire people with disabilities. Her efforts have already led to practical adjustments and new job opportunities.

In the Bekaa region, **Zeinab** became a strong public advocate for inclusion, linking the right to work with the broader right to participate fully in civic life. Her outreach during the election period drew attention to the barriers people with disabilities still face and helped spark local dialogue around both employment and accessibility.

These stories illustrate how capacity building can evolve into sustained advocacy and visible change. The action demonstrated how empowering individuals can help turn inclusive policy goals into everyday practice, advancing equal access to employment and participation for people with disabilities in Lebanon.



Subgrantee: **Live Love Lebanon (LLL)**
Action Title: **Localising Urban Policy:
A Participatory and Inclusive Approach to Advocacy**
Total Budget: **USD 50,500**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 1**
Implementation Period: **16 October 2023 to 30 June 2025**

LIVE LOVE

About LLL

Founded in 2012, **Live Love Lebanon (LLL)** is a non-governmental organisation dedicated to promoting positive social and environmental impact across Lebanon. It empowers communities through initiatives focused on environmental protection, cultural heritage preservation, and community engagement. By combining creative communication with grassroots action, **LLL** mobilises youth and local actors to protect Lebanon's natural and cultural heritage while fostering a sense of collective responsibility. Through campaigns, workshops, and partnerships, the organisation contributes to building a more sustainable, inclusive, and vibrant Lebanon.

Rationale

Following the Beirut port explosion, the need for inclusive and participatory urban recovery became urgent. Years of unplanned expansion, fragmented governance, and weak public participation had left Beirut's infrastructure and decision-making processes deeply strained. Under the 3RF's urban recovery priority, this action sought to address those challenges by promoting citizen participation and evidence-based dialogue in urban policy reform. Through consultations, surveys, and participatory AGORAs, it brought together residents, experts, and public institutions to identify key urban issues such as waste management, housing, mobility, and public spaces, and to translate them into actionable policy recommendations. By linking local perspectives with the broader 3RF reform agenda, the initiative helped make urban recovery more transparent, inclusive, and accountable.

Objectives

The action aimed to promote participatory urban governance and inclusive policy reform in Beirut. Its specific objectives were to:

- Identify key urban challenges through consultations, surveys, and focus groups.
- Strengthen collaboration between CSOs, residents, experts, and public authorities.
- Facilitate inclusive dialogue on urban issues through multi-stakeholder AGORAs.
- Develop evidence-based policy recommendations for local and national advocacy.
- Promote accountability, transparency, and citizen participation in local governance.
- Enhance visibility and awareness around urban challenges and solutions.

Highlights

- **5** AGORAs held on waste management, traffic, housing, governance, and public spaces.
- **4** stakeholder consultations, focus groups, and key informant interviews conducted with **30** experts and practitioners.
- **1** nationwide survey and online poll carried out to identify urban priorities.
- **1** policy recommendations document developed and shared with the Urban Policy Working Group.
- **100+** stakeholders engaged, including CSOs, residents, experts, and public officials.



Key Outcomes

The action strengthened inclusive dialogue and advanced reform-oriented collaboration in Beirut's urban governance.

- **Increased civic participation:** Over 100 stakeholders contributed to identifying and prioritising urban issues, reinforcing citizen voice in policy discussions.
- **Evidence-based advocacy:** Findings from surveys, focus groups, and AGORAs informed five thematic recommendations addressing key urban challenges.
- **Strengthened collaboration:** Partnerships with UN-Habitat, D4C, and the Urban Policy Working Group broadened advocacy reach and improved alignment with national reform processes.
- **Enhanced accountability and visibility:** The final public event and media campaign amplified citizen perspectives, encouraging policymakers to integrate participatory approaches into planning.

Through its participatory design and sustained engagement, the action strengthened Beirut's reform ecosystem and modelled a more inclusive, citizen-led approach to urban governance.

Turning Vision into Reality

The “Urban Oases” Agora in June 2025 offered a clear example of how inclusive dialogue can shape policy outcomes. Residents from Ashrafieh and Medawar voiced frustration over the absence of safe and accessible green spaces in their neighbourhoods, sharing proposals for inclusive design, land protection, and climate-resilient planning. Their recommendations were presented to the Urban Policy Working Group and later cited in consultations with local authorities. For many participants, it was the first time their concerns were formally acknowledged in an institutional process, reinforcing trust in participatory governance. The discussion also prompted local officials to consider temporary measures to open existing spaces for public use, proving that even small steps toward inclusivity can restore confidence in policymaking.

This experience encapsulated the action's purpose, transforming citizen participation into concrete dialogue and reform momentum. It showed that when communities are given space to speak and collaborate, they can meaningfully influence the policies that shape their cities and lives.



Subgrantee: **Subgrantee: Lebanese League for Women in Business (LLWB)**

Action Title: **Advocacy for the Women on Board Law**

Total Budget: **USD 50,495**

Implementation Region: **Beirut, Bekaa, North Lebanon**

Call (and Lot) number: **Call 1**

Implementation Period: **21 September 2023 to 28 February 2025**



About LLWB

Founded in 2006, Lebanese League for Women in Business (**LLWB**) is a non-profit, apolitical, and non-religious association that brings together professional women from diverse sectors to promote gender equality and women's leadership in Lebanon. Through mentorship, training, networking, and advocacy, **LLWB** supports women in business and the workforce to “take the lead and succeed.” Operating across Beirut, the North, and Bekaa, the organisation has over 750 members and partners with local and international stakeholders to foster women's economic participation, strengthen inclusive workplaces, and advocate for gender-responsive legislation.

Rationale

The action aimed to advance gender equality in corporate governance by advocating for the adoption of the Women on Board (WoB) law drafted by **LLWB**, which calls for at least 30 percent female representation on the boards of Société Anonyme Libanaises (SAL) companies by 2030. Within the 3RF's inclusion and gender priorities, the initiative promoted a concrete policy reform at the parliamentary and ministerial levels while fostering dialogue among government counterparts, CSOs, women's rights organisations, and the private sector. By combining advocacy, consultation, and awareness, the action sought to build broad consensus around gender diversity as a governance and economic imperative, creating pathways for women's participation in leadership and decision-making.

Objectives

The action aimed to strengthen advocacy for gender-inclusive corporate governance by:

- Promoting adoption of the WoB law among policymakers and decision-makers.
- Increasing representation of women in leadership and board positions.
- Building consensus among CSOs, the private sector, and public institutions around gender diversity in governance.
- Raising public awareness on the benefits of inclusive decision-making and institutional accountability.

Highlights

- **5** awareness workshops on gender equality and inclusion held across Beirut, Bekaa, and the North, reaching **100** CSOs.
- **5** introductory workshops on the WoB law conducted with **50** CSOs.
- Over **100** CSOs and companies signed the national **Commitment Letter** pledging to achieve 30 percent female representation on their boards by 2030.
- **2** national roundtables convened with **60** legal experts, judges, lawyers, and CSO representatives to review and refine the draft law.
- **2** podcast episodes produced and published, highlighting the WoB journey and the importance of gender diversity in leadership.
- **1** national closing conference held with participation from the Minister of Social Affairs (MoSA), EU representatives, and key stakeholders, reaffirming broad institutional commitment to women's leadership.



Key Outcomes

The action achieved significant progress in advancing gender diversity and inclusive governance in Lebanon.

- **Expanded advocacy reach:** The Commitment Letter signed by over 100 organisations demonstrated cross-sectoral support for women's representation on boards.
- **Policy engagement:** 2 consultative roundtables enabled experts and policymakers to refine the WoB draft law and ensure its alignment with Lebanese corporate structures.
- **Increased public visibility:** Podcasts and the closing conference amplified advocacy efforts, turning policy discussions into a national conversation on women's leadership.
- **Institutional legitimacy:** The MoSA formally joined the initiative by signing the Commitment Letter, signalling public endorsement of gender-inclusive reform.

Overall, the action turned advocacy into measurable engagement and visible commitments. It strengthened the legislative case for the WoB law and helped sustain momentum for integrating gender-balanced governance within Lebanon's reform agenda.

Turning Vision into Reality

A defining moment for the action came during the closing conference, when the MoSA formally signed the "I Commit" letter alongside representatives of civil society organisations and the private sector. This act symbolised a collective pledge to support women's inclusion on boards and to advance the WoB law from advocacy to policy recognition.

The event brought together public officials, legal experts, business leaders, and CSO representatives who shared a commitment to institutional change. It provided visibility and legitimacy to the reform effort, turning sustained advocacy into a coordinated national initiative for gender-balanced leadership.

This milestone demonstrated how inclusive, evidence-based advocacy can translate into shared ownership of reform. By aligning government, civil society, and the private sector around a common objective, the action helped anchor women's representation on corporate boards within Lebanon's broader policy and governance agenda.





CALL 2:
ADVANCING NATIONAL POLICY ADVOCACY
AND LOCAL ANTI-CORRUPTION ACTION

The second call under the BINA' sub-granting programme expanded the programme's reach by combining national-level policy advocacy with targeted local anti-corruption work. With a total allocation of **USD 270,000**, the call supported **3** advocacy actions under LOT 1 and **6** actions under LOT 2, with implementation beginning in April 2024 and continuing into 2025. The portfolio brought together national advocacy, municipal transparency, digital governance, and community-driven oversight, strengthening the role of civil society across Lebanon's reform landscape.

The call aimed to empower organisations working on national policy agendas linked to the 3RF's revised framework while extending support to community-level actors advancing transparency and good governance. LOT 1 targeted CSOs active within 3RF structures and reinforced their capacity to influence issue-based reforms through structured advocacy, parliamentary and ministerial engagement, and participatory approaches. LOT 2 focused on local accountability, supporting actions that promoted access to information, proactive disclosure, anti-corruption practices, and citizen engagement in municipalities and public institutions across Lebanon. This dual structure allowed the portfolio to respond simultaneously to national policy needs and local accountability gaps.

Across both LOTs, the portfolio covered a diverse set of reform themes. LOT 1 advanced national-level advocacy within the 3RF's revised priorities through actions focused on strengthening 3RF governance (**CLDH**), promoting inclusive mental health legislation (**Restart Center**), and supporting financial inclusion and sector reform (**LMFA**). LOT 2 strengthened transparency and accountability at the municipal and community levels through actions implemented in North Lebanon, Bekaa, Akkar, and Mount Lebanon, including municipal capacity-building (**HDA, SMA, ADA, AND**), environmental accountability (**TERRE Liban**), and youth-driven anti-corruption engagement (**SHIFT** and **TIPS**). Together, the 9 actions responded to interconnected governance challenges through research, policy dialogue, community engagement, and practical transparency tools.

Implementation unfolded against a backdrop of institutional paralysis, municipal fragmentation, and persistent economic and security pressures. These constraints affected policy access and slowed local decision-making, but they also underscored the need for adaptive management, flexible planning, and strong community engagement. Across Lebanon, the portfolio contributed to revitalising policy discussions, improving access to information, and expanding opportunities for citizens, youth, CSOs, and municipal actors to participate in governance processes.

All actions benefitted from BINA's institutional support model, combining coaching, governance strengthening, and oversight through the School of Governance and Transparent Hearts. By linking national advocacy with local accountability, the call strengthened reform processes across multiple levels of governance and expanded civic participation in transparency and anti-corruption work.

Key Achievements at a Glance

- **A stronger reform agenda:** At least **55** policy and technical reform recommendations were produced across national governance, mental health legislation, financial inclusion, and local transparency, contributing to renewed momentum in multiple reform processes.
- **Policy engagement reactivated:** Dialogue around the 3RF, mental health legislation, and financial inclusion advanced through national consultations, multistakeholder workshops, and structured engagement with ministries, regulatory bodies, and 3RF coordination mechanisms.
- **Local accountability expanded:** **17** municipalities across **4** regions strengthened their transparency practices through ATI training, proactive disclosure, municipal communication channels, oversight committees, and digital governance tools.

- **Digital transparency tools deployed:** 3 municipal websites, 1 upgraded reporting platform, and 1 municipal information hub were operationalised, enabling access to tenders, decisions, environmental reports, and citizen submissions, with nearly 4,000 users accessing the new platforms.
- **Community participation broadened:** More than 1,000 citizens, youth leaders, municipal representatives, and civil society actors engaged in training, consultations, town halls, and awareness activities on anti-corruption, ATI, environmental oversight, and civic responsibility.
- **Evidence-based advocacy:** Over 178 interviews, consultations, and field documentation activities informed national and local advocacy efforts, grounding recommendations in evidence and community realities.
- **Youth-led engagement strengthened:** Youth committees, field teams, and civic groups produced 5 advocacy videos viewed more than 12,000 times, amplifying community perspectives on corruption risks and accountability challenges.
- **Local governance practices improved:** Draft proactive disclosure reports, oversight mechanisms, and targeted outreach campaigns enhanced municipal responsiveness and strengthened citizens' understanding of their access to information rights.

Despite Lebanon's continued crisis context, all 9 actions delivered measurable results by combining research, advocacy, transparency tools, and participatory approaches. Collectively, they strengthened civic engagement at both national and local levels, advanced reform dialogue across multiple sectors, and demonstrated how targeted support can reinforce accountability and participation even under protracted institutional strain.

The following sections present the 9 actions supported under this call and their distinct contributions to Lebanon's governance and reform agenda.

Subgrantee: **Lebanese Center for Human Rights (CLDH)**
Action Title: **Enhancing Governance and Resilience:
A Strategic Approach to Revitalizing Lebanon's 3RF Framework**
Total Budget: **USD 50,000**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 2 – Lot 1**
Implementation Period: **6 June 2024 to 30 September 2025**



About CLDH

Founded in 2006, **CLDH** is an independent NGO dedicated to defending human rights, documenting violations, and promoting systemic reform in Lebanon. The organization provides legal aid and rehabilitation to victims of torture, arbitrary detention, and other abuses while advocating for institutional accountability and transparency. **CLDH** engages in policy dialogue, strategic litigation, and community awareness initiatives, combining frontline protection work with advocacy to strengthen rule of law and democratic governance.

Rationale

Lebanon's Reform, Recovery, and Reconstruction Framework (3RF) has faced ongoing challenges related to weak coordination, limited transparency, and insufficient participation of civil society in decision-making. As a member of the Independent Oversight Board (IOB), alongside **ALDIC** and **Nusaned**, **CLDH** implemented an initiative under BINA' to assess and strengthen the 3RF's operational effectiveness. The action produced a comprehensive governance assessment identifying key structural gaps, mapping decision pathways, and proposing actionable recommendations to improve transparency, coordination, and accountability. Through consultations, validation workshops, and advocacy, the initiative reactivated dialogue around the 3RF and reinforced the IOB's role as a credible platform for oversight and reform.



Objectives

The initiative aimed to enhance the functionality and accountability of the 3RF by:

- Conducting a governance analysis of the 3RF framework.
- Identifying structural gaps and formulating practical recommendations for reform.
- Strengthening coordination and engagement among government, CSOs, and donors.
- Promoting the adoption of recommendations through inclusive dialogue and advocacy.

Highlights

- **1** governance assessment report developed with actionable reform recommendations.
- **13** key informant interviews and **2** focus groups conducted to gather evidence and stakeholder perspectives.
- **1** validation workshop held with **22** participants from government, donors, and CSOs.
- **1** national launching event organised with **19** key stakeholders.
- **3** major recommendations formulated to enhance transparency, coordination, and participation within the **3RF**.
- **70%** of participants at the launching event expressed commitment to supporting the proposed reforms.

Key Outcomes

The action revitalised dialogue around the 3RF and re-established it as a key coordination platform for reform in Lebanon.

- **Evidence-based reform:** The Governance Assessment Report provided the first comprehensive analysis of the 3RF, turning stakeholder insights into a clear roadmap for reform.
- **Stakeholder re-engagement:** Consultations and national events reconnected institutions, donors, and CSOs after a period of disengagement, restoring trust and collaboration.
- **Policy influence:** The report's recommendations are now informing reform discussions, including preparations for a high-level meeting with the Prime Minister ahead of the 2026 parliamentary elections.
- **Institutional visibility:** By anchoring dialogue in evidence and participation, **CLDH** and the IOB strengthened their position as credible actors promoting transparency and systemic reform.

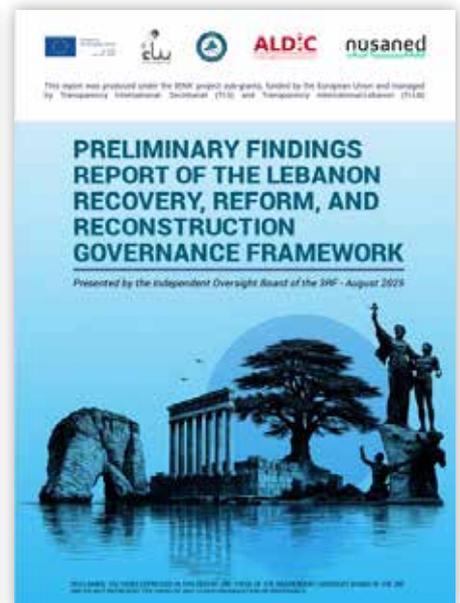
Through its analytical and inclusive approach, the action helped restore momentum for reform and positioned the 3RF as a renewed framework for accountability and coordination in Lebanon.

Turning Vision into Reality

The Governance Assessment Report developed through the action became a reference point for ministries and institutions seeking to revitalise the 3RF. After years of stagnation following the Beirut Port explosion, coordination between reform actors had nearly collapsed. Through structured consultations and a national validation event, the action brought government, donors, and civil society back into dialogue around accountability and shared reform priorities.

For many participants, it was the first time in years that the 3RF felt active again, a platform capable of connecting institutions and communities rather than dividing them. The report's recommendations offered a practical way forward and prompted renewed engagement from civil society, international partners, and ministries preparing for Lebanon's next reform cycle.

By turning analysis into collective action, the effort showed how evidence-based advocacy can reopen political space and rebuild trust in institutions. The action demonstrated that reform in Lebanon begins not with new structures, but with renewed dialogue.



Subgrantee: **Restart Center**

Action Title: **Advocating for Inclusive Mental Health Legislation in Lebanon that aligns with International Human Rights Standards.**

Total Budget: **USD 50,000**

Implementation Region: **North Lebanon, Beirut, Mount Lebanon, and Akkar governorates.**

Call (and Lot) number: **Call 2 – Lot 1**

Implementation Period: **28 May 2024 to 30 September 2025**



About Restart Center

Restart Center is a Lebanese non-governmental organisation established in 1996 that provides mental health, protection, and legal support to individuals affected by violence, displacement, and detention. Through multidisciplinary care, community-based psychosocial support, and legal assistance, Restart works to uphold human rights and strengthen safeguards in places of deprivation of liberty. The organisation also contributes to national policy development and coordination efforts to expand access to quality mental health services and promote rights-based practices within Lebanon's protection and justice systems.

Rationale

Lebanon still relies on an outdated and unimplemented 1983 decree for mental health, while demand for services has grown significantly amid overlapping crises. Although a revised draft law aligned with the Convention on the Rights of Persons with Disabilities (CRPD) exists, public debate has stalled and key stakeholders have not been meaningfully engaged, and mental health is not prioritised within the 3RF health taskforce. **Restart Center** proposed this action to reopen the legislative discussion, strengthen civil society coordination, and convene ministries, policymakers, persons with lived experience, professionals, and mental health and psychosocial support (MHPSS) actors in structured dialogue to advance inclusive, rights-aligned mental health legislation in Lebanon.

Objectives

The action aimed to advance rights-based mental health reform in Lebanon by:

- Reopening public and policy-level debate on the draft mental health law.
- Strengthening coordination among CSOs, ministries, and service providers engaged in mental health reform.
- Ensuring meaningful participation of persons with lived experience, families, and practitioners in legislative discussions.
- Bringing mental health to the forefront of the 3RF health taskforce's agenda.
- Supporting alignment of Lebanon's draft law with international human rights standards including the CRPD.

Highlights

- **51** CSOs and initiatives engaged across the action, including members of the MHPSS Coordination Group and the 3RF CSO Consultative Group.
- **6** multistakeholder dialogues conducted to advance mental health reform.
- **13** recommendations generated through surveys and interviews, complemented by **38** additional technical recommendations from dialogue discussions, forming a consolidated advocacy package for legislative reform.
- **68** stakeholders engaged in discussions on aligning the draft mental health law with international standards, including **57** representatives from NGOs and **11** mental health professionals.



- 1 policy contribution completed through collaborative inputs to national mental health reform processes.

Key Outcomes

The action improved coordination and strengthened national advocacy on mental health legislation.

- **Stakeholder engagement expanded:** Ministries, CSOs, service providers, and persons with lived experience were brought together for structured discussions on the draft law.
- **Reform priorities clarified:** Consultations helped define shared positions on rights-based mental health legislation and gaps in current frameworks.
- **Civil society coordination strengthened:** CSOs and mental health actors aligned their messaging to push for prioritization of mental health within the 3RF agenda.
- **Public debate reactivated:** The draft mental health law returned to the policy arena after years of limited visibility.

Through these developments, the action created a more unified and informed foundation for advancing inclusive, rights-aligned mental health legislation in Lebanon.

Turning Vision into Reality

During the September 2025 workshop on inclusive mental health legislation, the action brought together 45 representatives from government, MHPSS actors, legal experts, and civil society to examine the draft Mental Health Bill through a human rights lens, drawing on the CRPD and WHO-OHCHR guidance.

What began as a technical review turned into a focused discussion on real gaps in the system, including unclear rules on hospitalization and informed consent, weak emergency procedures, shortages of child and forensic psychiatrists, high costs, and unequal access to services outside Beirut. Working groups translated these concerns into concrete priorities such as independent oversight, stronger consent safeguards, better referral pathways, and stronger integration of mental health into primary health care and emergency response.

The workshop showed how bringing practitioners, policymakers, and frontline actors into one room can turn dispersed experience into a shared reform agenda, giving national stakeholders a common reference point for amending the Mental Health Bill in line with international standards and Lebanon's realities.



Subgrantee: **Lebanese Microfinance Association (LMFA)**
Action Title: **Towards Innovative Financial Inclusion**
Total Budget: **USD 50,000**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 2 – Lot 1**
Implementation Period: **30 April 2024 to 31 August 2025**



**Lebanese
Micro-Finance
Association**

جمعية مؤسسات التمويل الأصغر في لبنان

About LMFA

Established in 2014, the Lebanese Microfinance Association (**LMFA**) serves as the umbrella organisation for Lebanon's microfinance sector. It unites seven member institutions (ADR, AEP, IBDAA Finance, Al Majmoua, LDC, Makhzoumi Foundation, and Vitas S.A.L.) with the mission of expanding access to financial services for underserved communities. Through research, advocacy, and capacity building, **LMFA** promotes responsible finance, transparency, and innovation, supporting national efforts toward economic recovery and financial inclusion.

Rationale

In the context of Lebanon's severe economic and financial crisis and the paralysis of the banking sector, **LMFA** sought to strengthen financial inclusion and resilience within the microfinance sector. The action addressed the limited access to reliable financial services for low-income and rural populations, who were among the hardest hit by the crisis. By promoting digital transformation and advocating for an improved regulatory framework, **LMFA** aimed to enhance transparency, reduce reliance on cash, and expand access to inclusive financial solutions. Through the integration of digital wallets in operations implemented by its member microfinance institutions (MFIs), it also aimed to empower vulnerable groups, particularly rural women, through safer and more accessible financial services.

Objectives

Building on its role as the umbrella organisation for Lebanon's microfinance sector, LMFA sought to advance financial inclusion and reform through targeted objectives. The action focused on:

- Promoting digital financial literacy among entrepreneurs and low-income groups.
- Developing an evidence-based policy paper to improve the legal and regulatory framework for microfinance.
- Strengthening dialogue between MFIs, regulators, and fintech actors to foster innovation and inclusion.
- Enhancing coordination within the microfinance sector and with the Central Bank.

Highlights

- **7** Digital Financial Literacy workshops conducted, reaching **143** participants.
- **19** trainers from member MFIs trained through a **Training of Trainers** session on digital financial literacy.
- **1** social media awareness campaign launched, featuring infographics, videos, and outreach through **LMFA's** online platforms.
- **1** policy paper developed through **30** stakeholder consultations involving MFIs, fintech companies, and legal and financial experts.
- **1** multi-stakeholder roundtable held in Beirut with **50** participants, including representatives from the Central Bank, ministries, donors, and CSOs.



- **LMFA** represented Lebanon's microfinance sector at the SANABEL Microfinance Conference in Jordan, with **270** international participants and **84** institutions in attendance.

Key Outcomes

The action achieved measurable progress in advancing digital financial inclusion and sector reform.

- **Increased financial literacy:** Digital Financial Literacy workshops equipped entrepreneurs with the knowledge and tools to safely navigate digital finance, enhancing their financial autonomy and digital readiness.
- **Evidence-based policy dialogue:** The policy paper reflected extensive consultations across the microfinance ecosystem and provided concrete recommendations for legal and regulatory updates.
- **Institutional engagement:** Through the August 2025 roundtable, the action created a platform for dialogue between MFIs, the Central Bank, and fintech actors, facilitating exchange on innovation and regulatory improvement.
- **Sector visibility:** Participation in the SANABEL Conference positioned Lebanon's microfinance sector within regional discussions on digital innovation, resilience, and inclusive finance.

By connecting evidence generation with policy dialogue, the action strengthened its contribution to advancing transparency, innovation, and equitable access to financial services.

Turning Vision into Reality

The engagement between **LMFA** and the Central Bank of Lebanon marked an important step in strengthening dialogue on financial inclusion and sector reform. During a meeting with the Central Bank's Foreign Affairs Department, officials requested written input from the microfinance sector, inviting **LMFA** to submit its policy paper and a consolidated set of recommendations to inform upcoming circulars regulating the sector.

This exchange reflected a gradual but meaningful shift in how regulators view the role of microfinance and their willingness to engage with evidence-based proposals. For the first time, the Central Bank sought structured feedback from sector representatives, opening a channel for dialogue that can inform future policy development. Building on this progress, the action supported continued advocacy for an enabling regulatory environment that promotes transparency, innovation, and equitable access to financial services across Lebanon.



Subgrantee: **Himaya Da'eem Aataa (HDA)**

Action Title: **Raising Awareness on Anti-Corruption and Transparency through Municipal Capacity Building and Youth Engagement.**

Total Budget: **USD 20,000**

Implementation Region: **Zgharta, Rachiine, and Fawar (North Lebanon)**

Call (and Lot) number: **Call 2 – Lot 2**

Implementation Period: **6 June 2024 to 28 February 2025**



About HDA

Himaya Da'eem Aataa (**HDA**) is a Lebanese civil society organisation working to advance transparency, civic engagement, and accountability within public institutions. Through community outreach, legal awareness, and local monitoring initiatives, the organisation supports citizens, especially youth and women, to understand their rights, access information, and participate in public affairs. **HDA** focuses on strengthening integrity in municipal governance and improving public-sector responsiveness at the local level.

Rationale

Corruption, weak transparency practices, and low awareness of citizen rights continue to affect municipal governance in North Lebanon, where the 2018 National Anti-Corruption Strategy remains poorly understood by local authorities, youth, and the public. Municipal staff lack practical tools, communities are often unaware of their access to information rights, and young people have limited opportunities to engage in decision making. **HDA's** proposed action responds to these gaps by strengthening municipal capacity, empowering young leaders, and raising public awareness of corruption risks and good governance. Grounded in a needs assessment showing strong demand in Zgharta, Rachiine, and Fawar, and high interest from universities, CSOs, and youth networks, the action seeks to reinforce accountability at the local level and promote active civic participation in anti-corruption efforts.

Objectives

The action aimed to raise awareness on anti-corruption and strengthen community engagement through the following objectives:

- Build the capacity of three municipalities to apply anti-corruption, transparency, and ATI principles.
- Equip young leaders with the skills to participate in anti-corruption and transparency policy discussions.
- Increase public awareness of corruption risks, transparency standards, and the right to access information.
- Engage media outlets and local stakeholders to amplify anti-corruption messaging and support sustained community participation.

Highlights

- **15** municipal council members from Rachiine, Fouwar, and Zgharta trained on the National Anti-Corruption Strategy.
- **15** young leaders empowered through training on corruption, transparency, and municipal budgeting.
- **3** town hall meetings held to introduce the project and engage communities.
- **1** targeted media campaign launched, including billboards in Zgharta and Tripoli and social media outreach on access to information.



- Public awareness on access to information increased, with **81%** demonstrating improved knowledge through pre and post testing.

Key Outcomes

The action strengthened municipal practices, youth engagement, and community awareness on anti-corruption and transparency.

- Municipal capacity improved:** Local council members developed a clearer understanding of the National Anti-Corruption Strategy and ATI obligations.
- Youth engagement increased:** Young leaders became actively involved in analysing municipal budgets and identifying gaps in responsiveness, contributing to more informed local decision making.
- Public awareness strengthened:** Awareness of corruption, transparency, and access to information rose significantly among community members, supported by outreach through town halls, social media, and wider visibility efforts.
- Community participation expanded:** New spaces were created for residents to raise concerns, understand their rights, and interact directly with local authorities.

Overall, the action enhanced transparency, strengthened accountability at the local level, and promoted more active civic participation in anti-corruption efforts.

Turning Vision into Reality

The action began in three municipalities in North Lebanon, where public trust is low and discussions on corruption are often avoided. Early town hall meetings in Rachiine, Fouwar, and Zgharta introduced citizen rights, the National Anti-Corruption Strategy, and the project's purpose, opening space for honest conversation about everyday challenges with opaque municipal practices.

As the training continued, young leaders and municipal participants started applying what they learned. Youth grew more confident in questioning budgeting processes, and municipal representatives showed greater openness to transparency tools and access to information. These shifts signalled early change in a context where addressing corruption can feel risky.

By strengthening awareness, dialogue, and practical skills, the action helped communities move from passive frustration to informed participation and showed that, even in sensitive environments, structured engagement can make transparency a shared responsibility.



Subgrantee: **Smart Municipality Academy (SMA)**
Action Title: **Accountable and Transparent Municipalities**
Total Budget: **USD 20,000**
Implementation Region: **Kour (Batroun District),
Majdel Anjar (Bekaa District), Rechmaya (Aley District)**
Call (and Lot) number: **Call 2 – Lot 2**
Implementation Period: **6 June 2024 to 28 January 2025**



About SMA

Established in 2021, **Smart Municipality Academy (SMA)** is a Lebanese civil society organisation promoting inclusive, transparent, and technology-driven local governance. Recognising municipalities as the foundation of reform, **SMA** works to build their institutional capacity through digital innovation, civic engagement, and awareness initiatives. The organisation provides training, develops digital tools, and supports municipalities in implementing good governance practices that foster public trust and citizen participation.

Rationale

Local municipalities in Lebanon play a central role in promoting transparency and citizen participation, yet limited communication channels and the absence of accessible information platforms continue to hinder accountability. Recognising these challenges, **SMA** sought to strengthen local governance through digital transformation and civic engagement. The action focused on developing interactive municipal websites in **Kour, Rechmaya, and Majdel Anjar** to improve information sharing, transparency, and citizen feedback, while also enhancing municipal capacity to manage these platforms. Particular attention was given to youth, women, and persons with disabilities, who often face barriers in engaging with local authorities. By linking digital access with civic awareness training, the action aimed to foster more inclusive and accountable local governance and to demonstrate how technology can bridge gaps between municipalities and their citizens.



Objectives

Building on its experience in local governance and digital engagement, the action aimed to strengthen transparency and accountability at the municipal level by:

- Developing and launching municipal websites that provide citizens with access to information and reporting channels.
- Training municipal staff and local CSOs to manage and maintain the websites effectively.
- Conducting good governance and anti-corruption trainings for citizens and municipal representatives.
- Promoting civic participation through interactive workshops and awareness activities on access to information.

Highlights

- **3** interactive municipal websites launched in **Kour, Rechmaya, and Majdel Anjar**, enabling access to tenders, memos, and citizen feedback.
- **31** tenders and public invitations published, and **9** citizen suggestions or queries submitted through the websites.
- **3,972** citizens accessed the websites since launch, strengthening transparency and participation.

- **146** participants trained across all sessions, including **60** activists and municipal representatives on website management, and **86** citizens and municipal members on governance and anti-corruption.
- **3** awareness videos produced and shared on social media to promote access to information and civic responsibility.

Key Outcomes

The action strengthened transparency and accountability mechanisms within three municipalities.

- **Enhanced citizen engagement:** Residents gained direct access to municipal information, tenders, and public announcements through the new websites.
- **Institutional capacity building:** Municipal staff developed the skills to manage digital tools and respond to citizen queries effectively.
- **Civic awareness:** Training sessions on governance and anti-corruption principles deepened understanding among citizens and municipal representatives, fostering collaboration and trust.
- **Measurable transparency gains:** The three municipalities collectively published 31 tenders and received 9 citizen submissions via the new websites.

Through these results, the action improved local-level governance and demonstrated how digital tools can promote transparency, accountability, and participatory decision-making.

Turning Vision into Reality

The link between digital tools and civic participation came to life during a governance training session in Kour Municipality. Citizens, municipal members, and activists worked together to identify practical steps for improving transparency and accountability. After discussion with the municipal president, participants voted to prioritise the most feasible proposals.

The selected measures included forming citizen-municipality committees to oversee projects, publishing financial reports, and holding annual public meetings to review progress. The process encouraged direct collaboration between residents and officials and created a model that can be replicated in other municipalities. This experience captured the action's essence: practical, cooperative, and focused on transparency as a shared responsibility between citizens and local authorities.



Subgrantee: **Assi Development Association (ADA)**
Action Title: **Public Institutions Protection through Capacity Building of Civil Society and Law Implementation**
Total Budget: **USD 20,000**
Implementation Region: **Hermel**
Call (and Lot) number: **Call 2 – Lot 2**
Implementation Period: **26 June 2024 to 31 March 2025**

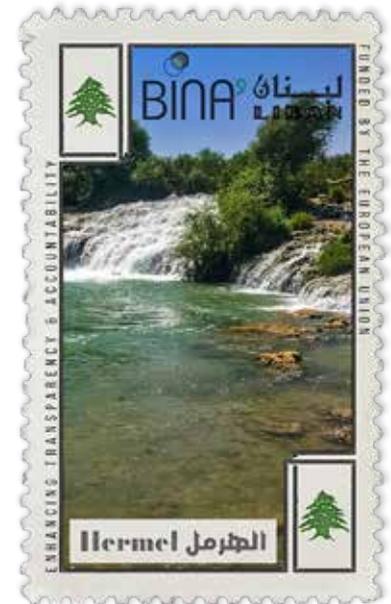


About ADA

Assi Development Association (ADA) is a civil society organisation based in Northern Bekaa that promotes transparency, citizenship, and human rights, with a focus on women, youth, and vulnerable groups. Through participatory approaches and capacity-building, **ADA** strengthens civic engagement and supports local development initiatives that encourage accountability and inclusion. The organisation works closely with municipalities and community actors to advance good governance and reinforce social cohesion across the Bekaa region.

Rationale

Hermel's local governance has been marked by family-based representation, limited institutional capacity, and low public awareness of transparency laws, which together have weakened accountability and citizen engagement. **ADA**'s survey confirmed these gaps, showing that many residents are unfamiliar with municipal committees, unsure about how the Public Procurement and ATI Laws function, and largely disengaged from oversight processes. To respond to these challenges, **ADA** proposed strengthening local actors' understanding of these laws, improving communication between the municipality and residents, and creating practical entry points for citizens, CSOs, and municipal representatives to participate in and monitor transparent local governance.



Objectives

The action aimed to strengthen local governance and civic participation in Hermel through the following objectives:

- Build the capacity of municipal staff and CSOs on the Right to ATI and Public Procurement Laws.
- Promote transparency, accountability, and public engagement in municipal decision-making.
- Enhance communication between the municipality and citizens through the creation and management of an official Facebook page.
- Establish a Follow-up Committee to monitor law implementation and encourage civic oversight.
- Raise community awareness on transparency, access to information, and good governance.

Highlights

- Capacity-building sessions delivered across Hermel, reaching **68** participants through trainings on transparency laws, municipal law, advocacy, media communication, and group collaboration.
- **2** roundtable meetings held with Hermel Municipality to discuss the Public Procurement Law and Access to Information Law.
- **1** Follow-up Committee established to support civic oversight and monitor implementation of transparency laws.

- **1** official Facebook page launched for Hermel Municipality to improve communication with residents and share official information.
- Awareness materials, banners, and brochures disseminated across Hermel to promote transparency, ATI, and good governance.

Key Outcomes

The action strengthened civic awareness, transparency, and participation in Hermel by connecting citizens, CSOs, and local authorities in practical dialogue and training.

- **Knowledge and capacity:** Participants significantly improved their understanding of transparency and procurement laws, as shown through post-training assessments and follow-up application in municipal work.
- **Civic oversight:** The Follow-up Committee created a platform for citizens to monitor and discuss municipal processes.
- **Improved communication:** The launch of Hermel Municipality's Facebook page established a sustainable tool for sharing official information and engaging residents.
- **Trust building:** Awareness activities and local cooperation improved citizens' perception of municipal transparency.

Through its focus on local ownership and participation, the action demonstrated how civic education, and collaboration can translate into more transparent and responsive governance.

Turning Vision into Reality

The impact of the action was most visible in how participants' sense of agency evolved over time. Trainings on transparency laws and advocacy turned abstract legal concepts into tools for change, helping participants understand their role in holding institutions accountable. The creation of the Follow-up Committee and regular meetings with municipal officials gave citizens a new space to contribute to decision-making.

As dialogue deepened, several participants began to see local governance not as distant administration but as a shared civic responsibility. Inspired by this experience, four of them decided to run in Hermel's 2025 municipal elections. One of them successfully won a council seat, translating civic awareness into direct participation in public life.

This progression from training to representation captured the spirit of the action: empowering citizens to move from learning about transparency to practising it. By turning knowledge into leadership, the action showed that lasting change begins when people see themselves as part of the solution.



Subgrantee: **TERRE Liban**
Action Title: **HERESA Against Corruption**
Total Budget: **USD 20,000**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 2 – Lot 2**
Implementation Period: **31 May 2024 to 6 March 2025**



About TERRE Liban

TERRE Liban is a Lebanese civil society organisation working to advance environmental protection, civic engagement, and public accountability. Through community initiatives, research, and advocacy, the organisation supports citizens and local actors in promoting transparent governance and responsible public decision-making. **TERRE Liban's** work seeks to strengthen the role of communities as active participants in shaping policies that affect their environment and daily lives.

Rationale

Environmental governance in Lebanon is weakened by limited oversight, scarce access to information, and the lack of effective channels for reporting violations or corruption affecting environmentally sensitive areas. Local organisations often identify threats on the ground but lack the tools to document them properly or engage authorities. **TERRE Liban** proposed this action to strengthen the ability of community groups to monitor environmental risks, report concerns through the HERESA platform, and use transparency tools to follow up on cases. By equipping local actors with practical monitoring and reporting capacities, the action aimed to support early detection of violations and promote greater accountability in the environmental sector.



Objectives

The action sought to strengthen community monitoring of environmentally sensitive areas and improve reporting on environmental risks. Its specific objectives were to:

- Strengthen the capacity of local organisations to monitor environmentally sensitive areas.
- Equip participants with tools to identify, document, and report environmental violations and corruption risks.
- Enhance use of the HERESA platform for structured reporting and follow-up.
- Improve community understanding of transparency and access to information obligations in the environmental sector.

Highlights

- **1** legal and policy review completed, with **1** updated policy package submitted to the Ministry of Environment.
- **1** upgraded version of the HERESA platform delivered, including **1** new dashboard and **1** set of reporting features based on CSO functional requirements and updated geo-spatial data.
- **1** field monitoring mechanism established, linking community groups, activists, and legal experts for reporting and follow-up.
- Increased number of community reports submitted through HERESA, reflecting clearer documentation practices and faster case escalation.
- **1** major environmental violation halted in Amchit, following coordinated reporting and legal action that resulted in the suspension of excavation works and the requirement for an Environmental Impact Assessment.

Key Outcomes

The action strengthened community oversight of environmentally sensitive areas and improved reporting on environmental violations.

- **Legal clarity improved:** The policy review helped identify regulatory gaps and priority areas for stronger protection.
- **Monitoring and reporting enhanced:** Local groups used clearer documentation methods and the upgraded HERESA platform to follow up on cases.
- **Transparency practices reinforced:** Participants applied ATI tools more confidently in environmental oversight.
- **Community response strengthened:** Reporting became more consistent through coordinated engagement with activists and local initiatives.
- **Concrete impact achieved:** Coordinated reporting contributed to suspending illegal excavation works in Amchit and securing a mandatory Environmental Impact Assessment.

Through these developments, the action showed how structured reporting and clearer processes can support more accountable environmental decision-making.

Turning Vision into Reality

The action's approach became tangible during efforts to stop illegal excavation works threatening the Amchit Seal Cave, one of Lebanon's most sensitive habitats for the endangered Mediterranean Monk Seal. As reports surfaced, local groups began documenting the situation and sharing concerns through structured channels, allowing the issue to be raised quickly and with clearer evidence.

Cooperation with regional scientific experts strengthened the case by providing technical assessments on the risks posed to the cave and the species. This information supported community monitoring efforts and helped ensure that the concerns were treated as a priority by the relevant authorities.

Through a combination of community reporting, technical input, and legal follow-up, excavation activities were suspended, and a full Environmental Impact Assessment was imposed. The outcome illustrated how coordinated action and accessible reporting tools can help protect vulnerable ecosystems and ensure that environmental decisions receive proper scrutiny.



Subgrantee: **Akkar Network for Development (AND)**
Action Title: **Building Improved Governance in Akkar**
Total Budget: **USD 20,000**
Implementation Region: **Akkar**
Call (and Lot) number: **Call 2 – Lot 2**
Implementation Period: **11 June 2024 to 5 May 2025**



About AND

Founded in 2011 by two women from **Akkar, Akkar Network for Development (AND)** is a Lebanese NGO committed to empowering local communities through education, human rights advocacy, economic inclusion, and environmental protection. Over the past fourteen years, **AND** has built a strong presence in Akkar, working with children, youth, women, and municipalities. Its dual development and humanitarian focus has positioned **AND** as a trusted and credible actor, particularly in response to local needs and crises.

Rationale

In Akkar, weak information-sharing practices and limited awareness of the Access to Information (ATI) Law (Law 28/2017) have hindered transparency and accountability at the municipal level. Municipal staff often lack the skills to apply ATI provisions, while citizens remain largely unaware of their right to access information. To address these gaps, **AND** implemented an action aimed at strengthening transparency and accountability by promoting the practical application of the ATI Law in ten municipalities through training for local authorities, civil society, and citizens, and by fostering collaboration between municipalities and communities to build a culture of openness and participation.

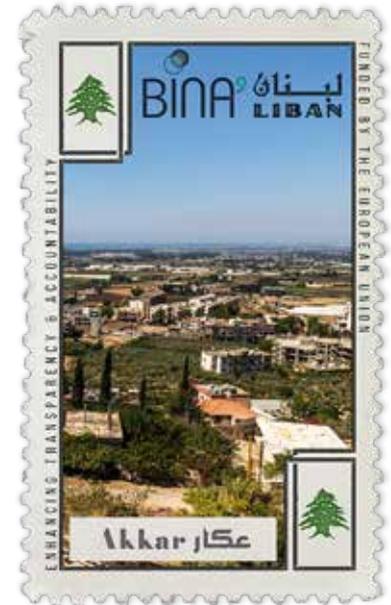
Objectives

Drawing on its experience in civic education and local governance, AND designed the action to advance transparency and accountability in Akkar by:

- Building the capacity of municipalities to implement the ATI Law and proactive disclosure.
- Increasing citizens' understanding of their right to access information.
- Strengthening cooperation between municipalities, CSOs, and local communities in promoting good governance and transparency.

Highlights

- **10** municipalities trained on the ATI Law and proactive disclosure, gaining awareness of legal obligations and transparency mechanisms.
- **20** municipal employees and council members trained through three technical sessions on handling information requests and preparing annual reports.
- **150** citizens, including representatives of 5 CSOs, engaged in workshops on the right to access information and civic participation.
- **1** partnership established between **AND** and the Union of Municipalities of Akkar, ensuring ongoing collaboration on ATI implementation and awareness.
- **5** draft annual reports prepared by participating municipalities, marking the first step toward institutionalising proactive disclosure.
- **AND** team strengthened its own technical capacity on the ATI Law and good governance through specialised training with TI-LB, enabling stronger advocacy and support for municipalities.



- **10** municipalities expressed interest in sustaining transparency practices beyond the project period, including future collaboration with CSOs.

Key Outcomes

The action achieved measurable progress in advancing transparency and accountability across Akkar.

- **Improved institutional awareness:** Municipal leaders and staff gained a clearer understanding of their legal responsibilities under the ATI Law and took initial steps toward integrating proactive disclosure into operations.
- **Strengthened civic participation:** Citizens and CSO representatives became more informed and confident in exercising their right to access information, contributing to greater community oversight of municipal performance.
- **Enhanced collaboration:** The initiative fostered cooperation between municipalities, civil society, and the Union of Municipalities of Akkar, promoting a coordinated approach to transparency and local governance reform.
- **Sustained advocacy capacity:** By improving its internal expertise through training with TI-LB, AND enhanced its ability to support municipalities and advocate for transparent governance practices.

Through these outcomes, the action helped build a foundation for a culture of openness and accountability in Akkar, where both local authorities and citizens are more engaged in upholding transparency standards.

Turning Vision into Reality

The impact of the action became evident during the practical training sessions, when municipalities began moving from awareness to application of the ATI Law. Several prepared draft annual reports based on ATI requirements, taking a first concrete step toward institutionalising transparency.

At the same time, citizens and CSO representatives started using the knowledge gained from workshops to submit information requests and engage constructively with local authorities. This exchange fostered mutual trust and positioned accountability as a shared local value rather than an external requirement.

By connecting municipal capacity with citizen oversight, the action translated the principles of transparency and good governance into practice, laying the groundwork for lasting change at the local level.



Subgrantee: **SHIFT Social Innovation Hub (SHIFT)**
and the Tripoli Institute for Policy Studies (TIPS)
Action Title: **Building Integrity Locally: Tripoli's Anti-Corruption Initiative**
Total Budget: **USD 20,000**
Implementation Region: **Tripoli (North Lebanon)**
Call (and Lot) number: **Call 2 – Lot 2**
Implementation Period: **6 June 2024 to 31 March 2025**



About SHIFT and TIPS

SHIFT Social Innovation Hub (**SHIFT**) and the Tripoli Institute for Policy Studies (**TIPS**) collaborate to strengthen civic engagement and promote accountability in Tripoli. Both organisations work with youth, women, and civil society groups, combining local research, policy analysis, and community outreach to support informed participation in public affairs. Through training, advocacy, and documentation efforts, **SHIFT** and **TIPS** equip local actors with practical tools to understand governance challenges and contribute to anti-corruption initiatives.

Rationale

Tripoli faces persistent corruption risks, limited legal awareness, and few structured opportunities for citizens to engage in accountability efforts, particularly among youth and local CSOs. **SHIFT** and **TIPS** proposed this action to address these gaps by building on their previous research on corruption cases in Tripoli and Akkar and responding to the clear need for accessible legal knowledge and practical advocacy skills. The action equips young people with tools to understand corruption risks, document community concerns, and communicate them through simple and widely accessible formats. By strengthening local capacity and creating practical entry points for participation, the action supports a more informed and engaged community able to contribute to transparency and accountability in Tripoli.



Objectives

The action aims to strengthen youth-led engagement on transparency and accountability in Tripoli. Its specific objectives are to:

- Build practical knowledge of corruption risks and the legal tools available to address them.
- Support youth and local CSOs in documenting community concerns and monitoring local governance issues.
- Develop accessible advocacy content that communicates these concerns to a wider public and encourages community participation in discussions on accountability.

Highlights

- **1** youth committee formed with **20** members, representing different areas of Tripoli.
- **3** fieldwork sessions completed, including survey design, public interviews, and data analysis.
- **90** community interviews conducted, capturing public perceptions of corruption and awareness gaps.
- **5** key themes identified from the field data, informing the project's awareness and advocacy direction.
- **4** workshops delivered on anti-corruption laws, public procurement, ATI, whistleblowing, and advocacy tools.

- Participants' knowledge increased from **20** percent to **90** percent, based on pre- and post-training assessments.
- **5** advocacy videos produced and published, amplifying youth messages and reflecting diverse public views.

Key Outcomes

The action strengthened youth-led engagement on governance issues in Tripoli and improved how community concerns about corruption are identified, documented, and communicated.

- **Knowledge improved:** Participants demonstrated a significant increase in understanding of corruption risks and the legal tools available to address them.
- **Documentation practices strengthened:** Youth applied structured fieldwork methods to gather and analyse community perspectives, leading to clearer insights on local priorities.
- **Public engagement expanded:** Advocacy content produced by the youth, including five vox pops, reached over 12,000 viewers and helped draw public attention to everyday anti-corruption challenges.

Through these developments, the action showed how trained youth can become credible local actors in promoting accountability and sparking community-level dialogue in Tripoli.

Turning Vision into Reality

The action demonstrated how informed youth can translate legal awareness into meaningful civic engagement. Through training and fieldwork, participants built the confidence and skills needed to speak publicly about corruption, understand reporting mechanisms, and connect these concepts to the concerns of their own communities.

This process came to life when the group collaborated with SHADDA Media Lab to produce five vox pops across Tripoli. While filming in markets, cafés, and public squares, the youth engaged residents in open conversations about corruption and accountability. What began as a technical assignment quickly turned into an exchange of personal experiences, frustrations, and hopes, with some citizens discussing corruption publicly for the first time.

When the videos were released online, they reached more than 12,000 viewers and sparked comments, shares, and debates that extended beyond the filming locations. The initiative showed how empowered young people can create momentum for dialogue, amplify community voices, and help advance a more engaged and accountable local environment.





CALL 3:
ADVANCING ACCOUNTABILITY THROUGH
NATIONAL REFORM, TRANSPARENCY TOOLS,
AND LOCAL PARTICIPATION

The third call under the BINA' sub-granting programme supported civil society actors working on national reform agendas and local anti-corruption initiatives across Lebanon. With a total portfolio of **USD 314,000**, the call funded **3** actions under LOT 1 and **6** actions under LOT 2. Although the call was originally designed to begin implementation in October 2024, the outbreak of war and resulting disruptions across the country delayed the start of activities to January 2025, with implementation running until October 2025. The portfolio combined national advocacy, sectoral governance reforms, municipal transparency, and community participation, in line with BINA's overall objective of enhancing civil society's role in promoting governance, accountability, and transparency.

The call aimed to empower CSOs and grassroots initiatives in Lebanon to engage more effectively in reform processes. LOT 1 focused on "national level policy advocacy" and targeted CSOs operating under the 3RF (including Working Groups, the Consultative Group, the Independent Oversight Board, and related structures), strengthening their role as advocates for issue-based policy reforms in priority areas of the 3RF's revised framework. LOT 2 focused on "local action for anti-corruption" and supported CSOs and grassroots initiatives across different regions to advance anti-corruption and good governance efforts in alignment with the National Anti-Corruption Strategy. This dual structure allowed the call to connect national reform debates with local accountability and citizen engagement.

Across both LOTs, the portfolio covered a diverse set of reform themes. LOT 1 advanced national-level advocacy within the 3RF's revised priorities through actions focused on judicial reform (**ALEF**), energy-sector transparency and access to information (**Legal Agenda**), and national environmental governance standards through construction and demolition waste management (**AUB-NCC**). LOT 2 strengthened local-level accountability through actions promoting open local government (**LoGoNet**), women's leadership in anti-corruption advocacy (**CEWU** and **I'm Possible**), fiscal transparency and participatory budgeting (**FiWi**), ATI-based municipal oversight across the Union of Al-Fayhaa (**LCAC**), renewable energy governance and transparency (**LOGI**), and municipal transparency indicators developed with youth engagement (**SMA**). Together, the **9 actions** responded to interconnected governance challenges through research, policy dialogue, digital tools, and participatory approaches.

Implementation unfolded against a backdrop of institutional fragmentation, limited policy responsiveness, and low public trust. These conditions affected reform progress and local service delivery but also highlighted the importance of evidence-based advocacy, structured engagement with institutions, and practical accountability mechanisms. Across levels of governance, the portfolio contributed to strengthening access to information, producing concrete reform instruments, and expanding opportunities for citizens, youth, CSOs, and municipal leaders to participate in accountability processes.

All actions benefitted from BINA's institutional support model, which combined coaching, governance strengthening, and oversight through the School of Governance and Transparent Hearts. By linking national reform advocacy with local transparency mechanisms and participation, Call 3 reinforced civil society's role as a key actor in advancing accountability within Lebanon's evolving reform landscape.

Key Achievements at a Glance

- **A stronger reform agenda:** A total of **38** national reform and technical recommendations were developed across judicial reform, renewable energy governance, and environmental management, contributing to renewed momentum within key 3RF-relevant sectors.
- **Policy engagement expanded:** **32** national policy dialogues and consultations were held with ministries, parliamentarians, regulatory bodies, and sectoral stakeholders, strengthening civil society participation in national reform discussions.
- **Evidence base strengthened:** More than **23** analytical products were produced, including sector assessments, research reports, policy briefs, SOPs, and governance indices, providing data and tools for informed advocacy at national and local levels.

- **Local transparency improved:** **26** municipalities across **7** regions engaged in transparency, ATI implementation, participatory budgeting, fiscal openness, or digital disclosure practices, improving local accountability mechanisms.
- **Digital governance tools deployed:** **3** redesigned municipal websites, **1** digital transparency hub, **1** WebTV platform, and multiple online reporting mechanisms were activated, enabling public access to tenders, budgets, decisions, and environmental data.
- **Civic participation broadened:** More than citizens, youth, municipal representatives, CSOs, journalists, and legal actors participated in trainings, workshops, town halls, consultations, and awareness events.
- **Youth engagement accelerated:** **225** students and youth leaders took part in transparency bootcamps, policy campaigns, and field-based ATI exercises, producing advocacy content and strengthening a new generation of accountability actors.
- **ATI and disclosure advanced:** **16** information requests, **11** contract releases, and additional institutional disclosures were secured, expanding access to public data in both national and municipal sectors.
- **Public outreach amplified:** Awareness campaigns and digital content reached more than **620,000** people, turning anti-corruption, fiscal transparency, and environmental accountability into accessible public conversations.

Despite the impact of the war, which delayed the start of several actions and further strained institutional responsiveness, all **9 actions** under Call 3 delivered measurable results across national policy advocacy and local accountability. The portfolio strengthened the evidence base for reform, activated multi-level policy engagement, improved transparency practices within municipalities and public institutions, and broadened citizen and youth participation in governance processes. By linking national reform tools with local-level transparency mechanisms, the call reinforced civil society's role in advancing accountability and created practical entry points for engagement across sectors and regions.

The following sections present the **9 actions** supported under this call and their specific contributions to Lebanon's governance and reform landscape.

Subgrantee: **ALEF – act for human rights**
Action Title: **Enhancing Advocacy for Judicial Reform in Lebanon**
Total Budget: **USD 49,893**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 3 – Lot 1**
Implementation Period: **20 January 2025 to 20 October 2025**



About ALEF

ALEF – act for human rights (**ALEF**) is a human rights watchdog organization that focuses on monitoring and documenting human rights violations and progress in Lebanon. The organization engages in human rights policy advocacy and provides education to raise awareness and promote human rights values across the country.

Rationale

Judicial reform is a core priority of the 3RF, yet progress has stalled due to political constraints, unclear reform pathways, and fragmented civil society engagement. While CSOs are represented within the 3RF structures, they lack the evidence and tools needed to influence judicial policy discussions effectively. This action responds to these gaps by analysing the status of judicial reforms prioritised by the 3RF, identifying key blockages, and providing evidence-based recommendations to guide coordinated advocacy. Building on ALEF's role within the 3RF Consultative Group and Judiciary Working Group, the action strengthens CSO engagement by clarifying reform priorities and creating structured opportunities for dialogue with duty bearers. By improving understanding of bottlenecks and supporting collective advocacy efforts, the action contributes to empowering civil society actors to advance governance, accountability, and transparency within the 3RF framework.



Objectives

The action aimed to strengthen civil society engagement on judicial reform within the 3RF by:

- Analysing the status of judicial reforms prioritised under the 3RF and identifying key bottlenecks.
- Equipping CSOs with evidence-based recommendations to support coordinated advocacy.
- Enhancing dialogue between CSOs and duty bearers involved in judicial policy processes.
- Fostering collective action to advance reform priorities within the 3RF framework.

Highlights

- Surveys and Key Informant Interviews conducted with judges, lawyers, CSOs, and government representatives.
- **1** research study completed on blockages in the 3RF judicial reform agenda.
- **1** validation workshop held to review and refine the research findings.
- **1** roundtable organised with CSOs engaged in the 3RF Judiciary Working Group.
- **9** advocacy meetings held between August and October 2025 with duty bearers to promote the recommendations.
- **1** multistakeholder dialogue convened to discuss reform priorities and identify collective next steps.

Key Outcomes

The action strengthened civil society's role in advancing judicial reform within the 3RF by improving understanding of reform bottlenecks, enhancing coordination among CSOs, and opening new channels for engagement with duty bearers.

- **Clearer reform priorities:** The research clarified the political and institutional obstacles hindering judicial reform, providing CSOs with a shared evidence base to guide their advocacy.
- **Improved collaboration:** Roundtables and dialogues enabled CSOs to align around common recommendations and identify joint actions, strengthening their collective influence within the 3RF framework.
- **Expanded access to policy actors:** Advocacy meetings facilitated direct engagement with judges, government representatives, and international partners, increasing visibility for CSO proposals and reinforcing their ability to participate meaningfully in judicial reform discussions.

Through these developments, the action positioned CSOs as more informed and coordinated actors capable of contributing to evidence-based reform efforts under the 3RF.

Turning Vision into Reality

The action's research on judicial reform bottlenecks became a catalyst for meaningful engagement among judges, civil society, and international partners. What began as a technical effort to map priorities and identify obstacles quickly evolved into a process that brought together actors who rarely sit at the same table, creating a shared point of reference for understanding why judicial reform had stalled.

Through surveys and key informant interviews (KIIs), the action gathered first-hand insights on reform priorities and the political dynamics obstructing progress. These insights were then tested and refined in the validation workshop, where stakeholders provided feedback grounded in their own experiences. The process moved beyond abstract debates and enabled participants to recognise common challenges and opportunities for action.

This shift materialised when the findings became the basis for the roundtable and multistakeholder dialogue. Conversations that had long been fragmented were reshaped around a clear set of evidence-based recommendations, allowing participants to approach judicial reform with renewed clarity and purpose. By turning analysis into a shared roadmap, the action demonstrated that progress on judicial reform begins not with new structures, but with a common understanding of obstacles and the collective will to address them.



Subgrantee: **Legal Agenda**
Action Title: **Renewable Energy and Anti-Corruption in Lebanon:
Addressing Climate Change**
Total Budget: **USD 50,000**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 3 – Lot 1**
Implementation Period: **23 January 2025 to 15 October 2025**

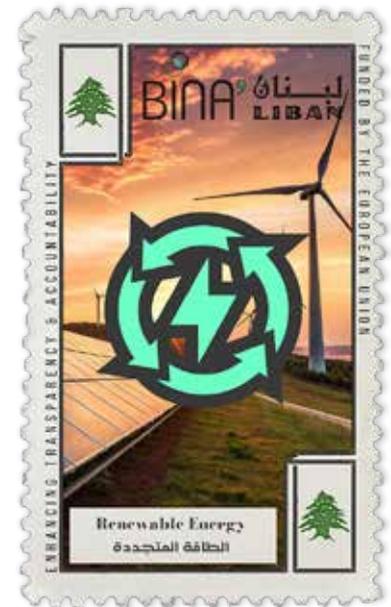


About Legal Agenda

Legal Agenda is a Lebanon-based nonprofit organisation that produces legal and policy analysis to strengthen transparency, accountability, and public oversight. Through evidence-based research, litigation, and public engagement, **Legal Agenda** monitors public institutions and supports reforms in sectors where governance gaps undermine rights, equity, and the public interest. Its work combines legal expertise with accessible analysis to inform civic debate and improve institutional practices.

Rationale

Lebanon's energy sector has long been characterised by opaque decision-making, weak oversight, and inconsistent access to information, which has hindered accountability and contributed to chronic governance failures. Key public institutions, including the Ministry of Energy and Water and Électricité du Liban (EDL), have often released limited information on contracts, fuel purchases, energy strategies, and the use of international funds. These gaps restrict civic engagement and prevent civil society from monitoring how public resources are used. To address these challenges, **Legal Agenda** proposed strengthening access to information, analysing the implementation of national energy strategies, and advancing evidence-based advocacy to support transparency and reform within the energy sector.



Objectives

The action aimed to strengthen transparency and accountability in Lebanon's energy sector through the following objectives:

- Improve public access to information on energy contracts, strategies, and financing.
- Analyse the implementation of key energy policies, including the Distributed Renewable Energy Law.
- Produce accessible legal and technical analysis to support informed civic engagement.
- Advocate for reforms that enhance transparency and integrity in the management of energy resources.

Highlights

- **2** analytical assessment reports produced on the 2024 EDL Plan and the Iraqi fuel agreements.
- **9** commentary articles published on transparency, access to information, and energy governance.
- **1** Legal Agenda magazine file circulated in print and online to broaden public outreach.
- **11** visual materials created to communicate key findings to a wider audience.
- **3** positive institutional responses secured, including disclosure steps initiated by the Ministry of Energy and Water and **2** National Anti-Corruption Commission decisions.
- Follow-up triggered within the Ministry of Energy, leading to the release of **11** requested contracts.

- Invitation from the Ministry of Energy and Water to contribute to a workshop on operationalising the Electricity Regulatory Authority.
- Participation in external sectoral events to present action findings and engage institutional stakeholders.

Key Outcomes

The action contributed to strengthening transparency and accountability within Lebanon's energy sector.

- **Institutional responsiveness increased:** The Ministry of Energy and Water reacted to published findings and began disclosing requested documents.
- **Access to information advanced:** National Anti-Corruption Commission decisions enforced the release of key energy-sector records.
- **Policy debate informed:** Analysis of fuel agreements and the EDL Plan provided evidence that shaped discussions inside relevant ministries and among sector stakeholders.
- **Public awareness raised:** Commentary pieces, visual materials, and the magazine file expanded public understanding of energy governance challenges.

Through these developments, the action showed how targeted legal analysis and consistent follow-up can open access to information and support more transparent decision-making.

Turning Vision into Reality

The action set out to make information within the energy sector accessible and understandable, beginning with targeted ATI requests and analysis of contracts that had remained out of public reach. By breaking down technical material and presenting it clearly, the action created a basis for informed discussion among citizens, journalists, and institutional stakeholders.

As the findings circulated, the response from public authorities signalled a shift in engagement. The release of the first contract and the request for technical input showed that institutions were beginning to acknowledge scrutiny and adapt their practices.

This gradual opening demonstrated how focused legal work, persistent follow-up, and accessible communication can translate a commitment to transparency into concrete steps. The action showed that even in a complex and traditionally opaque sector, consistent pressure and evidence-based dialogue can move institutions toward more accountable behaviour.



Subgrantee: **The Nature Conservation Center at the American University of Beirut (AUB-NCC)**
Action Title: **Construction and Demolition Waste (CDW) Management Advocacy Initiative for Lebanon**
Total Budget: **USD 49,990**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 3 – Lot 1**
Implementation Period: **27 January 2025 to 31 October 2025**



About AUB-NCC

The Nature Conservation Center at the American University of Beirut (**AUB-NCC**) works on environmental governance, community engagement, and evidence-based policy development across Lebanon. Its work includes research and coordination on issues such as construction and demolition waste (CDW), which consists of debris generated from building, renovation, and demolition activities. With experience in stakeholder engagement and applied environmental studies, AUB-NCC develops practical tools and policy recommendations that support more transparent and accountable environmental management.

Rationale

Lebanon lacks a coordinated system for managing construction and demolition waste, leading to widespread dumping, inconsistent practices, and weak accountability. **AUB-NCC** proposed this action to address these gaps by developing practical standards and procedures for safer, more transparent CDW management. Through policy analysis and consultations with public institutions, municipalities, private operators, and civil society, the action aimed to clarify responsibilities, improve information flow, and strengthen national and local capacities. By introducing structured guidance aligned with international practice but adapted to Lebanon, it supported more accountable waste governance and reduced the environmental and public health risks of unmanaged CDW.

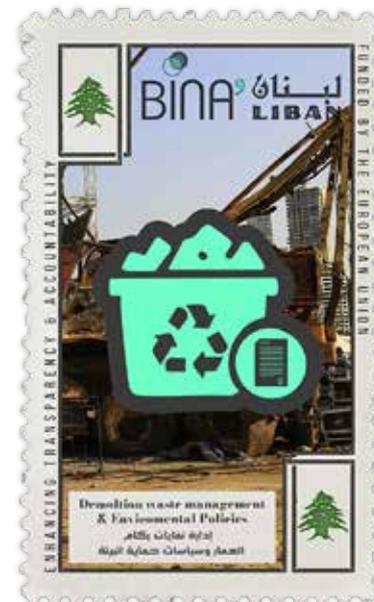
Objectives

The action aimed to strengthen national and local approaches to CDW management in Lebanon. Its specific objectives were to:

- Conduct a technical and legal review of CDW practices in Lebanon.
- Develop a strategic framework and Standard Operating Procedures for CDW management.
- Engage public institutions, municipalities, private operators, and CSOs in defining roles and responsibilities.
- Improve access to practical guidance that supports safer and more transparent handling of CDW.

Highlights

- **318** participants engaged across consultations, policy dialogues, and public events.
- **53** stakeholder meetings held with public institutions, municipalities, donors, private operators, and CSOs.
- **11** policy dialogues organised to refine national CDW procedures and recommendations.
- **29** CSOs involved throughout the action.
- **1** comprehensive CDW Strategic Framework produced, including **13** policy recommendations.



- **1** set of Standard Operating Procedures developed and annexed to the framework.
- **3** major public events held, attracting **200** participants.
- **1** national awareness effort launched to highlight CDW risks and promote safer management practices.

Key Outcomes

The action improved understanding of CDW challenges in Lebanon and supported the development of clearer guidance for national and local stakeholders.

- **Policy gaps clarified:** The technical and legal review provided a clear analysis of existing CDW challenges and priority areas for reform.
- **Stakeholder coordination improved:** Consultations and meetings helped define roles across ministries, municipalities, CSOs, and private operators.
- **Guidance developed:** The action produced 1 CDW Strategic Framework and 1 set of SOPs to support more transparent and coordinated CDW management.
- **Advocacy capacities strengthened:** Engagement with CSOs and local actors increased their ability to contribute to CDW policy discussions and monitoring.

Through these developments, the action demonstrated how structured analysis and stakeholder coordination can support more accountable and sustainable CDW management.

Turning Vision into Reality

A major coordination session on Lebanon's construction and demolition waste challenge quickly shifted from scattered viewpoints to a focused discussion on what real CDW reform should look like. Participants from municipalities, recycling actors, civil society, and public institutions discovered shared concerns and began mapping practical steps forward.

Through open exchange, they identified priority actions on emergency protocols, data transparency, recycling standards, and clearer roles across institutions. What started as disconnected experiences became a coherent set of recommendations and a common direction.

The session showed how structured dialogue can turn technical knowledge into collective momentum. By bringing actors around one table and aligning their priorities, the initiative helped anchor CDW management as a coordinated national agenda and advanced more sustainable, circular reconstruction practices in Lebanon.



Subgrantee: **Local Governance Network for Development (LoGoNet)**
Action Title: **Open local Government - Ras al Matn Municipality**
Total Budget: **USD 20,000**
Implementation Region: **Ras El Matn (Baabda district)**
Call (and Lot) number: **Call 3 – Lot 2**
Implementation Period: **6 January 2025 to 15 September 2025**

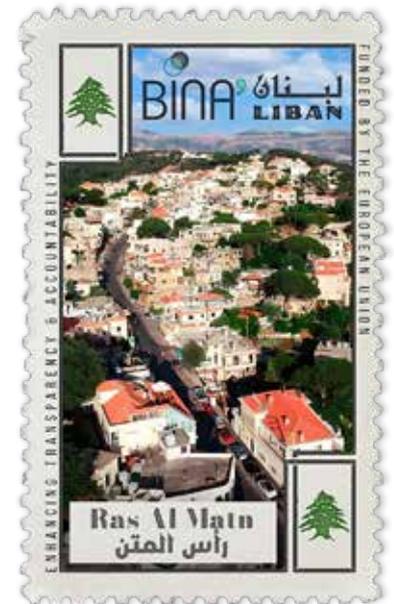


About LoGoNet

Local Governance Network for Development (**LoGoNet**) is a Lebanon-based CSO dedicated to empowering municipalities and strengthening local governance across Lebanon and the MENA region. Through participatory approaches, legal advocacy, capacity building, and peer learning, **LoGoNet** supports municipalities to enhance transparency, accountability, and citizen participation. Partnering with 4Ps for Consultancies, the organisation promotes inclusive governance, environmental sustainability, digitalisation, and social development, helping municipalities like Ras El Matn become models of participatory local government.

Rationale

Local governance in Lebanon continues to face limited transparency, weak accountability, and low citizen participation. In alignment with the 3RF's governance pillar and the National Anti-Corruption Strategy, the **"Open Municipality – Ras El Matn"** action sought to demonstrate how collaboration between citizens and local authorities can strengthen integrity and restore public trust. By applying access to information principles, establishing participatory mechanisms, and engaging citizens, particularly youth, the action aimed to turn Ras El Matn into a model of transparent and inclusive governance, paving the way for replication across other municipalities.



Objectives

The action aimed to promote open and participatory local governance by fostering collaboration between citizens and the municipality of Ras El Matn. Its specific objectives were to:

- Institutionalise open governance through the adoption of the Open Municipality Charter.
- Strengthen citizen participation via youth engagement, task force creation, and public forums.
- Enhance transparency through digital tools, including a redesigned website, WebTV, and feedback platform.
- Build municipal and community capacity on open government and anti-corruption frameworks.
- Promote peer learning with other municipalities through Connective Cities.

Highlights

- **1** Open Municipality Charter developed and officially endorsed by the Ras El Matn Municipality, marking a first in Lebanon for local-level transparency and participation.
- **1** citizen task force established, including **10** youth and community representatives engaged in monitoring and consultation with the municipality.
- **1** awareness campaign *"Ta'ou Norsom Boukra"* (Let's Draw Tomorrow) engaged youth in promoting civic values and participation, resulting in **9** creative posters developed through participatory workshops.
- **7** capacity-building trainings on transparency, governance, and ATI.
- **4** public consultations and community meetings held, engaging over **250** citizens, youth, and CSO representatives.

- **1** redesigned municipal website and **1** WebTV platform launched to increase access to information and support two-way communication.
- **1** partnership established with Connective Cities to promote peer learning and replication of the open governance model.

Key Outcomes

The action demonstrated that collaboration between citizens and municipalities can drive real progress in transparency and participation.

- **Institutional reform:** The Open Municipality Charter embedded transparency and participation within Ras El Matn's governance framework.
- **Citizen engagement:** The citizen task force and regular consultations built trust and established ongoing dialogue between the municipality and residents.
- **ATI:** The new municipal website and WebTV improved communication and public access to decisions and services.
- **Youth mobilisation:** The *"Ta'ou Norsom Boukra"* campaign turned civic awareness into visible creative advocacy for open government.
- **Capacity strengthened:** Municipal staff and community members gained practical knowledge on transparency tools and the Access to Information Law.

Through this participatory model, the action demonstrated how collaboration between citizens and local authorities can drive transparency, accountability, and inclusion in municipal governance.

Turning Vision into Reality

A defining moment came during the public signing of the Open Municipality Charter in Ras El Matn. For the first time, local officials, youth representatives, and community members stood together to formalise a shared commitment to transparency and participation. The event marked a shift from consultation to genuine collaboration, allowing residents to directly influence local decisions and priorities.

The campaign *"Ta'ou Norsom Boukra"* further reflected this change. Young participants, many engaging in civic life for the first time, channelled their ideas into creative posters displayed across the municipality. Their designs became a visual statement of hope and ownership, showing that participation is not abstract but lived and visible in their community.

Building on this momentum, the action set a precedent for inclusive local governance in Lebanon, proving that even amid national instability, transparent and participatory practices can take root and inspire others.



Subgrantee: **Committee of Employee Women Union (CEWU) and I'm Possible**
Action Title: **Women Voices: "Advocacy for Anti-Corruption and Governance"**
Total Budget: **USD 29,981**
Implementation Region: **Akkar and Tripoli**
Call (and Lot) number: **Call 3 – Lot 2**
Implementation Period: **6 January 2025 to 30 September 2025**



About CEWU and I'm Possible

The **Committee of Employee Women Union (CEWU)** and **I'm Possible** are two dynamic Lebanese civil society organisations working to empower marginalised communities. **CEWU** focuses on civic engagement, gender equality, and youth empowerment through advocacy, vocational training, and support for small and medium enterprises (SMEs). **I'm Possible**, based in Akkar, promotes inclusive development by providing education, livelihood opportunities, and social resilience programmes for women, youth, and refugees. Together, they combine community mobilisation with advocacy to promote participation, transparency, and social inclusion in northern Lebanon.



Rationale

In regions such as Tripoli and Akkar, citizens face limited opportunities to participate in decision-making and hold municipal institutions accountable. The action **"Women Voices: Advocacy for Anti-Corruption and Governance"** aimed to strengthen civic engagement and women's leadership in advancing integrity and transparency at the local level. In alignment with the National Anti-Corruption Strategy and 3RF governance priorities, the action supported CSOs, lawyers, and journalists to develop advocacy skills, create collective campaigns, and formalise collaboration with municipalities through shared commitments to good governance.

Objectives

The action aimed to enhance civic participation and anti-corruption advocacy in Tripoli and Akkar by:

- Strengthening the advocacy and communication capacities of CSOs, journalists, and legal professionals.
- Developing a joint advocacy campaign to promote women's participation in municipal committees.
- Producing an advocacy toolkit and digital campaign materials to sustain awareness beyond the project.
- Fostering collaboration between civil society and municipalities through dialogue and shared commitments.

Highlights

- **18** CSOs from Tripoli and Akkar directly engaged in the action, represented by **22** participants, including women, youth, and local community leaders.
- **1** advocacy campaign launched, titled *"Transparent Municipality, Active Community,"* promoting civic participation and women's inclusion in municipal governance.
- **4** capacity-building trainings conducted on advocacy, gender equality, and municipal law, improving the skills of over **30** local actors.
- **1** Advocacy Charter developed and signed by municipalities and CSOs, formalising commitments to transparency and collaboration.
- **1** Advocacy Toolkit co-created with participants to sustain awareness and equip CSOs with

practical tools for reform.

- **1** regional stakeholder event in Tripoli gathered **60** participants from CSOs, media, and local government to discuss accountability and civic engagement.

Key Outcomes

The action strengthened local advocacy networks and reinforced collaboration between civil society and municipalities in Tripoli and Akkar.

- **Empowered voices:** More than 30 CSO members, lawyers, and journalists gained practical advocacy and communication skills, positioning them as credible actors for reform.
- **Institutional commitment:** Several municipalities endorsed the Advocacy Charter, integrating transparency and participation into their governance frameworks.
- **Shared tools:** The co-created Advocacy Toolkit and digital campaign provided local actors with tangible resources to continue awareness efforts beyond the project.
- **Community mobilisation:** The campaign “Transparent Municipality, Active Community” brought together local authorities and citizens around a shared vision of accountable governance.

Through these achievements, the action built a foundation for sustained civic participation and women’s engagement in municipal decision-making in northern Lebanon.

Turning Vision into Reality

During the advocacy training in Akkar, **Hiba Ratel**, one of the participants, discovered the power of civic engagement and the importance of women’s participation in local governance. She described the experience as “a journey of awareness and a passage to a new horizon of understanding, advocacy, and the courage to claim our rights.” Her story captures the essence of the action: empowering women to lead with confidence, engage in public life, and advocate for transparent and inclusive governance.

The Advocacy Charter and Toolkit now serve as shared instruments for collaboration between citizens and municipalities. In Tripoli and Akkar, civic participation has taken new shape, showing that even in challenging contexts, communities can come together to strengthen accountability and local governance.



Subgrantee: **Financially-Wise (FiWi)**

Action Title: **Promoting Fiscal Transparency, Citizen Engagement, and Accountability in Local Governments**

Total Budget: **USD 30,000**

Implementation Region: **Municipalities Across Lebanon**

Call (and Lot) number: **Call 3 – Lot 2**

Implementation Period: **6 January 2025 to 30 September 2025**



About FiWi

Financially-Wise (**FiWi**) is a Lebanese NGO dedicated to strengthening citizens' financial literacy and engagement in public affairs. Through training, advocacy, and digital tools, it promotes economic education, fiscal transparency, and civic participation. The organisation develops educational content and implements technical assistance programmes that enable youth and local authorities to make informed financial decisions and contribute to transparent governance.

Rationale

Fiscal transparency is essential for accountability and citizen trust, yet Lebanon's municipal finance system remains opaque, with limited data aggregation, paper-based reporting, and little public access to information. This lack of transparency has deepened mistrust and weakened participation in local governance. To address these challenges, this action, implemented by FIWI, aimed to strengthen municipal capacities in public financial management and participatory budgeting, support pilot initiatives promoting openness, and foster dialogue between municipalities and citizens. By linking transparency to participation, the action demonstrated how accessible financial information can rebuild trust and accountability at the local level and serve as a model for other municipalities.

Objectives

The action aimed to advance fiscal transparency and participatory budgeting within Lebanese municipalities by:

- Enhancing the knowledge and skills of local authorities on fiscal transparency and participatory budgeting.
- Supporting municipalities to design and implement initiatives promoting transparent financial management.
- Developing a framework for assessing and selecting local transparency initiatives.
- Encouraging citizen engagement in monitoring and evaluating municipal budgets.
- Documenting lessons learned to guide future replication of good practices.

Highlights

- **45** municipalities reached through awareness and training on fiscal transparency and participatory budgeting, engaging both elected members and staff.
- **48** participants trained, including municipal staff and elected members.
- 3 national workshops conducted to build municipal knowledge and skills in fiscal transparency, public financial management, and citizen participation.
- **12** municipal initiatives submitted to promote local-level transparency and participatory approaches, with **2** pilot projects implemented in partnership with selected municipalities.



- **2** municipalities (Brih and Jdaidet Bekaata) officially committed to advancing fiscal transparency through formal buy-in documents and supported through tailored coaching to implement their transparency and participation initiatives.
- **1** comprehensive training toolkit on fiscal transparency and participatory budgeting developed and distributed nationwide
- **14** coaching sessions held with municipal staff to support implementation and reporting.
- **1** detailed case study produced, documenting lessons and good practices for replication in other municipalities across Lebanon.

Key Outcomes

The action strengthened fiscal accountability and participatory governance in municipalities across Lebanon.

- **Capacity improved:** Municipal staff and council members gained practical knowledge of transparent budgeting, oversight mechanisms, and participatory tools.
- **Institutional commitment:** Local authorities demonstrated readiness to embed fiscal transparency in their internal procedures.
- **Replicable models:** Brih and Jdaidet Bekaata became pilot examples of how transparency and participation can be institutionalised in small municipalities.
- **Citizen engagement:** The initiatives encouraged residents to actively monitor and discuss municipal spending, creating new channels for dialogue and accountability.

Through these achievements, the action built a foundation for sustained civic participation and women's engagement in municipal decision-making in northern Lebanon.

Turning Vision into Reality

The turning point came when municipal representatives, after months of training and mentoring, gathered to present their pilot initiatives on fiscal transparency. What started as a technical exercise evolved into a shared commitment to openness. For the first time, several municipalities publicly discussed their budget data and invited feedback from citizens, marking a visible step toward participatory local governance.

During the closing session, participants reflected on how transparency can transform relationships between institutions and communities. One municipal official noted that simply sharing budget information online generated more dialogue and trust than years of closed-door meetings. These exchanges showed that fiscal transparency is not only a governance reform but a bridge to rebuilding confidence between citizens and local authorities.

The action's greatest impact lay in this shift from learning to application. By turning knowledge into practice, the participating municipalities demonstrated that even in Lebanon's challenging environment, practical steps toward openness can restore credibility and inspire replication across the country.



Subgrantee: **The Lebanese Center for Active Citizenship (LCAC)**

Action Title: **Tripoli Transparency Initiative**

Total Budget: **USD 24,482**

Implementation Region: **Tripoli, Mina, Beddawi, Qalamoun**

Call (and Lot) number: **Call 3 – Lot 2**

Implementation Period: **19 February 2025 to 18 October 2025**



About LCAC

The Lebanese Center for Active Citizenship (**LCAC**) is a civil society organisation focused on promoting transparency, accountability, and citizen participation in public life. **LCAC** works to strengthen the role of individuals and communities in monitoring public institutions, advocating for good governance, and using legal tools such as the Access to Information (ATI) Law to hold authorities accountable. Through training, outreach, and community engagement, **LCAC** aims to foster a more informed and active citizenry across Lebanon.

Rationale

Local governance in Tripoli and the Union of Al-Fayhaa Municipalities continues to face challenges linked to limited transparency, weak information flow, and low public awareness of accountability mechanisms. While municipal institutions are responsible for sharing information and engaging citizens, these practices remain inconsistent, leaving residents with little clarity on public decisions or spending. **LCAC** proposed this action to address these gaps by equipping youth, journalists, and community actors with practical tools to use the Access to Information Law and engage directly with municipalities. Through targeted awareness sessions, institutional outreach, and ATI requests, the action aimed to encourage more open municipal practices and strengthen community oversight in the region.



Objectives

The action aims to strengthen community-level participation in municipal transparency efforts. Its objectives are to:

- Increase public understanding of the ATI Law and how it can be used to request municipal information.
- Support youth and community groups in documenting local governance concerns and submitting ATI requests.
- Encourage constructive engagement with municipal institutions and promote more open and responsive practices.

Highlights

- **5** training workshops delivered across Tripoli, Mina, Beddawi, and Qalamoun, strengthening participants' knowledge of transparency, accountability, and the ATI Law.
- **97** participants trained, including youth activists, journalists, lawyers, and students who gained practical skills to advocate for good governance.
- **5** formal information requests submitted to public institutions as part of the hands-on ATI exercise.
- **1** series of advocacy visits conducted with MPs and political offices in Tripoli to promote information disclosure and transparency commitments.
- **1** closing event held, bringing together local actors to share lessons and reinforce continued collaboration on local transparency efforts.
- New cooperation opportunity created with the office of MP Ashraf Rifi to deliver transparency and ATI trainings for university students.

Key Outcomes

The action strengthened how young people and community actors in Tripoli understand, use, and promote transparency tools.

- **Knowledge increased:** Participants gained a clearer understanding of the Right to Information Law and whistleblower protection, improving their ability to recognise and address local transparency gaps.
- **Practical capacity strengthened:** Youth applied ATI procedures in real time, learning how to draft, submit, and follow up on information requests to public bodies.
- **Engagement broadened:** Discussions and visits with local offices improved connections with institutional actors and opened new channels for youth–authority dialogue.
- **Sustained outreach enabled:** The action generated interest from local officials, leading to new opportunities to extend transparency awareness to university students.

Through these developments, the action showed how accessible legal knowledge and youth engagement can generate momentum for more open and accountable governance in Tripoli.

Turning Vision into Reality

A visit to MP Ashraf Rifi’s advisor unexpectedly opened a new door for expanding transparency awareness among youth in Tripoli. During the discussion, which focused on local governance challenges and the experience of participants who had completed the project’s workshops, the advisor showed strong interest in the practical tools the group had been using, particularly around the Right to Information Law.

As the conversation unfolded, he proposed establishing a formal cooperation protocol that would allow the action’s team to deliver regular awareness sessions and trainings to university students in Tripoli. The idea came directly from the project’s outreach efforts and from the enthusiasm shown by the participating youth. The proposed cooperation would build on existing university networks and introduce students to access to information, whistleblower protection, and practical steps for submitting information requests. The advisor noted that strengthening this culture on campuses could help students become more engaged in holding institutions accountable.

This moment showed how targeted engagement can create new institutional openings and extend the reach of transparency efforts. By generating interest from decision makers and creating opportunities for sustained training beyond the project’s activities, the action contributed to a longer term pathway for strengthening civic awareness among young people in Tripoli.



Subgrantee: **The Lebanese Oil and Gas Initiative (LOGI)**
Action Title: **Transparency Unleashed:
Empowering Renewable Energy Governance**
Total Budget: **USD 29,939**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 3 – Lot 2**
Implementation Period: **27 January 2025 to 28 September 2025**



About LOGI

The Lebanese Oil and Gas Initiative (**LOGI**), established in 2014, is a non-governmental organization advocating for transparent, accountable, and sustainable management of Lebanon's natural resources. **LOGI** works to ensure that the country's energy wealth benefits all citizens through evidence-based policy, civic engagement, and governance reform. Operating across Lebanon, it engages policymakers, journalists, civil society, and experts to advance anti-corruption, fiscal transparency, and participatory governance in the energy sector.

Rationale

Lebanon's renewable energy sector faces persistent governance and transparency challenges that limit its growth and public trust. Fragmented policies, limited data disclosure, and weak oversight have created barriers to investment and accountability. In response, **LOGI** launched the Transparency Unleashed: Empowering Renewable Energy Governance action to strengthen integrity and openness within the sector. Aligned with the 3RF governance priorities and the National Anti-Corruption Strategy, the initiative developed the Renewable Energy Governance Index, the first evidence-based tool assessing transparency and accountability across institutions. Through research, targeted consultations, and public engagement, the action aimed to promote informed policymaking, enhance collaboration among stakeholders, and lay the foundation for a more transparent and participatory renewable energy landscape in Lebanon.

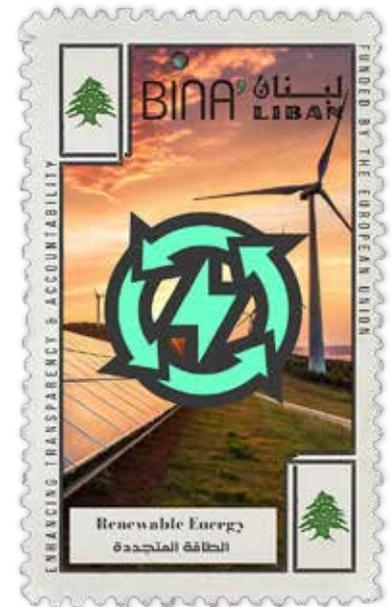
Objectives

The action aimed to strengthen transparency and accountability in Lebanon's renewable energy sector by:

- Researching laws and policies to identify governance gaps and priorities for reform.
- Engaging policymakers, journalists, academics, and CSOs through consultations and roundtables.
- Developing the **Renewable Energy Governance Index** as a reference tool for advocacy and policy dialogue.
- Launching a digital transparency hub to share data and findings with the public.
- Running a nationwide campaign to raise awareness and promote civic engagement in energy governance.

Highlights

- **1** Renewable Energy Governance Index developed, introducing Lebanon's first evidence-based tool to measure transparency and accountability in the energy sector.
- **8** targeted stakeholder meetings held with policymakers, experts, journalists, and CSOs to inform and validate the index.
- **1** validation roundtable conducted with **13** participants, including energy experts and CSO representatives.



- **1** high-level Knowledge Exchange Forum organized with **79** participants from parliament, government, civil society, and media.
- **1** comprehensive research report published on renewable energy governance and transparency.
- **1** digital transparency hub launched to host the index and share governance data with the public.
- **12** social media posts reached over **408,000** users, and **3** awareness videos featuring experts and activists produced and shared across digital platforms.

Key Outcomes

The action positioned transparency as a cornerstone of Lebanon's renewable energy future.

- **Evidence-based advocacy:** The Renewable Energy Governance Index provided a measurable framework to assess and compare institutional performance, revealing Lebanon's score of 27% and prompting calls for reform.
- **Policy engagement:** Stakeholder consultations and high-level events fostered constructive dialogue between parliamentarians, ministries, and civil society, translating research into actionable recommendations.
- **Public mobilisation:** The communication campaign generated unprecedented online engagement, expanding awareness of citizens' right to access information and demand accountability.
- **Institutional recognition:** LOGI emerged as a leading reference for renewable energy governance, setting a precedent for how data-driven approaches can advance transparency and reform.

Together, these results turned transparency from a general aspiration into a practical agenda for reform, creating a shared reference point for future monitoring and policy action.

Turning Vision into Reality

The launch of the Renewable Energy Governance Index marked a pivotal moment for Lebanon's renewable energy sector. For the first time, civil society, parliamentarians, and experts met on common ground to discuss governance based on evidence rather than perception. The results, showing a national transparency score of only 27%, triggered a country-wide conversation on accountability and reform.

Through a validation roundtable with 13 experts and CSO representatives, the index was refined into a practical, context-driven tool. The momentum carried into the Knowledge Exchange Forum, where 79 participants, including MPs and energy specialists, debated the future of renewable energy governance and agreed on concrete next steps for reform.

What began as a technical study evolved into a national reference for transparency, proving that even in a fragile context, data, dialogue, and civic pressure can shape a more accountable future for Lebanon's energy governance.



Subgrantee: **Smart Municipality Academy (SMA)**
Action Title: **Municipal Transparency Indicators - MTI**
Total Budget: **USD 29,800**
Implementation Region: **Beirut (Ashrafieh, Tarik El Jadide),
Mount Lebanon (Metn District: Sin El Fil, Jal El Dib
- Keserwan District: Sahel Alma),
North Lebanon (Batroun), Bekaa (Zahle)**
Call (and Lot) number: **Call 3 – Lot 2**
Implementation Period: **6 January 2025 to 10 October 2025**



About SMA

Established in 2021, the Smart Municipality Academy (**SMA**) is a Lebanese organisation dedicated to advancing good governance and transparency at the local level. It collaborates with municipalities, local councils, and civil society to strengthen accountability, promote access to information, and enhance citizen participation. The action was implemented in partnership with the Center for Development, Democracy, and Governance (**CDDG**), an organisation founded by experts and activists to promote participatory governance, transparency, and community empowerment across Lebanon.

Rationale

Lebanon's municipalities operate in a context of limited transparency, low accountability, and weak citizen engagement. To address these systemic challenges, **SMA**, in partnership with TI-LB, implemented the *Municipal Transparency Indicators (MTI)* action to promote good governance and civic participation at the local level. The initiative aligned with the National Anti-Corruption Strategy and aimed to strengthen fiscal openness, access to information, and responsiveness of municipal institutions. By engaging undergraduates and recent graduates in law, political science, and journalism through intensive training and bootcamps, the action fostered a new generation of transparency advocates capable of monitoring local governance and advancing reform, laying the groundwork for a more open and participatory municipal system.

Objectives

The action aimed to strengthen municipal transparency and civic engagement in Lebanon by empowering youth and local actors to promote accountability at the local level. Its specific objectives were to:

- Develop the MTIs to assess and improve local governance.
- Train young graduates in law, journalism, and political science on transparency and good governance.
- Strengthen collaboration between CSOs, municipalities, and experts.
- Raise public awareness on municipal roles and access to information.
- Contribute to the National Anti-Corruption Strategy through participatory engagement.

Highlights

- **1** national set of MTIs developed with **20** experts from civil society and governance fields.
- **6** universities engaged in outreach sessions, reaching **178** students (**96** women, **82** men).
- **3** two-day bootcamps held across Lebanon, training **47** youth in transparency and municipal engagement.
- **1** digital awareness campaign launched, reaching **216,000** views and over **1,100** interactions on social media.
- **1** webinar held to share lessons and recommendations from bootcamp participants.



- **1** official launch event attended by **22** municipal and institutional representatives, under the patronage of the Ministry of Interior and Municipalities.
- **26** transparency indicators officially presented as a framework for local governance reform.

Key Outcomes

The action created Lebanon's first unified framework for municipal transparency, transforming abstract reform goals into a measurable tool.

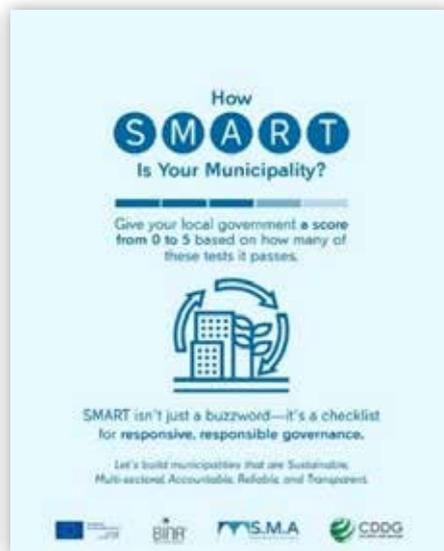
- **Empowered youth:** 178 students and 47 bootcamp participants developed practical knowledge on local governance and accountability.
- **Policy innovation:** The MTIs introduced a replicable, evidence-based system for assessing transparency at the municipal level.
- **Institutional engagement:** The MTIs official launch secured buy-in from the Ministry of Interior and municipalities nationwide.
- **Civic mobilisation:** The awareness campaign reached over 200,000 people, turning transparency into a public conversation.
- **Sustainability:** Ainata Municipality volunteered to pilot the MTIs, ensuring continuity and demonstrating local ownership of reform.

Together, these achievements positioned municipal transparency as a concrete, community-driven reform area within Lebanon's governance landscape.

Turning Vision into Reality

The launch of the Municipal Transparency Indicators marked a defining moment for the action. During the event, the President of Ainata Municipality stood before peers and committed to piloting the index, turning a shared idea into tangible action. His pledge reflected a rare moment of municipal ownership and showed that the drive for transparency could come from within local institutions themselves.

Equally powerful was the experience of **Raphaëlle Ghandour**, a 22-year-old political science student from Keserwan. Through the bootcamps, she discovered how transparency and participation translate from theory into everyday governance. Her story became a symbol of how awareness can inspire agency, and how young voices can reshape the future of municipal life. Together, these moments captured the spirit of the action: that transparency is not a distant concept, but a practice built through collaboration, trust, and the determination of Lebanon's next generation of reformers.





CALL 4:
STRENGTHENING ACCOUNTABILITY
IN HUMANITARIAN RESPONSE
AND CRISIS GOVERNANCE

The fourth call under the BINA' sub-granting programme was launched as a direct award to respond to the severe humanitarian and governance challenges that emerged after the escalation of the war in late 2024. Originally planned to begin in January 2025, all actions were delayed due to the conflict and ultimately began in April 2025 and went into October 2025. With a total portfolio of **USD 385,000**, the call funded seven actions, each with a ceiling of **USD 55,000**.

Call 4 focused on targeted crisis-response priorities centred on equitable aid distribution, transparent emergency procurement, and stronger collaboration between civil society, municipalities, and national institutions. The call supported CSOs working on aid monitoring, inclusive emergency-response frameworks, public procurement oversight, engagement with displaced communities, and accountability within government-led and community-led structures.

Across Lebanon, the seven actions implemented under Call 4 contributed to strengthening transparency and good governance during emergencies, improving coordination between CSOs and authorities, and promoting inclusive and community-led accountability. By linking evidence generation with practical monitoring mechanisms, the portfolio reinforced the critical role of civil society in safeguarding integrity in times of crisis.

The 7 actions formed a cohesive portfolio addressing three interconnected areas of crisis governance. First, the call strengthened inclusive national emergency planning through actions centred on disability-inclusive preparedness and equitable emergency-response systems, implemented by organisations with national reach (**arcenciel** and **Restart Center**). Second, it advanced aid governance, monitoring, and transparency by analysing the 2024 crisis response, documenting lessons learned, and improving coordination between CSOs, municipalities, and state institutions, led by organisations working across Lebanon and in Akkar (**FiWi** and **AND**). Third, it reinforced transparency and accountability in emergency procurement, where local monitoring mechanisms, municipal engagement, and community-based assessments strengthened oversight of procurement practices during crises, implemented in Tripoli, Zgharta, and multiple districts (**HDA**, **SHIFT** and **TIPS**, and **SMA**). Together, these actions addressed systemic weaknesses in emergency governance by combining evidence, community participation, and institutional engagement.

Despite the delayed start and the difficult context, Call 4 reinforced the role of civil society in crisis governance by expanding their capacity to engage public institutions, monitor humanitarian programmes, and advocate for transparent and rights-based emergency-response mechanisms.

Key Achievements at a Glance

- **A stronger accountability agenda:** More than **30** policy, operational, and governance recommendations were developed across emergency preparedness, aid transparency, procurement oversight, and inclusive crisis-response systems.
- **Policy engagement reactivated:** **332** institutional stakeholders participated in national conferences, roundtables, validation meetings, bilateral engagements, and technical consultations, helping re-establish structured dialogue between CSOs, ministries, municipal actors, and coordination bodies.
- **Local accountability expanded:** **7** municipalities participated in crisis-response monitoring, procurement reviews, community consultations, and the creation of oversight structures such as monitoring committees and collaborative frameworks.
- **Digital and visibility tools deployed:** Partners produced **25** advocacy and visibility materials, including videos, infographics, policy presentations, and digital content supporting communication on procurement, aid transparency, and emergency governance.
- **Community participation broadened:** **2,918** individuals were engaged through training sessions, town halls, workshops, monitoring visits, public events, and consultations, including displaced persons, municipal staff, youth, and community representatives.

- **Evidence-based advocacy:** **184** interviews, focus group discussions, assessments, and data-collection activities informed national and local recommendations on emergency procurement, preparedness, and aid governance.
- **Youth-led engagement strengthened:** **100** young people contributed through monitoring committees, field teams, workshops, and advocacy initiatives focused on transparency in crisis settings.
- **Public outreach expanded:** Advocacy videos, social media materials, public events, and communication campaigns reached **at least 23,000 people** nationwide, including viewers of advocacy videos, social media audiences, and participants in national visibility campaigns.
- **Governance and institutional practices improved:** New frameworks, guidance notes, diagnostic assessments, and inclusive emergency-response tools reinforced cooperation across ministries, municipalities, OPDs, CSOs, and displaced communities, supporting more transparent and coordinated crisis-response mechanisms.

Despite the delayed start caused by the war and the pressure placed on national and local emergency systems, all **7** actions under Call 4 delivered concrete progress in strengthening the transparency, coordination, and accountability of Lebanon's crisis response. The portfolio generated new evidence on aid governance, improved municipal and institutional understanding of emergency procurement, expanded community-led monitoring structures, and increased engagement between CSOs, authorities, and affected populations. Together, these efforts supported more coherent and equitable emergency practices and created practical mechanisms for oversight at both national and local levels.

The following sections present the **7** actions supported under this call and their specific contributions to Lebanon's humanitarian governance and crisis-response frameworks.

Subgrantee: **arcenciel**
Action Title: **Enhancing Governance and Transparency in Aid Distribution to Persons with Disabilities**
Total Budget: **USD 55,000**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 4**
Implementation Period: **4 April 2025 to 15 October 2025**



About arcenciel

Founded in 1985, **arcenciel** is a Lebanese non-governmental, non-denominational, and non-political organisation that promotes the sustainable development of society by supporting vulnerable groups and integrating marginalised people. Its work spans five sectors — Agriculture & Ecotourism, Health & Social, Environment, Youth & Education, and Disability Inclusion — through twelve operational centres across Lebanon. By combining community-based needs assessments, specialised service provision, and long-term sustainability through public programmes, **arcenciel** has become one of Lebanon's leading organisations advancing inclusion, equity, and social resilience.



Rationale

Persons with disabilities in Lebanon remain largely excluded from emergency preparedness and crisis-response systems, exposing major gaps in planning, coordination, and service delivery. Recent crises highlighted unclear procedures, limited data, fragmented ministerial roles, and the weak involvement of Organizations of Persons with Disabilities (OPDs) in decision-making. To address these issues, **arcenciel** proposed developing Lebanon's first National Inclusive Emergency Response Plan and strengthening the Ministry of Social Affairs (MoSA) to lead a more transparent and accountable system. Through targeted consultations, technical meetings, and dialogue, the action aimed to clarify institutional responsibilities, embed inclusion within crisis governance, and improve coordination between MoSA, OPDs, and humanitarian actors.

Objectives

The action aimed to embed disability-inclusive accountability within national emergency governance by:

- Developing and validating the National Inclusive Emergency Response Plan to institutionalize inclusion within MoSA's preparedness, response, and recovery processes.
- Strengthening MoSA's internal coordination structures and technical capacity to implement transparent, rights-based emergency systems.
- Ensuring active participation of OPDs and disability stakeholders in shaping policy, improving representation and consultation within national frameworks.

Highlights

- **1** National Inclusive Emergency Response Plan developed and validated through a multi-stakeholder process.
- **8** technical meetings held with MoSA departments, strengthening coordination and clarifying roles.
- **1** virtual roundtable organized with **43** participants, integrating national feedback from OPDs and disability networks.
- **1** National Conference held with **109** participants, promoting public endorsement of inclusive emergency preparedness.

- National visibility achieved through coverage on LBCI, Al Jadeed, Annahar, and Voice of Lebanon.

Key Outcomes

The action contributed to strengthening national governance systems and institutionalizing inclusion within MoSA.

- **MoSA adopted clearer internal structures for coordination and accountability**, improving how emergency responsibilities are distributed and managed across its departments.
- **OPDs became active contributors to national policy design**, increasing participatory governance and reinforcing disability inclusion across emergency processes.
- **Collaboration improved between ministries, NGOs, INGOs, and OPDs**, ensuring that inclusive emergency preparedness is understood and supported across sectors.

Together, these outcomes mark an important step toward transparent, equitable, and disability-inclusive crisis governance in Lebanon.

Turning Vision into Reality

A renewed sense of urgency shaped discussions during the consultation process. Participants repeatedly highlighted how persons with disabilities were overlooked during the most recent war, despite years of advocacy for accessible and inclusive emergency systems. Reviving the Emergency Task Force for persons with disabilities (PwDs) became a critical step, giving OPDs a structured platform to push collectively for national-level reform.

As the task force reconvened, members collaborated to update the national emergency plan with proposals centred on accessibility, rights protections, coordination mechanisms, and data requirements. Their work demonstrated a shift from fragmented efforts to a unified agenda focused on practical, institutional change.

The revised plan presented at the National Conference marked a turning point. It showed that inclusive emergency preparedness is both achievable and essential, and positioned the updated framework as a foundation for more accountable and responsive crisis governance.



The Minister of Social Affairs highlights Lebanon's commitment to inclusive governance and transparent crisis response. (Credit: arcenciel, 2025)

Subgrantee: **Akkar Network for Development (AND)**
Action Title: **Review of the Emergency Response in Akkar**
Total Budget: **USD 55,000**
Implementation Region: **Akkar**
Call (and Lot) number: **Call 4**
Implementation Period: **23 April 2025 to 30 October 2025**



About AND

Founded in 2011 by two women from **Akkar, Akkar Network for Development (AND)** is a Lebanese NGO committed to empowering local communities through education, human rights advocacy, economic inclusion, and environmental protection. Over the past fourteen years, **AND** has built a strong presence in Akkar, working with children, youth, women, and municipalities. Its dual development and humanitarian focus has positioned **AND** as a trusted and credible actor, particularly in response to local needs and crises.



Rationale

The September to November 2024 escalation displaced more than 1.2 million people across Lebanon, including nearly 70,000 people in ninety-four collective sites in Akkar. The crisis exposed major gaps in coordination, data flow, roles, and transparency between municipalities, first responders, NGOs, and national actors. To address these weaknesses, **AND** proposed a participatory review process bringing together local authorities, first responders, NGOs, and humanitarian partners to document lessons learned, improve coordination, and strengthen preparedness. Through sub-national workshops, consultations, and a national meeting, the action aimed to reinforce local leadership, enhance accountability, and support a more transparent and community-driven emergency response framework.

Objectives

The action aimed to strengthen Lebanon's crisis-preparedness system by:

- Reviewing the effectiveness of the 2024 humanitarian response and identifying key gaps, with a focus on Akkar.
- Collecting lessons learned from municipalities, first responders, NGOs, and humanitarian actors.
- Improving coordination and information-sharing between local authorities and civil society.
- Delivering sub-national and national workshops to shape joint preparedness priorities.
- Developing clear recommendations and practical procedures for future emergencies.

Highlights

- **20** CSOs and initiatives engaged across four sub-national workshops in the North, South, Beqaa, Beirut, and Mount Lebanon.
- **15** Key Informant Interviews and **2** Focus Group Discussions completed to support evidence-based recommendations.
- **1** funding flow analysis and **1** needs assessment completed to identify gaps in preparedness and aid mechanisms.
- **1** collaborative framework established between CSOs and government entities to strengthen emergency response coordination.
- **16** key challenges and gaps identified across regions through area-based consultations.
- **1** national meeting convened to validate the Humanitarian Response Review Report with authorities and humanitarian partners.

- **1 guidance note** produced for unions of municipalities in Akkar to enhance coordination and transparency.

Key Outcomes

The action improved understanding of local response capacities and strengthened collaboration between stakeholders involved in crisis management.

- **Coordination strengthened:** Municipalities, first responders, NGOs, and authorities established clearer communication channels and improved information flow.
- **Evidence generated:** KIIs, FGDs, and workshops produced actionable insights on response gaps, challenges, and best practices.
- **Preparedness improved:** Stakeholders identified priorities for data systems, local leadership, and transparent aid processes.
- **Institutional learning supported:** The Emergency Response Review Report now serves as a reference for future planning and decision-making.
- **Local leadership reinforced:** The process encouraged municipalities and community actors to take a more active role in coordination and accountability.

Taken together, these developments contributed to a more transparent, inclusive, and locally driven approach to emergency preparedness.

Turning Vision into Reality

Across the four area-based workshops, it became clear that coordination between Disaster Risk Reduction units (DRR units) and local and national NGOs (LNNGOs) was inconsistent. These gaps limited NGOs' access to timely information, reduced their ability to contribute to planning, and weakened their participation in any accountability or review process during emergencies.

The shift happened during the final workshop, which included a representative from the Lebanese Red Cross' Disaster Risk Reduction team (LRC/DRR). LNNGOs openly voiced their frustration about the absence of structured communication and their limited visibility in response mechanisms. Their concerns echoed the project's findings and turned the session into an honest discussion about systemic barriers.

This exchange prompted the project team to call for formal linkages between DRR units and LNNGOs at the regional level. Establishing these channels would enable NGOs to participate meaningfully in decision making, access information more reliably, and strengthen accountability and transparency in future emergency responses. It also highlighted the need for continued capacity building to reinforce good governance standards within emergency work.



Subgrantee: **Financially-Wise (FiWi)**
Action Title: **Harmonizing Hearts and Practices:
Rethinking Aid Monitoring in Lebanon**
Total Budget: **USD 54,987**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 4**
Implementation Period: **8 April 2025 to 30 September 2025**



About FiWi

Financially-Wise (**FiWi**) is a Lebanese NGO dedicated to strengthening citizens' financial literacy and engagement in public affairs. Through training, advocacy, and digital tools, it promotes economic education, fiscal transparency, and civic participation. The organisation develops educational content and implements technical assistance programmes that enable youth and local authorities to make informed financial decisions and contribute to transparent governance.

Rationale

The escalation of the Israeli war on Lebanon in 2024 deepened an already fragile situation, displacing over a million people and overwhelming national capacities for relief and reconstruction. Despite new international pledges and two government flash appeals totalling nearly USD 800 million, years of corruption and institutional erosion left the state unable to manage or track aid transparently. Fragmented data, limited coordination, and weak oversight continued to undermine public trust and donor confidence. In this context, **FiWi** launched this action to analyse Lebanon's aid governance systems, identify key reform gaps, and strengthen collaboration between state institutions and CSOs to ensure that aid delivery becomes transparent, accountable, and responsive to citizens' needs.

Objectives

The action sought to enhance transparency and accountability in aid governance by:

- Assessing the government's aid management systems and coordination processes during the war.
- Developing recommendations to improve transparency and institutional cooperation.
- Launching a targeted advocacy campaign to mobilize CSOs and policymakers around aid monitoring reform.
- Building shared understanding and engagement between state institutions and civil society on aid transparency.

Highlights

- **1** diagnostic assessment conducted, resulting in a comprehensive report mapping **19** CSOs and **10** government agencies and identifying structural and procedural gaps in Lebanon's aid governance.
- **5** policy recommendations developed by CSOs and grassroots initiatives to strengthen aid transparency and accountability.
- **1** workshop held with CSO representatives on aid transparency and engagement in aid monitoring.
- **8** engagement activities implemented under the advocacy plan.
- **3** advocacy materials developed, including a presentation, social media thread, and video.
- **4** bilateral meetings held with government stakeholders.



- **6** government entities expressed willingness to associate CSOs in future aid coordination mechanisms.
- **1** policy note produced, outlining reform priorities to improve aid governance and monitoring.

Key Outcomes

The action provided the first integrated assessment of how Lebanon’s institutions and civil society coordinate and monitor aid. It clarified the key governance and operational challenges that limit transparency, from fragmented systems to weak accountability structures.

- **Evidence base established:** The diagnostic report and policy note created a clear analytical foundation for future aid transparency reforms.
- **Stakeholder engagement:** Workshops facilitated rare dialogue between state actors and CSOs, allowing both sides to reflect on coordination and accountability.
- **Advocacy strengthened:** Targeted materials and campaigns raised visibility of aid governance issues and built momentum for reform.

Through this collaborative and research-driven approach, the action helped shape a shared understanding among government and civil society actors of how transparency and coordination can improve Lebanon’s aid effectiveness.

Turning Vision into Reality

The Harmonizing Hearts and Practices action began with a simple question: how can Lebanon ensure that aid truly reaches those who need it most? The process started with a detailed assessment of state-led aid management systems, identifying how fragmentation, political shifts, and low institutional capacity affected transparency. It quickly became clear that improving aid governance required more than technical fixes; it needed trust, cooperation, and open dialogue.

The workshops that followed brought together ministry representatives, oversight bodies, and CSOs who rarely sat at the same table. Discussions moved from broad criticism to constructive problem-solving, where participants reflected on how both sides could contribute to greater accountability. Each exchange added a layer of realism to the findings, grounding recommendations in lived experience rather than abstraction.

By connecting analysis with dialogue, the action turned reflection into direction. It showed that progress in aid transparency begins with small steps, such as understanding one another’s constraints, sharing data, and building habits of cooperation. This process offered a vision of governance in Lebanon where coordination replaces fragmentation and where accountability becomes a shared commitment, not an external demand.



Subgrantee: **Himaya Da'eem Aataa (HDA)**
Action Title: **Public Procurement in Emergencies, Transparency, and Access to Information in Lebanon**
Total Budget: **USD 55,000**
Implementation Region: **Zgharta (North Lebanon)**
Call (and Lot) number: **Call 4**
Implementation Period: **27 March 2025 to 30 September 2025**



About HDA

Himaya Da'eem Aataa (**HDA**) is a Lebanese civil society organisation working to advance transparency, civic engagement, and accountability within public institutions. Through community outreach, legal awareness, and local monitoring initiatives, the organisation supports citizens, especially youth and women, to understand their rights, access information, and participate in public affairs. **HDA** focuses on strengthening integrity in municipal governance and improving public-sector responsiveness at the local level.



Rationale

HDA proposed this action to address the limited transparency and weak oversight surrounding emergency procurement in Lebanon. Across municipalities and local administrations, contracting decisions are often taken without accessible information on procedures, suppliers, or the use of public funds, leaving citizens and civil society unable to monitor how resources are allocated. Consultations with local actors confirmed widespread concern about this opacity and highlighted the need for practical tools that help communities understand procurement rules and use the ATI Law to follow emergency contracting. The action therefore focused on building the skills and confidence of local stakeholders to request information, identify risks, and engage constructively with municipal offices, laying the groundwork for more transparent and accountable emergency procurement practices.

Objectives

The action aimed to strengthen transparency and community oversight of emergency procurement through the following objectives:

- Build civil society and community capacity to monitor procurement processes.
- Increase awareness of procurement rules, integrity risks, and ATI rights.
- Support local engagement and communication around procurement decisions.
- Encourage municipalities and local procurement offices to adopt more transparent practices.

Highlights

- **1** training on public procurement oversight delivered in Zgharta for **20** participants, strengthening skills on procurement processes, ATI tools, and media engagement.
- **1** training on community engagement and business ethics conducted for **20** participants, building capacity on ethical standards, integrity risks, and inclusive local participation.
- **1** training on civic responsibility and transparency in local governance delivered for **20** participants, empowering youth and community leaders to engage in municipal oversight.
- **1** awareness campaign launched in Zgharta on anticorruption and access to information, featuring **3** advocacy videos shared across HDA's social media platforms.
- Stakeholder mapping completed with over **15** local actors to inform upcoming

monitoring and engagement activities.

Key Outcomes

The action helped strengthen local capacity to understand and monitor procurement processes in Zgharta.

- **Skills strengthened:** Participants gained practical knowledge on procurement rules, ATI mechanisms, and identifying integrity risks.
- **Community engagement improved:** Youth, media, and civil society actors became better equipped to question procurement decisions and seek information.
- **Awareness increased:** Advocacy videos and outreach materials expanded local understanding of corruption risks in emergency procurement.
- **Foundations established:** Stakeholder mapping and early coordination created entry points for sustained monitoring and engagement with municipal offices.

Through these steps, the action laid the groundwork for more informed oversight and helped position local actors to advocate for greater transparency in emergency procurement.

Turning Vision into Reality

The action began by identifying the local groups most affected by emergency procurement decisions and those positioned to monitor them. Through focused sessions, participants gained a clearer understanding of procurement requirements, common integrity risks, and how to use the Access to Information Law to request documentation.

As this knowledge circulated, participants started engaging municipal offices with more confidence, seeking clarification on procedures and raising informed questions about how decisions were taken. These exchanges signalled a shift toward more active and structured community oversight.

By providing practical tools and building a shared understanding of procurement processes, the action showed how local actors can move from limited awareness to meaningful participation. It demonstrated that accessible information and targeted support can open space for dialogue and help communities play a more assertive role in monitoring emergency procurement.



Subgrantee: **Restart Center**
Action Title: **Enhancing Transparency and Accountability in Lebanon's Emergency Response for Vulnerable Populations**
Total Budget: **USD 55,000**
Implementation Region: **Across Lebanon**
Call (and Lot) number: **Call 4**
Implementation Period: **28 April 2025 to 30 September 2025**



About Restart Center

Restart Center is a Lebanese non-governmental organisation established in 1996 that provides mental health, protection, and legal support to individuals affected by violence, displacement, and detention. Through multidisciplinary care, community-based psychosocial support, and legal assistance, Restart works to uphold human rights and strengthen safeguards in places of deprivation of liberty. The organisation also contributes to national policy development and coordination efforts to expand access to quality mental health services and promote rights-based practices within Lebanon's protection and justice systems.

Rationale

Lebanon's emergency response system has long suffered from fragmentation, weak coordination, and limited transparency, resulting in unequal access to assistance and low public trust. Amid repeated crises and internal displacement, aid delivery often followed unclear criteria and excluded the voices of those most affected. Grounded in the 3RF's governance pillar and national accountability frameworks, this action by **Restart Center** aimed to generate evidence that could guide more coherent, participatory, and transparent crisis-response mechanisms, ensuring that emergency governance in Lebanon becomes not only more effective but also rooted in equity and public trust.

Objectives

The action aimed to strengthen transparency and accountability within Lebanon's emergency response through the following objectives:

- Assess perceptions of fairness, accessibility, and inclusion among internally displaced persons (IDPs), CSOs, and government actors.
- Develop evidence-based recommendations to improve coordination, governance, and accountability in aid delivery.
- Enhance the capacity of Ministry of Social Affairs (MoSA) focal points and CSO actors on safeguarding, accountability to affected populations (AAP), and safe referral practices.
- Promote structured dialogue between civil society and institutional actors to advance equitable and transparent crisis-response planning.

Highlights

- **1** nationwide perception assessment conducted, combining **120** IDP survey responses with **28** key informant interviews and **6** focus group discussions involving CSO, institutional, and coordination actors.
- **15** policy and operational recommendations developed and validated through a national Stakeholder Dialogue with over **40** attendees including CSOs, ministries, coordination bodies, and media.
- **1** Safeguarding in Emergencies Roundtable held online with **35** participants, including MoSA focal points and CSO representatives.



- **48** stakeholders engaged across consultation, validation, and dissemination stages.
- **1** national *Perceptions of Fairness and Transparency in Lebanon's Emergency Aid Response* report produced and disseminated.
- **1** visibility and communication campaign implemented through social media posts and event materials ahead of the report's release.

Key Outcomes

The action produced the first consolidated analysis of fairness, transparency, and inclusion within Lebanon's emergency response, providing a shared evidence base to guide accountability and reform.

- **Evidence-based reform:** The *Perceptions Assessment Report* and Stakeholder Dialogue created a shared framework for improving transparency and coordination in emergency governance.
- **Collective understanding:** Over 48 CSOs, institutions, and coordination bodies helped identify clear priorities for reform and accountability.
- **Capacity strengthening:** 55% of participants in the Safeguarding Roundtable reported improved understanding and confidence in applying safeguarding and protection from sexual exploitation and abuse (PSEA) standards.
- **Accountability to affected populations:** The action reinforced that aid effectiveness relies on transparency, inclusion, and responsiveness to community needs.

Through its participatory and evidence-based approach, the action demonstrated how collaboration among civil society, institutions, and affected communities can transform emergency response systems into more transparent, equitable, and accountable frameworks.

Turning Vision into Reality

The *Perceptions of Fairness and Transparency Assessment* brought together voices that had rarely been heard together. Displaced persons, local organisations, and institutional actors shared how aid was distributed, where communication failed, and how fairness was perceived. The result was a clearer picture of how accountability operates in Lebanon's emergency response.

At the national Stakeholder Dialogue in Beirut, ministries, CSOs, and coordination bodies discussed these findings openly. The conversation moved beyond reports to practical reflection on how transparency and trust could be strengthened through cooperation.

The process turned evidence into dialogue and dialogue into collaboration. It showed that accountability in emergencies grows when people and institutions work together toward a shared vision of fair and transparent aid.



Subgrantee: **SHIFT Social Innovation Hub (SHIFT) and the Tripoli Institute for Policy Studies (TIPS)**
Action Title: **Advancing Transparent Public Procurement in Times of Crisis in Tripoli**
Total Budget: **USD 54,998**
Implementation Region: **Tripoli (North Lebanon)**
Call (and Lot) number: **Call 4**
Implementation Period: **28 April 2025 to 15 October 2025**



About SHIFT and TIPS

SHIFT Social Innovation Hub (**SHIFT**) and the Tripoli Institute for Policy Studies (**TIPS**) collaborate to strengthen civic engagement and promote accountability in Tripoli. Both organisations work with youth, women, and civil society groups, combining local research, policy analysis, and community outreach to support informed participation in public affairs. Through training, advocacy, and documentation efforts, **SHIFT** and **TIPS** equip local actors with practical tools to understand governance challenges and contribute to anti-corruption initiatives.



Rationale

The 2024 war exposed major gaps in transparency and public oversight in Tripoli, where aid distribution and procurement decisions were handled informally and without clear channels for citizen engagement. Communities lacked access to information, CSOs had limited tools to monitor practices, and public awareness of legal mechanisms remained low. **SHIFT** and **TIPS** proposed this action to address these gaps by forming local monitoring committees, strengthening understanding of the legal framework, and equipping youth and CSOs with practical tools to document practices, analyse shortcomings, and engage decision makers. The aim was to support a more transparent and accountable crisis response in Tripoli.

Objectives

The action aimed to strengthen local participation in monitoring aid and crisis-related procurement in Tripoli.

- Establish community-based Local Monitoring Committees to improve oversight and documentation of aid practices.
- Build the committees' capacities through training on the legal and institutional frameworks governing procurement and aid distribution.
- Support needs assessments that identify gaps in service provision for vulnerable groups.
- Carry out an advocacy campaign promoting transparency, accountability, and more responsive service delivery.

Highlights

- **1** Local Monitoring Committee structure established, engaging **20** youth and CSO members from Tripoli and Mina.
- **4** capacity building sessions delivered on procurement in crisis, access to information, whistleblower protection, and participatory assessment design.
- **4** roundtable discussions held with **26** committee members, NGO representatives, and **2** municipal officials.
- **1** field assessment conducted across Tripoli and Mina documenting crisis-related procurement and aid practices.
- **1** analytical report produced with **8** transparency-focused recommendations.

- **1** advocacy campaign launched with accompanying digital material.
- **1** closing conference held with **100** participants, including North Lebanon Governor Iman Rafei, municipal representatives, CSOs, INGOs, and private-sector actors.

Key Outcomes

The action strengthened local oversight structures in Tripoli by equipping 20 CSO members with the knowledge and tools to monitor crisis-related aid and procurement.

- **Knowledge strengthened:** Participants improved their understanding of the legal framework governing procurement in times of crisis, the Right to ATI Law, and basic monitoring tools.
- **Monitoring capacity enhanced:** Four Local Monitoring Committees carried out field assessments, documented gaps in aid distribution, and contributed evidence to an analytical report.
- **Advocacy reinforced:** The committees produced eight accountability-focused recommendations that informed a local advocacy campaign and opened new dialogue channels with public officials.

Through these developments, the action demonstrated how community-based oversight can reinforce transparency and support more accountable practices in humanitarian and crisis settings.

Turning Vision into Reality

A young committee member from Tripoli used the skills gained through the Local Monitoring Committees to submit a formal request for information to the municipality. It became one of the first youth-led access-to-information requests in the city.

As the work of the committees progressed, the trainings on the legal framework, procurement in crisis, and access to information encouraged participants to test their knowledge in practice. After one of the sessions, Marwan, a political science student, decided to request data on local aid allocations from the Tripoli Municipality. He prepared the request using the templates and guidance covered in the workshops and submitted it directly to the municipal office. The municipality responded, opening a channel for further communication and setting a precedent for civic engagement grounded in legal rights.

This experience shows how empowered youth can influence transparency practices by using legal tools to demand information and hold institutions accountable.



North Lebanon Governor Iman Rafei giving her keynote speech

Subgrantee: **Smart Municipality Academy (SMA)**
Action Title: **PROACT**
Total Budget: **USD 54,998**
Implementation Region: **Districts of Keserwan, Baabda, Metn, Batroun, Koura, Zahle and Aley**
Call (and Lot) number: **Call 4**
Implementation Period: **24 March 2025 to 15 October 2025**



About SMA

Established in 2021, **Smart Municipality Academy (SMA)** is a Lebanese civil society organisation promoting inclusive, transparent, and technology-driven local governance. Recognising municipalities as the foundation of reform, **SMA** works to build their institutional capacity through digital innovation, civic engagement, and awareness initiatives. The organisation provides training, develops digital tools, and supports municipalities in implementing good governance practices that foster public trust and citizen participation.



Rationale

Lebanon's recent crises exposed major weaknesses in emergency public procurement and aid distribution, including unclear procedures, limited transparency, and inconsistent application of the law. **SMA** proposed this action to address these gaps by reviewing past procurement and aid practices, identifying failures and good practices, and generating practical recommendations for more accountable emergency responses. By engaging five municipalities, citizens, displaced communities, CSOs, and local authorities, the action assessed compliance with procurement rules and documented experiences with aid access. Through monitoring activities, consultations, and workshops on procurement law and best practices, the action aimed to strengthen community-led mechanisms that support fair, transparent, and inclusive processes before and during future emergencies.

Objectives

The action aimed to strengthen transparent and accountable crisis-response systems by:

- Identifying gaps in humanitarian aid distribution and emergency procurement through targeted monitoring of five municipalities and displaced communities.
- Supporting cooperation between municipalities, CSOs, and local stakeholders to improve practices in emergency procurement and aid management.
- Enhancing municipal capacities on public procurement and emergency procedures through regional workshops.
- Establishing frameworks and committees for community-led monitoring of aid distribution and procurement.
- Raising public awareness about transparency and accountability through public events and digital outreach.

Highlights

- **16** CSOs and initiatives mobilized to contribute to monitoring, recommendations, and advocacy on emergency procurement and aid distribution.
- **2** community-led committees and **2** collaborative frameworks established between community members and local authorities to sustain oversight beyond the action.
- **2** recommendations on emergency procurement and **8** best-practice recommendations on aid distribution developed jointly by CSOs and public actors.
- **2,265** people engaged in monitoring and evaluation (M&E) action, including

municipalities, citizens, and previously displaced individuals.

- **210** participants involved in town halls, workshops, and the advocacy event.
- **17** advocacy materials produced (report, infographics, video) with strong online visibility.

Key Outcomes

The action strengthened accountability in emergency procurement and aid distribution by improving how municipalities, CSOs, and communities understand and engage with crisis-response processes.

- **Monitoring practices improved:** Reviews with municipalities and displaced individuals identified gaps in past emergency procurement and aid delivery.
- **Knowledge and skills increased:** Workshops strengthened participants' understanding of procurement rules, emergency procedures, and oversight tools.
- **Local engagement expanded:** Town hall discussions and outreach activities encouraged wider participation from citizens and local actors.
- **Local structures created:** Two community-led committees were established to support ongoing monitoring of aid and procurement.

These developments showed how targeted monitoring and community participation can reinforce transparency and preparedness in future crises.

Turning Vision into Reality

Aurore, a staff member from Zahle municipality, quickly became one of the most engaged participants in the project's procurement workshops. The sessions introduced her to legal and procedural elements she had never encountered in her daily work, giving her a clearer understanding of how transparent procurement should function at the municipal level.

As the training unfolded, her curiosity and commitment stood out. She asked detailed questions, connected the content to challenges in her municipality, and openly reflected on gaps in existing practices. The workshop became a turning point for her, showing how structured guidance and practical examples can build confidence and shift how municipal staff approach their responsibilities.

Aurore's experience illustrates the project's wider contribution to strengthening local governance. By equipping municipal employees with concrete tools and a renewed sense of ownership, the action helped lay the groundwork for more transparent, accountable, and professional procurement practices in future crises.





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