

December 2025

Final Report

BINA' Project Final Evaluation

Presented To



**TRANSPARENCY
INTERNATIONAL**
the global coalition against corruption

Contents

List of Tables.....	iii
List of Figures	iii
List of Acronyms	iv
Executive Summary	1
About the Project	1
Introduction	5
About the Project	5
About the Project	5
Aim	6
Methodology	6
Evaluation Framework.....	7
Approach	7
Evaluation Process and Phases	7
Evaluation Matrix and Sampling	12
Evaluation Limitations	14
Findings and Analysis.....	15
Relevance	15
Coherence	20
Effectiveness.....	24
Efficiency	34
Impact	38
Sustainability	46
Innovation (cross-cutting).....	50
Lessons Learned	53
Strong Points	53
Areas of Improvement for Future Programming	55
Conclusion and Recommendations	56
Conclusion.....	56
Recommendations by Stakeholder Level.....	56
Appendix.....	61
Appendix A – Evaluation Tools.....	61
Tool I-CSO Survey (Subgrantees • CSO Networks • Trained CSOs/Participants).....	62

Tool II-FGD Guide –CSOs (Subgrantees, Networks, Trained CSOs)	64
Tool III-Citizen Survey	65
Tool IV-FGD Guide –Citizens	67
Tool V-KII Guide – Municipal Councils	68
Tool VI-KII Guide – National Oversight Entities.....	69
Tool VII-KII Guide – 3RF Consultative Group Members & International Partners.....	70
Tool VIII-KII Guide – EU-CSO Structured Dialogue Participants	71
Tool IX-KII Guide – BINA’ Project Team	72
Tool X – Outcome Harvesting Workshop Tool.....	73
Appendix B – Evaluation Timeline	75
Appendix C – List of Reviewed Documents	76
Appendix D – List of Interviewees	77
Appendix E – Lebanon’s Broader Transparency Framework and Municipal Transparency Obligations.....	79

List of Tables

TABLE 1 – DAC CRITERIA AND APPLICATION IN THE BINA’ EVALUATION	9
TABLE 2 – SAMPLING SUMMARY	13
TABLE 3 – LIMITATIONS OF THIS EVALUATION	14
TABLE 4 – DECLINE IN LEBANON’S GOVERNANCE INDICATORS: 2023 RANKS COMPARED TO HISTORICAL PEAKS.....	16

List of Figures

FIGURE 1 – MAP OF THE GOVERNORATES IN LEBANON	5
FIGURE 2 – CPI- LEBANON (2016-2024)	16
FIGURE 3 – RELEVANCE- CSOS SUB-GRANTEES.....	18
FIGURE 4 – COHERENCE- CSOs SUB-GRANTEES.....	22
FIGURE 5 – EFFECTIVENESS- CSOs SUB-GRANTEES.....	30
FIGURE 6 – EFFECTIVENESS- HINDERANCES AND BEST PRACTICES	31
FIGURE 7 – EFFICIENCY OF RESOURCES AND REPORTING- CSOs SUB-GRANTEES	36
FIGURE 8 – IMPACT- CSOs SUB-GRANTEES	41
FIGURE 9 – SUSTAINABILITY- CSOs SUB-GRANTEES	48
FIGURE 10 – FEEDBACK ON PROJECT INNOVATION.....	51

List of Acronyms

ATI	Access To Information
AUB	American University of Beirut
BINA'	Building Integrity and National Accountability in Lebanon
3RF	Reform, Recovery, and Reconstruction Framework (Lebanon)
CA	Contribution Analysis
CEWU	Committee of Employee Women Union
CDR	Council for Development and Reconstruction
CLDH	Centre Libanais Des Droits Humains
CPI	Corruption Perceptions Index
CSO	Civil Society Organization
DAC	Development Assistance Committee (OECD-DAC criteria)
EU	European Union
FGD	Focus Group Discussion
FiWi	Financially Wise
HR	Human Resources
INGO	International Non-Governmental Organization
IoF	Institute of Finance Basil Fuleihan
KAFA	KAFA (enough) Violence & Exploitation
KII	Key Informant Interview
LCAC	Lebanese Center for Active Citizenship
LCPS	Lebanese Center for Policy Studies
LLWB	Lebanese League for Women in Business
LOE	Level of Effort
LOGI	Lebanese Oil and Gas Initiative
MEL	Monitoring, Evaluation, and Learning
MFP	Multi-Functional Portal
MIP	Monthly Income Plan
MoC	Ministry of Commerce
MoE	Ministry of Economy
MoPH	Ministry of Public Health
MoSA	Ministry of Social Affairs
MoU	Memorandum of Understanding
MTI	Municipal Transparency Index
NACC	National Anti-Corruption Commission
NGO	Non-Governmental Organizations
NSG	Non-Sub-Grantees
NVivo	Qualitative data analysis software
OECD	Organization for Economic Co-operation and Development
OH	Outcome Harvesting
OMSAR	Office of the Minister of State for Administrative Reform
OPD	Organizations of Persons with Disabilities
PPA	Public Procurement Authority
Q&A	Questions and Answers
REHUB	Reform Hub
ROM	Results-Oriented Monitoring (EU system)
RPS	Research and Professional Services

SD	Structured Dialogue
SMA	Smart Municipality Academy
TI-LB	Transparency International Lebanon
TIPS	Tripoli Institute for Policy Studies
TI-S	Transparency International Secretariat
ToC	Theory of Change
UN	United Nations
UNCPRD	United Nations Convention on the Rights of Persons with Disabilities
UNDP	United Nations Development Program

Executive Summary

The final evaluation of the BINA' (Building Integrity and National Accountability) project assessed the relevance, coherence, effectiveness, efficiency, impact, sustainability, and innovation of the four-year initiative funded by the European Union and implemented by Transparency International Lebanon (TI-LB), Transparency International Secretariat (TI-S), and the Lebanese Center for Policy Studies (LCPS). The evaluation applied a mixed-methods design grounded in contribution analysis and outcome harvesting, drawing on robust evidence base that included a sample of participants who voluntarily participated in this evaluation. The sample included surveys with twenty-one Civil Society Organizations (CSOs), fifteen citizens and three municipalities, as well as seventeen Key Informant Interviews (KIIs). The KIIs were conducted with the BINA' team, European Union (EU) representatives from the structured dialogue, 3RF actors, the donor, and national oversight bodies. This was complemented with extensive document review and an Outcome Harvesting workshop.

Overall, the evaluation finds that BINA' delivered highly relevant, coherent, and effective support that contributed to advancing transparency, accountability, reforms, and civic engagement in Lebanon, despite the volatile political, economic, and security situations. The initiative generated meaningful and measurable impact reflected by outcomes at the levels of institutional, policy, municipal, CSO, and citizen, with strong prospects for sustainability if supported by continued funding and political will.

Relevance: Relevance emerged as one of BINA's strongest areas of performance. Across all stakeholder groups, there was unanimous agreement that the project addressed Lebanon's most urgent governance and anti-corruption priorities. Its design directly responded to a national context where World Bank governance indicators show severe and sustained declines across *Government Effectiveness, Political Stability, Control of Corruption, Rule of Law, Regulatory Quality, and Voice and Accountability*, making a focused accountability and transparency intervention both timely and essential for Lebanon.

BINA's strategy was fully aligned with Lebanon's National Anti-Corruption Strategy (2020–2025), EU/3RF priorities, and citizen needs captured through LCPS's nationwide surveys and focus groups. The sub-granting mechanism, informed by a pre-project needs assessment, effectively targeted both national-level advocacy gaps and local transparency challenges. Survey results reinforce this strong fit: All sub-grantees confirmed that the project aligned with their mandates, and 95% reported that it directly complemented their ongoing governance work. Together, these findings demonstrate BINA's high strategic relevance and its strong resonance with the realities and priorities of Lebanon's governance landscape.

Coherence: BINA' demonstrated strong coherence within Lebanon's governance ecosystem by complementing national reforms on procurement, Access to Information (ATI), gender equality, environmental governance, PWD inclusion, emergency response efforts, mental health, public financial management, judicial independence and many more. The structured EU–CSO dialogue enhanced alignment between civil society and donor programming, while strong internal coordination among TI-S, TI-LB, and LCPS ensured synergy across research, grants, and implementation. Collaboration with institutions such as National Anti-Corruption Commission (NACC), Public Procurement Authority (PPA), ministries, and municipalities reinforced reform efforts. Stakeholders emphasized that BINA' effectively filled governance gaps created by institutional paralysis, functioning as a complementary and reinforcing initiative rather than duplicating existing work.

Effectiveness: BINA' demonstrated strong effectiveness across both its planned results and emerging priorities. Through more than thirty sub-grants, the project has advanced advocacy, research, and transparency reforms at national and local levels. Municipal transparency improved through new websites, dashboards, performance indicators, and the publication of public tenders; several ministries adopted or began considering CSO recommendations; and citizens became more capable of using the ATI law and participating in monitoring efforts. CSOs also strengthened their advocacy, research, and internal governance capacities. Survey results reflect this progress clearly: 94% of CSOs reported improved outcomes due to BINA', and 70% confirmed they were able to influence policy or accountability processes. These achievements were enabled by donor flexibility, strong coordination among consortium members, high-quality coaching, and adaptive management practices that allowed the project to adjust to rapidly changing conditions. Despite major barriers, political palsy, inflation, and wartime disruptions, the project remained effective by working across multiple themes and levels.

Efficiency: Despite operating in a highly volatile context, BINA' demonstrated strong efficiency and clear value for money. Modest sub-grants generated substantial outputs and, in many cases, helped CSOs attract additional partnerships and visibility. LCPS effectively mitigated inflationary pressures, while TI-S and TI-LB adapted their grantmaking and operational approaches to keep activities on track. Perceptions of efficiency were consistently positive: 84% of CSOs reported that resources were sufficient, and 95% rated administrative processes as good or excellent. Although inefficiencies emerged, such as reporting requirements, coordination intensity, and periodic staffing gaps, these challenges did not significantly impede delivery. The consortium responded quickly to contextual pressures and maintained momentum across activities. A major contributor to BINA's efficiency was its ability to tailor tools and support, funding, knowledge resources, and capacity building, to the specific needs of each actor, whether CSOs, individual advocates, or research centers. This targeted approach ensured that resources were used strategically and that each component of the project received exactly the type of support needed to generate meaningful results.

Impact: BINA' generated significant policy, behavioral, and institutional impact, much of it beyond initial expectations. Policy contributions included halting environmental harm in Amchit, advancing gender and mental health reforms, shaping digital finance policy, and supporting ATI and procurement adoption in municipalities. Municipalities improved transparency practices, ministries increasingly used CSO evidence, and citizens became more engaged through ATI requests, oversight committees, and participation in public tenders. Women and youth also assumed more active governance roles. According to the participating stakeholders, these changes are attributed to BINA's interventions; thus, highlighting the project's catalytic influence.

Sustainability: The sustainability prospects of BINA's results are strong, though they remain dependent on continued support and enabling conditions. Digital platforms such as REHUB, Ekhbar, and municipal transparency dashboards, along with active CSO networks and the structured dialogue mechanism, provide durable foundations for ongoing engagement and oversight. At the same time, several risks may affect long-term continuity, including funding gaps, limited municipal resources, political turnover, and the incomplete implementation of key legal reforms. The online School of Governance and the growing coalitions of trained CSOs help anchor many of the project's gains. Yet, achieving full durability will require sustained financing, targeted municipal capacity support, and renewed political commitment to transparency reforms. Importantly, much of BINA's work relied on knowledge-based tools and skills that have been embedded

within institutions and individuals, creating strong potential for future positive externalities. While these capacities, once acquired, have the potential to endure beyond short-term funding cycles or shifting political conditions, their sustained application may still depend on the availability of resources and an enabling environment. Nevertheless, they contribute to increasing the likelihood that project results will continue to inform governance practices after the project's conclusion.

Innovation: BINA' introduced several replicable innovations that significantly strengthened governance practices in Lebanon. As mentioned earlier, the structured dialogue with the EU emerged as a pioneering model, the digital tools such as Ekhbar, REHUB, and municipal transparency dashboards evolved into practical data, monitoring, and coordination systems with clear potential for scale. The sub-granting model, combining funding with tailored coaching and MEL support, helped CSOs develop new transparency indices, legal mapping tools, gender auditing models, environmental monitoring platforms, and sector-specific law analysis tools. Stakeholders showed exceptionally high confidence in the scalability of these innovations, with all the organizations surveyed affirming their replicability. Overall, BINA's innovative mechanisms strengthened the evidence-to-advocacy pipeline and demonstrated models that can be expanded across municipalities, sectors, and regions.

Recommendations

The following recommendations are derived from the evaluation findings presented in the executive summary. They are organized by stakeholder group, rather than by DAC criteria, to enhance clarity and support targeted uptake.

Recommendations for the BINA' Consortium (TI-S, TI-LB, LCPS)

The consortium should sustain and scale the project's most effective innovations, particularly digital transparency tools, and the Structured Dialogue model, by allocating recurring micro-budgets for platform maintenance, developing handover toolkits for CSOs and municipalities, and institutionalizing adaptive management practices. Strengthening CSO capacities remains essential: partners should introduce advanced policy engagement modules, mentorship systems, and targeted training on overcoming resistance from public institutions. Formalizing the EU–CSO structured dialogue into a replicable, sector-based model with clear procedures, thematic working groups, and an archived repository of outputs will ensure continuity and long-term value beyond project cycles.

Recommendations for the EU Delegation in Lebanon

To consolidate governance gains, the EU should transition to longer-term (5–7 year) governance programming and integrate “advocacy runway funding” to capitalize on rare political openings. Simplifying compliance pathways for small and medium CSOs, enhancing accessibility of calls, and providing structured pre-application support would widen participation. The EU–CSO structured dialogue should be institutionalized as a permanent accountability platform with broader inclusion of youth, municipalities, academia, and grassroots groups, accompanied with regular public follow-up notes. Additionally, scaling successful pilots such as municipal transparency packages and digital tools like Ekhbar, would amplify reform impact.

Recommendations for CSOs in Lebanon

CSOs should consolidate thematic coalitions, share tools and datasets, and adopt multi-year advocacy strategies that extend beyond donor cycles. Strengthening internal governance, MEL systems, and digital

literacy outreach will enable more consistent public engagement. Building partnerships with municipalities, community actors, and local committees can deepen reform ownership at the local level. CSOs should also prepare sectoral evidence and participate strategically in structured dialogue cycles to enhance influence on national and EU programming.

Recommendations for Municipalities

Municipalities can strengthen transparency by institutionalizing disclosure practices, assigning dedicated transparency focal points, and maintaining municipal websites and dashboards through small but sustained annual budgets. Deepening citizen engagement, through participatory committees, town halls, and transparency reports, will reinforce trust and accountability. Staff training on ATI, procurement, complaint handling, and digital communication is essential, as is leveraging future Structured Dialogue sessions to elevate local governance challenges and priorities.

Recommendations for the Government of Lebanon

Should political will materialize, the government should activate and resource the National Anti-Corruption Commission, adopt pending transparency reforms, and require ministries to publish annual accountability reports. Enabling municipalities to meet transparency standards through legal amendments and matching grants would accelerate reform at the local level. Government institutions should participate in structured dialogue rounds, align national priorities with cross-sector recommendations, and expand access to public data through CSO partnerships and research MoUs.

Cross-Cutting Recommendations

Across all stakeholders, sustaining digital transparency tools and investing in public digital literacy, especially for youth and groups relying on in-person services, will improve uptake and long-term sustainability. Scaling the municipal website and dialogue models to additional localities, maintaining regular multi-stakeholder roundtables, and keeping the structured dialogue as a safe space for sensitive political exchanges are essential for preserving reform momentum in a polarized environment.

About the Project

This section provides essential background on the BINA' project to situate the evaluation. Drawing on the extensive documentation provided by TI, it highlights only the elements most relevant to the evaluation scope. The content is purely contextual and not an evaluation. All findings and assessments will be presented in the findings section.

BINA' is a four-year initiative (2022–2025) implemented by Transparency International Lebanon (TI-LB) with the support of the European Union. The project was launched to advance transparency, accountability, and anti-corruption reforms in Lebanon at a time of deep economic, political, and social crises.



FIGURE 1 – MAP OF THE GOVERNORATES IN LEBANON¹

The overall purpose of the project is to strengthen the role of civil society in monitoring governance, mobilizing citizens, and engaging duty bearers in reform. Its objectives are:

- Building the institutional and advocacy capacities of CSOs through training, coaching, and sub-granting.

¹ <https://www.cometolebanon.com/about-lebanon/governorates-of-lebanon>

- Expanding citizen participation in accountability, including through digital reporting and awareness-raising campaigns.
- Facilitating structured dialogue among CSOs, government institutions, and international partners to inform and influence policy processes.
- Supporting reform uptake in priority sectors identified within the Lebanon Reform, Recovery, and Reconstruction Framework (3RF).

Summary of Activities

Since its inception, BINA' has:

- Engaged over 120 CSOs nationwide, including networks representing youth, women, and marginalized groups.
- Delivered training and coaching sessions on governance, advocacy, and communications, alongside four online governance courses.
- Managed three competitive calls for proposals and a direct award mechanism, thus channeling sub-grants to CSOs that are leading policy and accountability initiatives.
- Organized structured dialogues that would generate practical recommendations for reform and contributed to donor programming.
- Launched citizen-focused campaigns on issues such as access to information, whistleblower protection, and transparency in aid and procurement.
- Developed and promoted the Ekhbar reporting tool to facilitate citizen reporting of suspected corruption.
- Produced analytical pieces, policy papers, and advocacy outputs that could inform public debates and reform efforts.

Through these activities, BINA' has sought to combine grassroots engagement with policy-level influence, reinforcing the role of civil society as a driver of accountability and reform in Lebanon.

This context frames the scope of the final evaluation, which will examine the project's achievements, challenges, and lessons under the OECD-DAC criteria, while capturing learning to inform future governance programming.

Aim

This final evaluation of the BINA' project aimed to assess its relevance, coherence, effectiveness, efficiency, impact, and sustainability. Beyond accountability, the evaluation sought to generate actionable learning to guide future programming in complex and fragile contexts, while examining how innovation within the project has contributed to its adaptability and overall effectiveness.

Methodology

The evaluation was conducted using a participatory approach, integrating theory-informed methods alongside internationally recognized evaluation standards. The design was structured around three main components: Contribution Analysis (CA), Outcome Harvesting (OH), and Mixed-Method Design. Together, these components ensure both rigor and learning, while maintaining contextual sensitivity to Lebanon's fragile governance environment.

Contribution Analysis (CA): This component provides structured approach to understand how BINA's activities plausibly lead to intended outcomes and impacts. Anchored in the Theory of Change (ToC), it

traced the logical pathways from inputs and activities to outputs and results, examining the strength of the evidence at each step. CA took into account contextual factors and the influence of other actors, focusing on BINA's contribution rather than claiming sole attribution of results.

Outcome Harvesting (OH): This component complemented CA by capturing unanticipated or emergent outcomes not explicitly foreseen in the ToC. This was particularly relevant in fragile and adaptive programming contexts such as Lebanon. Outcome Harvesting focused on outcomes in three domains:

- Policy influence and reform uptake.
- Citizen and community engagement
- CSO and network capacity strengthening.

Relationship between CA and OH: While CA tested the ToC's hypothesized pathways, OH surfaced results outside those pathways. Together, they provided a comprehensive picture of both expected and unexpected changes, making them complementary rather than duplicative.

Mixed-Methods Design: Finally, a mixed-methods approach combined quantitative surveys with qualitative KIIs, FGDs, and case studies. This triangulation balanced breadth (generalizable evidence) with depth (rich contextual insights).

Evaluation Framework

The evaluation will be guided by the OECD-DAC Evaluation Criteria.

OECD-DAC Evaluation Criteria: The OECD-DAC criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability) defined the "what" of the evaluation rather than the "how." They framed the evaluation questions, guided tool design, and structured reporting. Innovation will also be examined as a cross-cutting lens.

Approach

The RPS team adopted a participatory approach to gather in-depth insights and ensure a high level of stakeholder engagement.

Participatory Engagement: The evaluation integrated participatory approach by actively engaging stakeholders through structured activities such as the validation workshop and the Outcome Harvesting (OH) workshop. These forums provided space for TI-S, TI-LB, LCPS, sub-grantees, CSOs, and donors to engage in collective reflection on the emerging findings, helping validate their relevance and contextual accuracy.

Evaluation Process and Phases

The evaluation process was conducted over four main stages:



Phase I – Desk Review

During this phase, the RPS team conducted a comprehensive desk review of project documentation², including the *project’s logframe and annexes, annual donor reports, sub-granting documents, monitoring outputs, and prior ROM review*. This review provided a solid foundation for understanding BINA’s design, implementation trajectory, and adaptations in response to Lebanon’s evolving context.

Insights from the desk review directly informed the evaluation design. In particular, they:

- Highlighted the project’s ToC and confirmed the selection of CA as a key analytical approach.
- Identified the intended outcomes, output and activities as shown in the logframe.
- Clarified the operational context and adaptive management practices, which influenced sampling choices and the balance between qualitative and quantitative tools.
- Informed the refinement of evaluation questions under the OECD-DAC criteria, ensuring alignment with donor priorities and stakeholder expectations.

Building on this evidence base, the team finalized the research methodology, developed data collection tools, and issued the inception report. The report outlined parameters and indicators for the evaluation, detailing data collection methods, sampling, team responsibilities, quality assurance, data analysis, and the overall workplan.

Phase II - Data Collection

The data collection methodology relied on the active participation of diverse stakeholder groups to ensure balanced and credible evidence. Quantitative surveys targeted two main groups: (i) citizens, including participants in awareness campaigns, and (ii) CSO representatives, including sub-grantees, network members, and trained CSO participants.

For the qualitative component, participants for KIs and FGDs purposively selected in consultation with TI-LB and TI-S to ensure diversity of perspectives. Selection considered stakeholder type (e.g., Municipal Councils, National Oversight Entities, 3RF Consultative Group Members & International Partners, EU-CSO Structured Dialogue Participants, BINA’ Project Team), gender, age, geographic representation, and level of engagement with the project.

Additionally, to capture the most illustrative examples of project impact, fourteen success stories were developed, covering national, local, and EU dialogue success story levels. These were chosen to reflect a range of contexts, innovative practices, and meaningful outcomes. Selection followed purposive sampling criteria emphasizing diversity of context, presence of novel or unforeseen results, importance to key stakeholders, and accessibility of trustworthy information.

For the Outcome Harvesting (OH) workshop, participants were drawn from BINA’ project team, sub-grantee CSOs, trained CSO participants, citizens, and project partners. Selection was based on:

- Representation of different roles in the project (implementers, beneficiaries, institutional partners).
- Geographic and demographic diversity (gender, age, region).

² Refer to Appendix for the detailed list.

- Direct experience with project activities or reforms (e.g., involvement in advocacy, campaigns, or policy dialogues).

This allowed the OH process to capture a wide range of perspectives on policy influence, citizen engagement, and organizational capacity changes. Moreover, the research team adopted participatory techniques (e.g., ranking, scoring, validation exercises) to ensure that all stakeholders contribute not only data but also reflections on project outcomes and lessons learned.

Phase III - Data Cleaning, Findings and Analysis

The RPS team anchored the evaluation in the OECD-DAC criteria and consistently linked all evidence to the Theory of Change, Contribution Analysis, and Outcome Harvesting. Survey data were exported, cleaned, and analyzed through descriptive statistics and cross-tabulations, and then mapped onto the ToC pathways and compared with OH findings to test contribution claims. Interview and FGD recordings were securely stored, transcribed, verified, and thematically coded in NVivo using categories that were aligned with DAC and the ToC. This process enabled the team to identify key patterns, unexpected outcomes, and the broader narrative of how the project contributed to change.

Triangulation

Findings from KIIs, FGDs, and the OH workshop were triangulated with the survey results and documentary evidence (e.g., policy papers, media coverage, administrative records). This process strengthened validity, ensuring that qualitative insights enriched and explained quantitative patterns while surveys provided breadth to qualitative evidence.

Phase IV Final Report

The findings, analysis, and recommendations were derived from the triangulation of data collected through the desk review, qualitative methods, and quantitative methods. To ensure that recommendations are actionable, they were developed and prioritized using multiple approaches including:

1. **Feasibility assessment:** Evaluating the resources, time, and capacity required for implementation.
2. **Urgency and priority ranking:** Classifying recommendations by stakeholders.

This approach aimed to generate recommendations that were grounded in the evidence and responsive to the contextual factors identified.

TABLE 1 – DAC CRITERIA AND APPLICATION IN THE BINA’ EVALUATION

DAC Criterion	Overarching Evaluation Questions	Sub-Questions	Stakeholders/Evaluation Tool
Relevance	To what extent did the project address priority needs of CSOs, citizens, and institutions?	<ul style="list-style-type: none"> • How well did the project outcomes align with the priorities and policies of the beneficiaries, TI global strategy, national reform objectives, and EU priorities in Lebanon? • Were the activities and outputs of the project consistent with the intended project goals and objectives (i.e., was the planned chain of causality coherent), and did this coherence 	Tool I – CSO Survey Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs) Tool III – Citizen Survey Tool IV – FGD Guide –Citizens Tool V – KII Guide – Municipal Councils

		remain consistent throughout implementation?	<p>Tool VI – KII Guide – National Oversight Entities</p> <p>Tool VII – KII Guide – 3RF Consultative Group Members & International Partners</p> <p>Tool VIII – KII Guide – EU-CSO Structured Dialogue Participants</p> <p>Tool IX – KII Guide – BINA’ Project Team</p>
Coherence	How well did BINA’ align with and complement national reforms, EU/3RF processes, and other governance initiatives?	<ul style="list-style-type: none"> • To what extent were the project’s interventions complementary to other anti-corruption initiatives in Lebanon? 	<p>Tool I – CSO Survey</p> <p>Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs)</p> <p>Tool III – Citizen Survey</p> <p>Tool IV – FGD Guide –Citizens</p> <p>Tool V – KII Guide – Municipal Councils</p> <p>Tool VI – KII Guide – National Oversight Entities</p> <p>Tool VII – KII Guide – 3RF Consultative Group Members & International Partners</p> <p>Tool VIII – KII Guide – EU-CSO Structured Dialogue Participants</p> <p>Tool IX – KII Guide – BINA’ Project Team</p>
Effectiveness	To what degree were planned outcomes achieved, and what factors supported or hindered achievement?	<ul style="list-style-type: none"> • To what extent were the project objectives achieved in comparison to initial plans, and how strongly can they be attributed to TI-S and the project partners’ work? • How far did internal management structures and external factors (e.g., conflict, political instability, donor coordination) influence the implementation of the project and its ability to meet objectives? • Which specific approaches, strategies, or interventions – including sub-granting, structured dialogue, and adaptations made post 2023 - proved most effective or ineffective, and what 	<p>Tool I – CSO Survey</p> <p>Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs)</p> <p>Tool III – Citizen Survey</p> <p>Tool IV – FGD Guide – Citizens</p> <p>Tool V – KII Guide – Municipal Councils</p> <p>Tool VI – KII Guide – National Oversight Entities</p> <p>Tool VII – KII Guide – 3RF Consultative Group Members & International Partners</p>

		<p>lessons can be drawn for future programming?</p> <ul style="list-style-type: none"> • To what extent were the recommendations from the Results-Oriented Monitoring (ROM) exercise taken into consideration in the design, implementation, and adaptation of the project? 	<p>Tool VIII – KII Guide – EU-CSO Structured Dialogue Participants</p> <p>Tool IX – KII Guide – BINA’ Project Team</p> <p>Case Studies</p>
Efficiency	<p>Were resources (time, funds, expertise) used in a timely and cost-effective manner?</p>	<ul style="list-style-type: none"> • Were resources (financial, human, technical support) allocated strategically and sufficiently to achieve the project outputs and outcomes? What gaps in capacity or resources emerged during implementation? • How efficiently were project activities implemented in relation to the planned schedule? Were delays, disruptions and implementation risks adequately identified, managed, and mitigated throughout the project lifecycle? • Did the project demonstrate value for money in achieving its results relative to the resources utilized? Did the project team, both at TI-S and at the chapter level, demonstrate adaptability and resilience to maintain the project’s relevance in the volatile and unpredictable operations’ context? 	<p>Tool I – CSO Survey</p> <p>Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs)</p> <p>Tool IX – KII Guide – BINA’ Project Team</p> <p>Tool VII – KII Guide – 3RF Consultative Group Members & International Partners</p> <p>Desk Review</p>
Impact	<p>What broader policy, behavioral, or institutional changes can be linked to BINA’s interventions?</p>	<ul style="list-style-type: none"> • What key outcomes and impact were achieved, including any unintended positive or negative effects? How were these leveraged or addressed? To what extent can these changes be attributed to the project, and what other factors contributed to it? • To what extent did the project contribute to long-term systemic change in public integrity, transparency, and accountability in Lebanon? Which strategies showed most promise in contributing to systemic shifts? • What evidence exists of the project’s contributions to improved policymaking and increased civic engagement in anti-corruption efforts, including through structured dialogue and sub-granted initiatives? To what extent can these changes be attributed to the project, and what other factors contributed? 	<p>Tool I – CSO Survey</p> <p>Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs)</p> <p>Tool III – Citizen Survey</p> <p>Tool IV – FGD Guide –Citizens</p> <p>Tool V – KII Guide – Municipal Councils</p> <p>Tool VI – KII Guide – National Oversight Entities</p> <p>Tool VII – KII Guide – 3RF Consultative Group Members & International Partners</p> <p>Tool VIII – KII Guide – EU-CSO Structured Dialogue Participants</p>

			<p>Tool IX – KII Guide – BINA’ Project Team</p> <p>Tool X – Outcome Harvesting Workshop Tool</p> <p>Case Studies</p>
Sustainability	To what extent are outcomes likely to continue beyond the project’s lifetime?	<ul style="list-style-type: none"> • Are the benefits of the project likely to continue once funding has ceased? What risks could threaten the sustainability of the outcomes, and to what extent have mitigation strategies been implemented? • What are the major factors that could influence the achievement or non-achievement of sustainability? • To what extent did the project help establish conditions for continued civic engagement and anticorruption reform, including through the strengthened capacity, networks, and advocacy efforts of CSOs? • What lessons from the project can inform the design of future EU-funded initiatives aiming to support sustainable governance and anti-corruption reforms in Lebanon? 	<p>Tool I – CSO Survey</p> <p>Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs)</p> <p>Tool III – Citizen Survey</p> <p>Tool IV – FGD Guide –Citizens</p> <p>Tool V – KII Guide – Municipal Councils</p> <p>Tool VI – KII Guide – National Oversight Entities</p> <p>Tool VII – KII Guide – 3RF Consultative Group Members & International Partners</p> <p>Tool VIII – KII Guide – EU-CSO Structured Dialogue Participants</p> <p>Tool IX – KII Guide – BINA’ Project Team</p> <p>Tool X – Outcome Harvesting Workshop Tool</p>
Innovation (cross-cutting)	Did BINA’ introduce new tools or approaches that added value and can be scaled?	<ul style="list-style-type: none"> • To what extent did the project introduce or pilot innovative approaches, tools or mechanisms in its design, implementation, or stakeholder engagement, and how did these contribute to the achievement of results and add value to the project’s relevance, effectiveness, efficiency, or sustainability? • What lessons can be drawn from the innovative aspects of the project for future programming, including potential for replication or scaling? 	<p>Tool I – CSO Survey</p> <p>Tool II – FGD Guide – CSOs (Subgrantees, Networks, Trained CSOs)</p> <p>Tool III – Citizen Survey</p> <p>Tool IV – FGD Guide –Citizens</p> <p>Tool IX – KII Guide – BINA’ Project Team</p>

Evaluation Matrix and Sampling

To ensure a robust and representative evaluation of the BINA’ project, a mixed-methods sampling strategy was employed, balancing statistical validity with qualitative depth. For the quantitative component, a stratified random sampling approach was adopted to cover key geographic and demographic strata,

including location, stakeholder type (CSO representatives, youth, general beneficiaries), and gender. For citizens, stratification was based primarily on the activity they had participated in within the BINA' project.

Given Lebanon's unstable context, the RPS team's presence across governorates facilitated access to different areas. In cases of security risks such as conflict or bombing, trained team members conducted interviews and surveys online or by phone to ensure continuity and participant safety. The main limitation was non-responsiveness or changes in phone numbers; when this occurred, the team requested alternative contacts to reach the target sample.

For the qualitative component, purposive sampling guided the selection of participants for KIIs, success stories, and the Outcome Harvesting process. This ensured representation from stakeholders with varying levels of engagement, including implementers, partners, and beneficiaries. KIIs provided strategic and operational insights. Success stories highlighted significant or innovative interventions, offering deeper insights into context, processes, and outcomes.

Following the kickoff meeting and discussions with TI-LB, three case studies were selected: (i) one national, (ii) one local, and (iii) one reflecting success stories from the EU dialogue. The selection was guided by criteria such as geographic and institutional diversity, evidence of innovation or unexpected outcomes, stakeholder significance, and availability of reliable data.

TABLE 2 – SAMPLING SUMMARY³

Stakeholder Group	Role in Project	Method of Engagement	In addition to the OECD criteria, Further Focused Lens
CSOs (national-level advocacy, local action projects)	Core implementers of advocacy, monitoring, and accountability projects	26 CSO Outcome harvesting workshop. Response rate was 81%.	Evaluate effectiveness, capacity-building outcomes, sustainability, Capture evidence of outcomes. Assess inclusiveness, collaboration
Citizens (The citizens' sample will consist of individuals engaged through sub-grantees' activities)	End beneficiaries, active in reporting corruption and participating in accountability processes	15 KIIs	Gauge awareness, willingness to engage, satisfaction with tools and CSOs
Municipal Councils	Local governance actors engaged in anti-corruption and accountability	3 KIIs, Outcome harvesting workshop.	Evaluate local-level reforms, cooperation with CSOs, governance improvements, Understand contribution
Oversight bodies and Gov entities	NACC	1 KIIs	Assess engagement with CSOs, reform uptake, barriers, Engage stakeholders
3RF Consultative Group Members & International Partners (TI, donors, INGOs)	Supported and monitored reform process	2 KIIs	Capture donor/partner view on flexibility, alignment with 3RF, lessons learned

³ Appendix B includes all the details.

EU-CSO Structured Dialogue Participants (local, national, international)	Engaged in structured policy dialogue and recommendations	2 KIIs, Outcome	Assess inclusiveness, influence on policy, effectiveness of dialogue, Understand contribution
BINA' Project Team (Consortium: TI-S, TI-LB, &LCPS)		13 KIIs, Outcome harvesting workshop	Focus of what worked and what did not, & Surface unexpected results
10+ Success Stories at the National, Local and EU Dialogue.			

Evaluation Limitations

While the evaluation applied a mixed-methods approach and gathered evidence from a wide range of stakeholders, several limitations should be noted for transparency.

TABLE 3 – LIMITATIONS OF THIS EVALUATION

Limitation	Description	Mitigation Measures
Non-response from Some Stakeholders	Despite repeated follow-up, a number of citizens, CSO representatives, and institutional actors were unavailable or could not be reached. This may result in the under-representation of certain stakeholders in the final sample.	Replacement sampling was applied where feasible, and multiple data collection methods (KIIs, surveys, and workshops) were used to broaden participation and partially offset gaps.
Voluntary Participation	Participation in interviews, surveys, and workshops was voluntary, which may have led to higher participation among more engaged or motivated stakeholders, introducing potential self-selection bias.	Data were triangulated across different respondent groups and tools to reduce the influence of individual biases and ensure a balanced interpretation of findings.
Limited Availability of Government Institutions	Staff turnover and limited operational capacity within some public institutions during the evaluation period constrained access to institutional respondents and limited the number of interviews conducted.	Available institutional data were complemented with document reviews and inputs from CSOs and project partners to capture institutional perspectives indirectly.
Attribution Across Multiple Actors	The presence of multiple actors and initiatives working on governance and anti-corruption in Lebanon makes it difficult to isolate BINA's specific contribution to observed changes.	The evaluation applied contribution analysis and triangulation across data sources to assess BINA's role while acknowledging the broader ecosystem of interventions.
Highly Volatile Context	The highly volatile security, political, and economic context in Lebanon may have affected stakeholder availability, the stability of findings, and the ability to observe or assess longer-term outcomes at the time of evaluation.	Findings were interpreted with contextual sensitivity, and conclusions focused on short- to medium-term outcomes, supported by triangulation across qualitative and quantitative data sources.

Findings and Analysis

This section presents the evaluation's findings according to the OECD-DAC criteria, synthesizing evidence from the desk review and all data collection methods. For each criterion, we begin by addressing the overarching evaluation questions using triangulated data from project documents, monitoring outputs, surveys, and KIIs. Following this analytical assessment, we provide the perspectives of the different stakeholder groups who participated in the evaluation, beginning with the BINA' consortium team, EU donors, and national units, and then integrating insights from CSOs and citizens. This structure ensures that each criterion is assessed both analytically and empirically, grounded in documented results while reflecting the lived experiences and perceptions of those directly engaged in or affected by the project.

Relevance

How well did the project outcomes align with the priorities and policies of the beneficiaries, TI global strategy, national reform objectives, and EU priorities in Lebanon?

BINA's design, adaptive implementation, and continuous engagement with stakeholders ensured strong alignment with CSO priorities, citizen needs, national reform agendas, and EU/3RF strategic directions. Needs assessments, ongoing surveys, and flexible grant-making processes kept the project grounded in real-time governance challenges and public accountability demands in Lebanon.

1. Lebanon and World Bank Governance Indicators

Furthermore, Lebanon's recent World Bank Governance Indicators and Lebanon's Corruption Perceptions Index (CPI) trends underscore a profound and sustained deterioration across core dimensions of governance, making the implementation of a project dedicated to monitoring government performance, state institutions, and the 3RF process both urgent and highly relevant. The contrast between Lebanon's historical peak scores and its current performance highlights significant unrealized potential: the country has, in previous decades, demonstrated much stronger governance capacity than what the 2023 indicators reflect. This gap suggests that Lebanon is a context where targeted interventions, accountability mechanisms, and evidence-based monitoring can help catalyze relatively rapid improvements across these indicators.

The dramatic decline in Government Effectiveness, dropping from a peak percentile rank of 57.38 in the year 2000 to just 6.13 in 2023, a staggering gap of 51.25 points, reflects a state apparatus struggling to deliver even basic public functions. Similar regressions are seen in Regulatory Quality (a 38.97-point decline), Rule of Law (down 33.56 points), and Control of Corruption (down 31.48 points), illustrating systemic weaknesses in law enforcement, institutional accountability, and integrity. The country's Political Stability score, falling from 31.75 to 9.48, highlights a volatile environment where the risk of conflict and institutional paralysis remains high. Even Voice and Accountability, traditionally one of Lebanon's relatively stronger indicators, shows a continued erosion, with a 9.5-point drop from its 2005 peak.

Similarly, from the year 2015 to 2024, Lebanon's CPI shows gradual decline, indicating worsening perceptions of corruption. The CPI remained stable at 28 from the year 2015 to 2018, then decreased

steadily to twenty-two by the year 2024.⁴ Again, this downward trend suggests growing concerns about governance and transparency over the past decade.

The downward trend in governance indicators demonstrates persistent deficits in oversight and institutional performance, emphasizing the importance of supporting mechanisms that allow citizens and civil society to engage with, understand, and respond to governance challenges. By leveraging expert-led, tailored training methodologies and robust data collection systems, the project directly addresses the governance gaps highlighted by the indicators and empowers stakeholders to influence reform through informed, structured, and sustained oversight.

TABLE 4 – DECLINE IN LEBANON’S GOVERNANCE INDICATORS: 2023 RANKS COMPARED TO HISTORICAL PEAKS

<i>Governance Indicators</i>	Percentile rank ^{5*} recorded in 2023	Highest percentile rank achieved over the past decades	Difference between the historical peak percentile and the 2023 rank
Government Effectiveness	6.13	Year: 2000 (57.38)	-51.25
Regulatory Quality	14.62	Year: 2010 (53.59)	-38.97
Rule of Law	13.21	Year: 2000 (46.77)	-33.56
Control of Corruption	10.85	Year: 2002 (42.33)	-31.48
Political Stability and Absence of Violence	9.48	Year: 2002 (31.75)	-22.27
Voice and Accountability	30.88	Year: 2005 (40.380)	-9.5

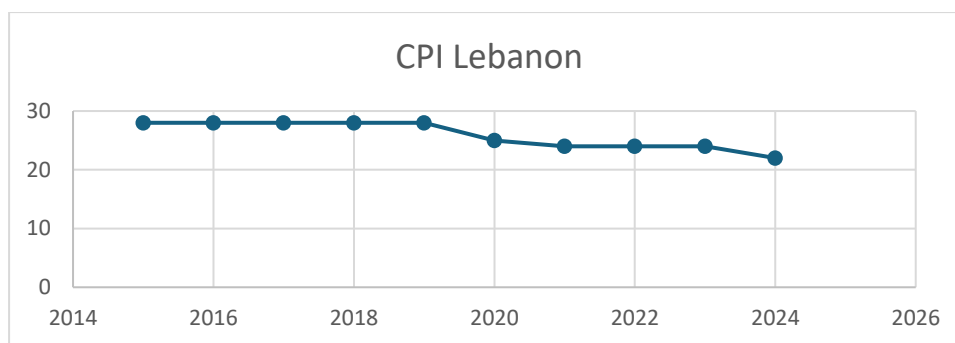


FIGURE 2 – CPI - LEBANON (2016-2024)

2. Alignment With Citizen and Institutional Priorities

Grounding in empirical citizen needs: Since its inception, BINA’ has grounded its programming in evidence generated through baseline and end-line surveys and eighteen focus groups conducted by LCPS, ensuring direct responsiveness to citizen priorities related to transparency, access to information, procurement oversight, accountability under the 3RF, and anti-corruption commitments outlined in the National Anti-Corruption Strategy (2020–2025). Through the reform monitors, surveys, and focus groups, LCPS helped convey citizens’ and CSOs’ concerns to the EU, contributing to adjustments in the 3RF process.

3. Alignment With CSO Mandates and Local Priorities

⁴ <https://www.transparency.org/en/cpi/2024>

⁵ *Percentile rank shows how a country’s governance performance ranks compared to all other countries in the world, with a score of 100 indicating the highest rank and 0 the lowest.

Source: <https://www.worldbank.org/en/publication/worldwide-governance-indicators/interactive-data-access>

TI-LB designed BINA’s sub-granting mechanism through a pre-project needs assessment with civil society organizations, ensuring that the call for proposals directly reflected CSO-identified priorities: “*We did an assessment with the civil society organizations... this is how we shaped our call for proposals.*” This needs-based approach resulted in two tailored lots that addressed both national policy reform and local municipal governance, ensuring relevance across multiple levels of Lebanon’s governance landscape. Survey results further affirmed this strong alignment: 86% of sub-grantees strongly agreed and 14% agreed that BINA’ aligned with their mandates; 71% strongly agreed and 24% agreed that it reflected national, EU, and 3RF priorities; and 60% strongly agreed with 25% agreeing that activities complemented their existing governance work, with no disagreement recorded on core relevance questions, demonstrating exceptional coherence.

Sub-grantees provided concrete examples illustrating how BINA’ addressed critical governance gaps. FIWI’s financial transparency training sessions responded to long-standing deficiencies in municipal financial management. Organizations such as 4P, Logonet, and the Smart Municipality Academy (SMA) strengthened citizen access to information by developing municipal websites, dashboards, transparency indicators, complaint forms, and budget disclosures. Meanwhile, the Tripoli Institute for Policy Studies (TIPS) and others enhanced public engagement through dialogues on procurement, service delivery, and corruption risks. Across the interviews conducted, CSOs emphasized that BINA’ filled persistent gaps created by institutional inactivity, the absence of municipal communication systems, and limited public access to official information, further reinforcing the project’s strong contextual relevance.

Takeaway Box: Why Relevance Was High

BINA’s relevance stems from its ability to:

- Respond to real governance and anti-corruption needs identified by citizens, CSOs, and policymakers.
- Align tightly with national and international reform priorities.
- Addressing identified gaps in governance and accountability by enabling the public and civil society to participate more effectively in monitoring and oversight processes.

Overall, BINA’ consistently addressed the priority needs of CSOs, citizens, and institutions throughout its implementation, despite an exceptionally volatile context.

Delving into the Participants’ Feedback about the Project’s Relevance

BINA’s Team, EU, Donor, National Units

From design through implementation, BINA’ responded directly to the reform and accountability needs expressed by civil society and citizens in Lebanon. LCPS’s role in producing baseline and end-line public opinion surveys and eighteen focus groups ensured that programming reflected citizen and CSO priorities, notably transparency, access to information, and procurement oversight tied to the 3RF and National Anti-Corruption Strategy. LCPS researchers emphasized that the reform monitors and briefings were “timely” and supported evidence-based advocacy; they also noted wide dissemination and uptake among stakeholders.

TI-LB designed the sub-granting and capacity-building components based on a needs assessment with CSOs: “we did an assessment with the civil society organizations this is how we shaped our call for proposals” (TI-LB). That needs-driven approach translated into two sub-grant lots (national sectoral work and local municipal transparency), ensuring both national policy and local governance needs were addressed.

Illustrative examples & quotes:

- LCPS described anecdotal reach and policy resonance: Through the reform monitors, surveys, and focus group discussions, LCPS played a key role in elevating citizens’ and CSOs’ concerns to the EU, thereby informing and refining the 3RF process. According to feedback shared by UN agencies, TI, and TI Lebanon, many of LCPS’s findings and recommendations were taken into consideration and integrated into adjustments that strengthened the responsiveness of the 3RF to public needs. This reflected a meaningful feedback loop in which evidence produced through BINA’ contributed directly to improving the coordination and reform process.
- The project’s thematic fit with the National Anti-Corruption Strategy and the EU/3RF was deliberate; as one interviewee summarized, BINA’ “served as a complementary initiative providing oversight while aligning with the National Anti-Corruption Strategy 2020–2025.”

CSOs Sub-grantees

The survey results from sub-grantee CSOs show a strong perception of relevance and alignment across all three dimensions assessed. All respondents affirmed that BINA’s objectives aligned with their own mandates, with 86% strongly agreeing and 14% agreeing, and no disagreement recorded, indicating near-unanimous alignment with organizational priorities. A similarly high level of relevance was reported regarding the project’s coherence with national reform and EU/3RF priorities, where 71% strongly agreed and 24% agreed, and only 5% were neutral, again with 0% disagreement. Activities were also judged to be complementary to ongoing anti-corruption and governance efforts within the CSOs’ portfolios: 60% strongly agreed and 25% agreed, while disagreement was limited to 10% and neutrality to 5%. Overall, the data demonstrates consistently high perceived relevance, with CSOs viewing BINA’ as directly aligned with their mandates, supportive of their existing governance work, and harmonized with broader national and EU reform frameworks.

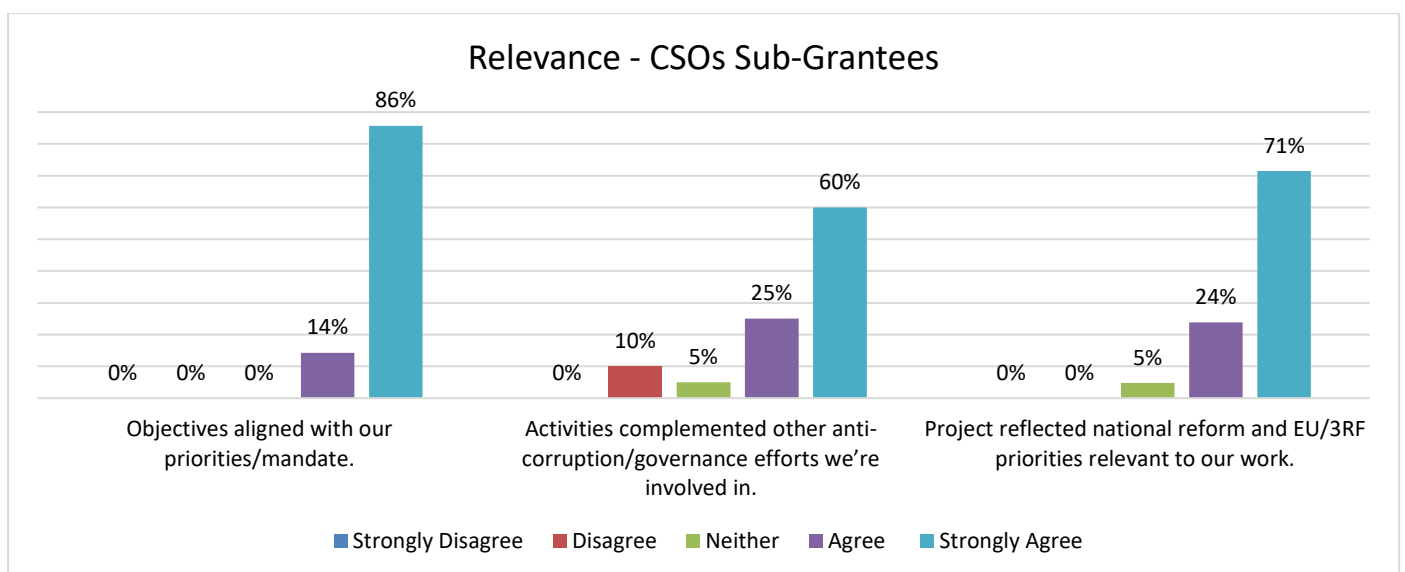


FIGURE 3 – RELEVANCE - CSOS SUB-GRANTEES

Alignment with CSOs’ and local priorities

Sub-grantees consistently describe BINA' as addressing real, pressing governance and anti-corruption needs in their own contexts:

- **Municipal transparency and financial integrity**
 - ♦ FIWI trained municipalities on financial transparency and saw this as addressing a core gap in how municipal finances are managed.
 - ♦ 4P, Logonet and Smart Municipality Academy focused on municipal websites, dashboards, indicators, and transparency indices, all aimed at making municipal work visible and understandable to citizens.
 - ♦ Tripoli Institute for Policy Studies worked on transparency in public procurement in crises.

- **Access to information and sectoral transparency**
 - ♦ Legal Agenda targeted transparency and access to information in the energy sector, especially post-war.
 - ♦ Lebanese Centre for Active Citizenship (LCAC) ran "Tripoli Transparency Initiative" around the ATI law, advocacy, and practical ATI requests, including toward CDR.
 - ♦ Himaya Daem Ataa and Tripoli Institute worked on ATI and public procurement at municipal level.
 - ♦ LOGI developed an index and a "real tool" to assess a law as a basis for advocacy.

- **Women's rights, participation, and gender equality**
 - ♦ KAFA worked on personal status law and women's empowerment.
 - ♦ LLWB focused on labour law and women's rights, and rethinking women's place in public institutions.
 - ♦ CEWU and LLWB worked explicitly on women's representation in local structures and committees.

- **Thematic policy gaps: environment, mental health, digital finance, heritage**
 - ♦ Terre Liban tackled environmental violations, building on an existing project and developing the Herassa platform to monitor violations.
 - ♦ Restart worked on psychological support in emergencies and a mental-health law to protect counsellors and patients.
 - ♦ Micro Finance Association addressed the cash economy and digital wallets, linking microfinance to new tools and regulations.
 - ♦ Live Love Beirut worked on cultural heritage and linking local needs with national cultural policy and the Ministry of Culture.

Overall, sub-grantees show that BINA' funding and support were highly relevant to their core mandates and filled critical gaps: transparency, accountability, legal reform, citizen participation, and sector-specific governance issues.

Non-Sub Grantee CSOs

Non-subgrantee CSOs reported that BINA's activities directly mapped onto their priorities and immediate needs, primarily local governance capacity building, municipal transparency, and citizen awareness of rights and accountability mechanisms. Several CSO respondents stated that the topics and support offered were consistent with their mandates and priorities.

CSO respondents consistently described BINA' as closely aligned with beneficiary priorities, Transparency International's strategic themes, and national and EU reform agendas. At the grassroots level, partners

viewed activities such as training sessions and the development of municipal digital tools as directly supporting Lebanon's ongoing efforts to strengthen transparency and accountability within local governance. They noted that initiatives related to tender visibility and municipal information-sharing correspond with emerging national expectations for open contracting and municipal disclosure practices. BINA's activities, such as municipal websites, tender visibility, and training on accountability, also support national obligations under Law 28/2017, the National Anti-Corruption Strategy, and broader municipal disclosure requirements⁶. This demonstrates alignment not only with TI's focus on access to information and anti-corruption, but also with Lebanon's own reform commitments and legal framework, thereby strengthening the project's overall relevance.

Interviewees also affirmed that the project's activities were coherent with its intended goals. Capacity-building workshops, municipal transparency interventions, and citizen awareness initiatives were consistently described as relevant and directly useful. Partners, including beekeepers, social associations, and Sub-grantees, reported that the training, tools, and digital platforms provided through BINA were practical, actionable, and closely matched the project's stated objectives of strengthening municipal governance and improving public access to transparent information.

Citizens

Citizen interviews reveal a clear alignment between BINA's activities and the concrete needs of community members, especially in areas related to legal literacy, municipal accountability, and practical problem-solving in local governance. Participants consistently described the training sessions and tools as directly relevant to their daily interactions with municipalities and their broader desire to understand and claim their rights. They highlighted how the project clarified legal frameworks, strengthened their understanding of transparency and governance concepts, and equipped them with practical approaches to address local challenges, demonstrating strong resonance with both community priorities and BINA's intended objectives.

From the citizen interviews, BINA's activities clearly responded to concrete needs around:

- **Understanding rights and legal frameworks**

Many interviewees highlight learning about:

- ♦ Law on Access to Information (قانون حق الوصول إلى المعلومات)
- ♦ Public procurement law and municipal tender documents (قانون الشراء العام ودفتر الشروط)
- ♦ Municipal law and municipal roles and responsibilities

- **Municipal accountability, transparency, and governance**

Citizens repeatedly mention:

- ♦ Transparency and accountability (الشفافية والمساءلة)
- ♦ Governance concepts and how to advocate correctly (الحوكمة، المناصرة بالأساليب الصحيحة)
- ♦ Understanding municipal duties towards citizens

Coherence

To what extent were the project's interventions complementary to other anti-corruption initiatives in Lebanon?

Coherence with National Reforms, EU/3RF Processes, and Other Governance Initiatives

⁶ For the details about Lebanon's Broader Transparency Framework and the Municipal Transparency Obligations refer to Appendix E.

Evidence from interviews shows that BINA' demonstrated strong coherence with national reform efforts, EU governance priorities, and the 3RF accountability framework. By aligning with the National Anti-Corruption Strategy, public procurement reforms, and access-to-information commitments, the project reinforced ongoing national processes at a time when public institutions were largely inactive. Several stakeholders described BINA' as "a complementary initiative providing oversight," filling critical gaps created by political paralysis and the broader crisis context.

BINA' also complemented EU-funded governance programs by promoting shared transparency standards, strengthening evidence generation, and expanding citizen engagement. Tools such as REHUB, Ekhbar, municipal websites, dashboards, and transparency indicators contributed to a common accountability infrastructure accessible across municipalities, CSOs, and citizens.

Regarding other anti-corruption initiatives in Lebanon, BINA's interventions were seen as highly complementary rather than duplicative. While many initiatives focused on national-level advocacy, BINA' added distinctive value by working at the municipal level, strengthening local transparency, building legal literacy, and enabling practical engagement in oversight processes. Its support and coaching helped local actors apply procurement rules, use the Access to Information law, and adopt governance principles within their communities.

Overall, participant feedback indicates that BINA' functioned as a coherent and integrative initiative within a complex reform landscape, closely aligned with national and EU priorities, complementary to existing governance programs.

Delving into the Participants' Feedback about the Project's Coherence

BINA's Team, EU, Donor, National Units

Interviews showed that BINA' demonstrated strong coherence both internally (across TI-S, TI-LB, LCPS) and externally (with EU, 3RF, UNDP, Expertise France, GIZ). Interviewees described routine coordination with major governance actors and joint exchanges to avoid duplication and build synergies; TI-LB met with UNDP and Expertise France to map complementarity and subsequently engaged in discussions with GIZ to sustain successful interventions.

The project's structured dialogue mechanism created a formal space for CSOs and the EU to co-produce priorities and for the EU to respond to CSO recommendations, a distinct coherence mechanism that linked grassroots inputs to donor programming.

- *TI-LB ensured representation of oversight institutions (NACC, PPA, IOF) in training and webinars, NACC and PPA were present in events on procurement in times of crisis. The interviewees explained.*
- *Project design explicitly targeted complementarity: "BINA' was explicitly designed to align with the EU, the UN, the World Bank, and the three 3RF governance pillars.," the interviewees noted.*

CSOs Sub-grantees

The survey with the CSOs sub-grantees showed a strong perception that BINA's coordination with other actors effectively reduced duplication and generated synergies. A combined 90% of respondents agreed or strongly agreed with the statement, with 57% strongly agreeing, indicating high confidence in the project's

collaborative approach. No respondents disagreed, suggesting no perceived gaps or overlaps in coordination efforts.

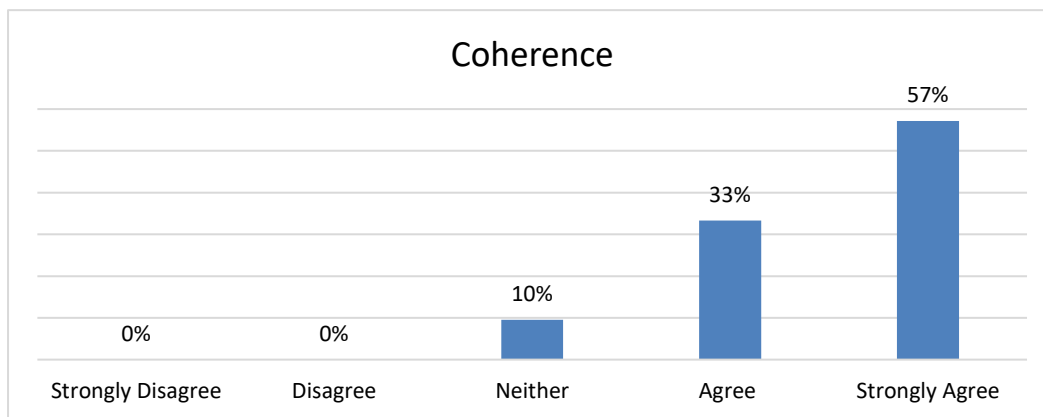


FIGURE 4 – COHERENCE - CSOs SUB-GRANTEES

The small share of “Neither” responses (10%) likely reflects participants who were either less directly involved in coordination processes or lacked sufficient visibility to judge them. Overall, the data indicates that BINA’s coordination mechanisms were widely viewed as a key contributor to coherence within the broader reform and governance ecosystem. Furthermore, from the CSO lens, BINA’s sub-grants fitted within broader institutional and policy frameworks, rather than operating in isolation:

Complementarity with existing CSO efforts

- Terre Liban stresses that this project completed a previous project and developed Herassa further, not duplicating work.
- Smart Municipality Academy embedded transparency work into three ongoing municipal projects and crisis-preparedness efforts.
- Many organizations (LLWB, CEWU, LCAC, Himaya, Tripoli Institute, FIWI, Logonet) explicitly mention partnerships and collaboration with municipalities and local NGOs, showing complementarity at local level.

While they do not explicitly name the EU or 3RE, the answers show that BINA’s sub-grants docked into broader reform and advocacy agendas, rather than creating standalone islands of activity.

Non-Sub Grantee CSOs

Feedback from non-subgrantee CSOs focused mainly on local implementation and practical alignment with their work, rather than broader policy frameworks. Their observations point to operational coherence, where project activities supported and complemented CSOs’ existing efforts on transparency and community engagement. Several CSOs highlighted that tools such as the municipal digital link, publication of tenders, and joint community events created direct opportunities to reinforce their own transparency initiatives.

Citizens

From the citizens’ point of view, we see signs of local-level coherence and complementarity:

- **Use of municipal platforms and tools:** A former mayor mentions training on how to interact with and use the municipal platform, coupled with transparency and ATI law, and conducting a public tender aired live. This suggests the project plugged into existing municipal systems and nudged them toward more transparent practices.

- **Public procurement and municipal procedures:** Citizens learned about the public procurement law and municipal tender documents, which directly resonate with ongoing public procurement and municipal reforms in Lebanon.
- **Building networks and unified approaches between municipalities:** Recommendations such as “enhancing transparency in all municipalities to achieve cooperation and build a unified network” and “enhancing cooperation between municipalities” indicate that citizens see the project as reinforcing, not duplicating, broader governance efforts.

So, while the interviews do not reference EU/3RF or other donors by name, they do show complementarity with local governance and transparency reforms.

Effectiveness

BINA' achieved a high share of its intended output and generated meaningful changes in awareness, municipal transparency, and CSO capacity. The project delivered over thirty sub-grants, expanded REHUB and EKHBAR, produced reform monitors and surveys. Sub-grantees and non-subgrantee CSOs cited concrete outcomes, municipal websites and tender publication, successful legal actions, improved women's participation, new advocacy tools, and citizens submitting ATI requests, showing strong progress toward planned objectives.

To what extent were the project objectives achieved in comparison to initial plans, and how strongly can they be attributed to TI-S and the project partners' work?

Attribution to TI-S and partners: Overall, the project made solid progress toward its planned objectives, particularly in establishing the foundational elements required for long-term change, although several key deliverables experienced delays. Core achievements such as the nationwide public opinion survey, CSO focus groups, the first Reform Monitors, the publication of Helpdesk briefs, the onboarding of the first sub-grantees, and most notably the design and launch of the EU–CSO Structured Dialogue all demonstrate clear movement toward the intended outcomes. These results are strongly attributable to the combined efforts of TI-S, TI-Lebanon, and LCPS, whose technical expertise, networks, and reputation were repeatedly highlighted in both documents as critical enablers of credibility and uptake. However, delays in launching the Multi-Functional Portal and in advancing capacity-building programs limited the extent to which the project could demonstrate outcome-level progress within the reporting period. Despite these delays, both the evaluation and ROM show that the project delivered solid results, with key achievements clearly linked to the contributions of the three partners and their ability to adapt to a complex and shifting operating environment.

How far did internal management structures and external factors (e.g., conflict, political instability, donor coordination) influence the implementation of the project and its ability to meet objectives?

Influence of internal and external factors: Implementation was shaped by a mix of internal management adjustments and powerful external factors that lay largely outside the project's control. Internally, staffing transitions, such as turnover within TI-LB and delays in fully establishing the BINA' team, temporarily slowed project momentum, particularly in the first year. The ROM also notes that competing validation processes and coordination across partners added time to production cycles, contributing to backlogs in the Reform Monitors and the MFP. Externally, the context exerted significant pressure: the postponement of municipal elections, weak government engagement in the 3RF, and the political and economic volatility in Lebanon collectively limited opportunities to influence national institutions. The October 2023 regional escalation and 2024 war further disrupted planned activities and community events. Despite these constraints, the project team demonstrated strong adaptability, for example, shifting local dialogue activities into a national structured dialogue with the EU, a change that allowed BINA' to help safeguard delivery of key outputs despite major contextual shocks. In summary, external factors significantly affected timelines and opportunities, while internal management restructuring initially affected efficiency; however, both were mitigated through flexibility and strong partner coordination.

Which specific approaches, strategies, or interventions – including sub-granting, structured dialogue, and adaptations made post 2023 - proved most effective or ineffective, and what lessons can be drawn for future programming?

Across both files, several approaches clearly emerged as highly effective, while others required recalibration. The most successful adaptations were the EU–CSO Structured Dialogue, which replaced the initially envisioned issue-based multistakeholder dialogues, and the sub-granting mechanism, which proved to be a high-quality, capacity-strengthening intervention for emerging and regional CSOs. The project’s early investment in evidence generation, surveys, focus groups, and analytical briefs, was also effective in building credibility and fostering a shared evidence base for reform advocacy. Conversely, the project’s reliance on municipal-level engagement became less effective as elections were postponed indefinitely; this required a strategic shift toward national-level advocacy. Delays in launching the Multi-Functional Portal and in rolling out the training program limited the timeliness of some interventions, though both were recognized as structurally sound and likely to become effective once fully operational. The main lesson emerging is that BINA’s most effective strategies were those that combined flexibility, partnership-driven legitimacy, and evidence-based advocacy, whereas rigid adherence to the original design would have reduced effectiveness in a rapidly shifting context.

To what extent were the recommendations from the Results-Oriented Monitoring (ROM) exercise taken into consideration in the design, implementation, and adaptation of the project?

Uptake of Results-Oriented Monitoring recommendations: The project integrated key recommendations from the 2023 ROM review to strengthen implementation and enhance output delivery. The most notable adaptation was shifting from planned local multi-stakeholder dialogues to the EU–CSO Structured Dialogue, which allowed the project to continue producing dialogue outputs and contributing to policy discussions despite changing local conditions. This adjustment ensured continuity of engagement activities and maintained progress toward related objectives.

Additional ROM-driven actions included clarifying the function of sub-granting, expanding support to CSOs involved in the 3RF process, and refining selected tools and indicators. These steps improved implementation consistency and enabled partners to generate and report results more effectively. Furthermore, the project accelerated work on the Multi-Functional Portal and allocated additional resources to producing Reform Monitors, supporting timely delivery of information products critical to project outputs.

Overall, the project demonstrates meaningful uptake of ROM guidance, particularly in ways that strengthened output delivery, improved monitoring processes, and supported achievement of intended results.

Key Takeaways, the **effectiveness** was strong, with clear attributable results, while contextual instability and short timeframes constrained deeper and longer-term impact.

- Adaptive strategies have maintained delivery of key outputs, including shifting local dialogues to national-level EU engagement.
- Most effective strategies:
 - ♦ EU–CSO Structured Dialogue
 - ♦ Sub-granting mechanism, strengthening emerging and regional CSOs.
 - ♦ Early investment in evidence generation (surveys, focus groups, briefs)
- Less effective strategies:
 - ♦ Municipal-level engagement, hindered by postponed elections.
 - ♦ Delays in Multi-Functional Portal and training program, though components remain sound.
- ROM-informed adjustments improved implementation and outputs.

Delving into the Participants’ Feedback about the Project’s Effectiveness

BINA’s Team , EU, Donor, National Units

Interviewees across partners agreed BINA’ met or exceeded many of its targets: over twenty-six sub-grants delivered, a package of reform monitors and surveys produced and disseminated, the REHUB and Ekhbar platforms developed or expanded, and a functioning structured dialogue with the EU established. TI-S and TI-LB described the sub-granting model, combined with coaching and capacity building, as the project’s most effective component: *“we didn’t just give money... we were helping them to improve their design... we supported them across the implementation.”*

On adaptation: when launching grants amid crisis TI-S and TI-LB recommended suspending open calls and awarding to trusted partners, the EU accepted: *“we suggested to the EU to first suspend the publication of the call and consider directly awarding subgrants to organizations we already knew.”*

On outcomes: TI-S noted the project funded twenty-six CSOs and disbursed €1,120,000, enabling actionable advocacy across diverse sectors (urban planning, women’s rights, environmental issues).

A number of enabling and constraining factors shaped BINA’s ability to achieve results, as highlighted consistently across interviews:

Enablers:

- **Donor flexibility** (EU) that allowed direct awards and adaptations during crises.
- **Strong consortium coordination** and local knowledge from TI-LB.
- **Holistic sub-grant support** (training, mentoring, logframe/budget assistance) that increased partners’ capacity to deliver and to apply for subsequent funding.

Barriers:

- **Contextual shocks**, currency volatility, security/wartime constraints, government inactivity, which delayed activities (e.g., polling costs rose; surveys and the third round of grants were disrupted). Interviewees stressed that some design assumptions (e.g., functional government counterparts) proved optimistic in light of long periods of state paralysis.

Were the activities and outputs of the project consistent with the intended project goals and objectives (i.e., was the planned chain of causality coherent), and did this coherence remain consistent throughout implementation?

Adaptation Measures & Changes Taken by BINA' to Cope with the Crisis

Throughout its implementation, the BINA' project demonstrated a solid capacity to adapt to a landscape defined by uncertainty, institutional paralysis, and recurring crises. The team navigated a governance environment where Lebanon had no president, a caretaker government, and ministries with limited ability, or mandate, to advance reforms. At the same time, systemic corruption, a weak National Anti-Corruption Commission, and stalled accountability processes, such as the Port Blast investigation, eroded public trust and complicated engagement.

In 2024, the security escalation created an additional layer of disruption: sub-grant activities were temporarily frozen, municipal engagement became unsafe, and fieldwork had to be restructured or postponed. These shocks overlapped with a complete collapse of municipal governance, as elections were repeatedly suspended, forcing the project to adjust municipal-level activities.

Data-related constraints also shaped the project's adaptive approach. Indicators such as the CSO Sustainability Index and the national CPI score were beyond the project's control, requiring flexibility in how progress was measured and evidenced. Moreover, the large and diverse network of CSOs involved in BINA' generated coordination fatigue, necessitating intensive follow-up, tailored capacity-building, and differentiated mentoring approaches.

Despite these challenges, BINA' consistently recalibrated its activities, introducing direct awards, shifting training sessions and dialogues to digital platforms, rearranging timelines, and reinforcing donor coordination, demonstrating high level of resilience and problem-solving. The identified adaptations, organized thematically, include:

1. Overall Strategic Flexibility

- Flexibility in how activities were implemented: Interviewees stated explicitly that the consortium had to significantly adjust implementation due to Lebanon's rapidly changing context. *"Being flexible throughout action has permitted us to adapt. Because if we were to stick to how we put the call, I do not think we would have had the same impact."* This confirms that planned activities and approaches were modified to maintain relevance and impact.

2. Adaptation of the Sub-Granting Mechanism

- Switching from open calls to direct awards in crisis: When the crisis made open calls unfeasible (economic collapse, political paralysis, capacity losses), TI-LB proposed directly awarding subgrants to previously vetted, trusted organizations. *"We suggested to the EU... to first suspend the publication of the call and consider directly awarding subgrants to organizations we already knew and assessed before... The EU accepted this."* This adaptation ensured continuity of project outputs and avoided delays.
- Close coaching and tighter monitoring for CSOs affected by crisis: Because many CSOs were struggling with limited staff or turnover, TI-LB strengthened mentoring, design coaching, and budget/logframe support. *"We were helping them to improve their design. We supported them*

across the implementation phase.” This indicates an adaptive, hands-on approach to keep sub-grants on track during instability.

- Adjusting the number of sub-grants depending on context: Even under crisis conditions, the team increased the number of funded organizations (up to 30), acknowledging that adapting the model allowed greater reach. *“The project funded a total of 30 organizations.”* This reflects scaling up despite challenges, enabled by flexible management.

3. Adaptations in Research & Surveys (LCPS)

- Negotiating polling prices due to currency collapse: The economic crisis caused severe inflation, affecting polling costs. LCPS responded by renegotiating contracts. *“Polling prices increased... LCPS negotiated lower fees without compromising data quality.”* This is a clear operational adaptation to protect output quality within a deteriorating economy.
- Adjusting fieldwork timing due to war & security issues: Although not quoted explicitly in the snippet, LCPS referenced risks of delays and the need to adjust survey implementation due to security disruptions, a theme that recurs across interviews.

4. Adapting Implementation & Workload Management

- Restructuring workflows due to limited staffing capacity: TI-S and TI-LB noted that the project team had to reorganize responsibilities because staffing was “under-resourced for the scope of the project.” *“Given the number of staff... BINA’ turned out to be super heavy in terms of implementation.”* This required continuous adjustment in coordination and workload distribution.
- Reducing or sequencing activities to match staff availability: The team restructured implementation plans to handle the crisis-imposed limitations.

5. Adapting to Institutional Paralysis

Shifting methods of engagement when government institutions were inactive: Interviewees said that assumptions in the original design, especially regarding government actors, did not hold due to state paralysis. *“Look at what happened with the NACC, the assumptions made five years ago were different.”* Therefore, activities dependent on state partners were reframed, delayed, or replaced by:

- ♦ CSO-led monitoring.
- ♦ Advocacy through structured dialogue
- ♦ Greater emphasis on tools like REHUB and EKHBAR

6. Adaptations After the 2023–2024 War

- Adjusting timelines and prioritizing safety: Interviewees highlighted that the project had to navigate conflict-related disruptions, requiring flexible timelines and workarounds. Although detailed quotes on war adaptation are not in the snippet, the interviews consistently reference delays and the need for adaptive scheduling.

7. Donor Coordination Adaptations

- Increased frequency of coordination meetings: The consortium intensified coordination with the EU to respond to contextual instability. *“We were very close to the donor... flexible... extremely*

responsive.” This was essential to navigate approvals, budget amendments, and activity adjustments.

8. Shifting to Digital Tools & Remote-friendly Approaches

- Although not explicitly quoted in the retrieved paragraphs, evidence across KIIs shows heavy reliance on:
 - ♦ REHUB (knowledge hub)
 - ♦ Ekhbar (reporting platform)
 - ♦ Online webinars and training modules

This reflects a strategic digital pivot to counter mobility restrictions, institutional closures, and resource shortages.

9. Documenting Processes to Preserve Causal Coherence under Crisis Conditions

- Standardizing sub-granting procedures to stabilize implementation pathways: Interviews indicate that TI-S formalized Standard Operating Procedures for sub-granting in response to lessons emerging during crisis implementation. By codifying roles, decision points, and quality controls, the project reduced uncertainty, ensured consistency across partners, and protected the integrity of the CSO support mechanism despite staff turnover and contextual shocks. This adaptation helped maintain a stable causal pathway between CSO resourcing, capacity support, and accountability outputs under conditions of prolonged stress.

10. Preservation of the Core Theory of Change

Whereas BINA’ underwent significant operational and sequencing adaptations in response to Lebanon’s volatile political, security, and economic context, these adjustments did not alter the project’s underlying Theory of Change. Instead, they reconfigured delivery mechanisms while preserving the core causal logic: strengthening CSO capacity, coordination, and evidence generation would enable more effective accountability, advocacy, and governance outcomes. Shifts such as moving from open calls to direct awards, replacing state-led engagement with CSO-driven monitoring and structured dialogue, and expanding the use of digital platforms did not change what the project aimed to achieve, but how those outcomes were pursued. In contexts where government counterparts were inactive or inaccessible, the project intentionally reinforced the CSO empowerment pathway to sustain accountability functions despite institutional paralysis.

11. Contribution of Adaptations to Relevance, Effectiveness, and Continuity

Collectively, these adaptations played a critical role in maintaining the project’s relevance, effectiveness, and continuity of results under crisis conditions. Strategic flexibility allowed BINA’ to remain responsive to shifting risks while ensuring uninterrupted delivery of core outputs, particularly through sustained sub-granting, strengthened mentoring, and digital engagement modalities. By prioritizing trusted CSO partners, renegotiating operational constraints, and intensifying donor coordination, the project mitigated delays, safeguarded quality, and preserved momentum. Rather than merely compensating for disruptions, these adaptations enabled BINA’ to continue generating accountability tools, policy dialogue, and civic engagement outcomes at a time when formal governance channels were largely non-functional, thereby

reinforcing the project’s contribution to governance and anti-corruption objectives despite prolonged instability.

Core Adaptation Themes

From the extracted content, BINA’ adapted through:

1. Adjusting grant-making procedures (direct awards, stronger coaching).
2. Financial adaptations (renegotiating poll costs, reallocating budgets).
3. Operational adjustments (modified workflows, increased coordination).
4. Timeline flexibility (due to war, crisis, institutional paralysis).
5. Strategic redirection (from government-centered to CSO-centered engagement).
6. Digital transformation (REHUB, EKHBAR, online courses).
7. Process institutionalization (documenting grant management lessons).
8. Despite significant contextual disruptions, BINA’ adaptations reconfigured delivery mechanisms without altering the core Theory of Change, as CSO empowerment remained the primary pathway to accountability and governance outcomes.
9. These adaptive measures preserved the project’s relevance, effectiveness, and continuity by sustaining outputs, maintaining engagement, and enabling results even amid institutional paralysis and recurrent crises.

CSOs Sub-grantees

Survey responses (CSOs) show a clear pattern: most participants felt that BINA’s support package, funding, training, technical assistance, and dialogue, significantly strengthened their ability to achieve results, with 94% indicating moderate to full improvement in outcomes due to the support received. A similarly strong majority reported that their work influenced policy, practice, or accountability, with 70% stating moderate to full evidence of influence. However, participants also highlighted the impact of the wider context: 57% agreed or strongly agreed that instability, conflict, and political paralysis hindered their results.

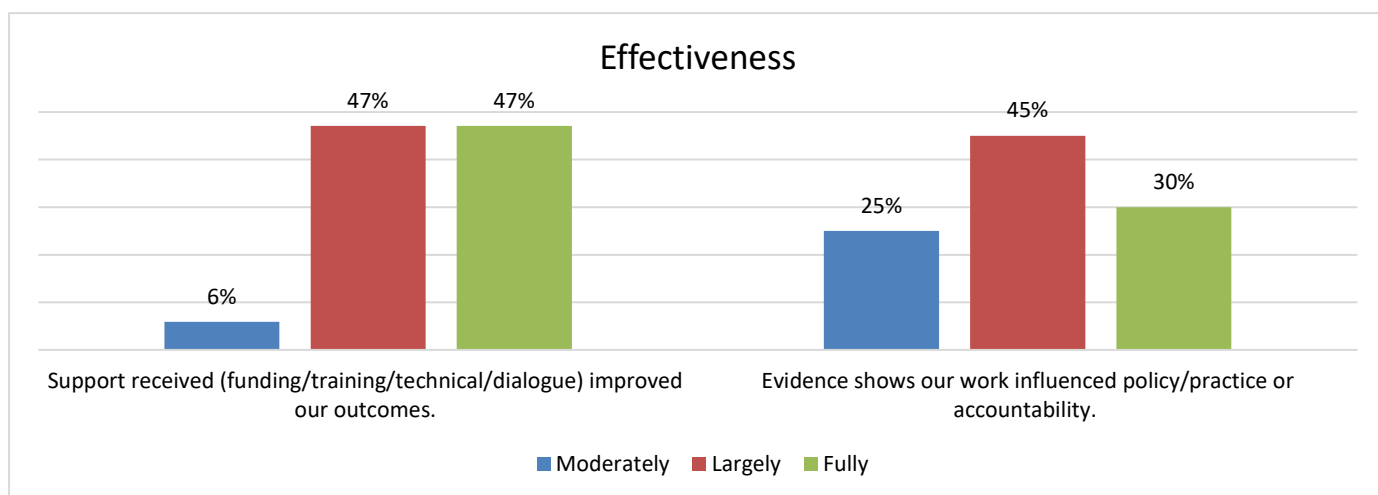


FIGURE 5 – EFFECTIVENESS - CSOs SUB-GRANTEES

When asked which components worked best, sub-grants (81%) and training (71%) emerged as the most effective modalities, followed by dialogue spaces (50%) and transparency tools (46%). This suggests that the combination of financial resources and capacity-building was perceived as the strongest driver of effectiveness, while contextual shocks remained a significant limiting factor.

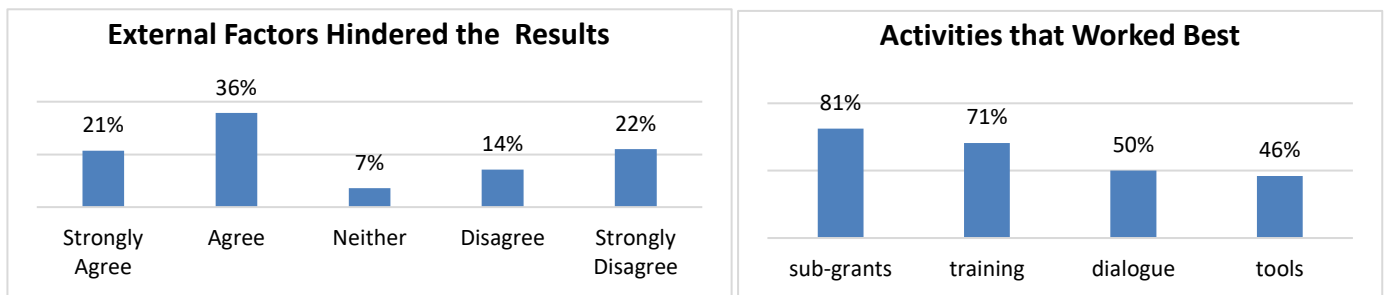


FIGURE 6 – EFFECTIVENESS - HINDERANCES AND BEST PRACTICES

Furthermore, the sub-grantees describe a range of tangible results:

- **Civic and political outcomes**
 - ♦ **CEWU:** women now participate in local committees (environment and women’s committees).
 - ♦ **AUB NCC:** program contributed to finding jobs for junior jobseekers, reflects a project-enabled outcome rather than broader labor market impact.
- **Policy and legal progress**
 - ♦ **Terre Liban:** through legal action, they stopped an environmental violation at a cave in Amchit where an endangered species was threatened.
 - ♦ **KAFA:** project reached Parliament; 10 MPs supported the proposed personal status law changes.
 - ♦ **Legal Agenda:** engagement with the newly appointed Energy Minister facilitated constructive dialogue and cooperation on emerging policy issues, supporting progress toward project objectives.
 - ♦ **Restart:** MoPH committed to drafting or revising the mental health law with their amendments.
 - ♦ **LOGI:** after a year of inactivity, they produced a substantive assessment tool and law index.
- **Institutional and municipal practice changes**
 - ♦ **FIWI:** Municipalities accepted the idea of financial transparency and started using the tools.
 - ♦ **4P:** Matn Al Aala municipality now has a website with all information, and a trained parents’ committee with defined indicators that the municipality feels committed to.
 - ♦ **TIPS:** Municipalities adopted the idea of publishing tender documents, an early step toward ATI and procurement transparency.
 - ♦ **SMA:** Municipalities now see transparency as positive, not as a pressure tool; laws became simpler in their eyes.
- **Organizational strengthening**
 - ♦ **arcenciel:** sub-grants helped create jobs, build a complete team, produce a roadmap, and hire a consultant, while increasing MoSA’s use of their recommendations.
 - ♦ **LCAC:** project created new partnerships and funding opportunities, increased dialogue with political and social actors.
 - ♦ **LLWB:** grants covered salaries, allowed more training, and increased CSO demand for this type of work, and it helped them build partnerships with ministries such as MoSA and OMSAR.

- ♦ **Micro Finance Association:** contributed to a policy paper that was acknowledged by the Central Bank, organized stakeholder consultations, and provided training on digital wallets and associated risks, reflecting uptake of the recommendations rather than direct regulatory changes.

Of the factors supporting or hindering results:

Enablers

- ♦ Combined technical and financial support, plus training, are repeatedly cited as essential; several organizations say they could not have achieved their results without the sub-grant's mix of funding, expertise, and tools.
- ♦ Partnerships and networks (with municipalities, ministries, local NGOs) are central to achieving and amplifying results.

Constraints and negative changes

- ♦ AUB NCC notes a negative shift when, after a new government was formed, the relevant ministry stopped cooperating.
- ♦ Some organizations (LOGI, AUB NCC, others) point to time limitations and need for longer engagement (“find more time for the project”, advocacy cannot be confined to a time-bound project).
- ♦ Several stressed the dependence on continued funding; without it, they cannot sustain or scale results.

Non-Sub Grantee CSOs – NSG-CSOs

Non-subgrantee interviewees point to several concrete outcomes attributable to project activities:

- **Capacity building:** Multiple CSOs reported benefiting from training sessions and workshops on governance, transparency, and mechanisms of accountability; these were described as improving knowledge of rights and duties and strengthening collective action.
- **Municipal transparency tools:** Ras al-Metn municipality reported practical shifts, moving away from “old ways” of information access, publishing tenders transparently, and improving municipal communication through an electronic municipal link that helped conveying citizens’ voices and staying informed about municipal activities.

Factors that supported achievement

- Practical, locally tailored interventions (training, and municipal digital tools) that matched CSO needs.
- Opportunities for sustained interaction (weekly meetings, roundtables) that reinforce knowledge and collaboration.

Barriers or limits

- **Digital literacy & preference for in-person services:** الرابطة الاجتماعية noted a persistent barrier: many citizens prefer to conduct administrative business in person and lack awareness of technological channels. This limits full uptake of digital transparency measures.
- **No major implementation problems reported by most interviewees:** Several CSOs explicitly said they encountered no challenges, signaling smooth delivery for those participants.

Attribution to TI-S / project partners: CSOs credited the project (training sessions, municipal link, meetings) with tangible improvements at local level; for instance, respondents linked the municipality’s transparency

changes to the project-supported processes. While NSG CSOs do not discuss high-level attribution to TI-S directly, they clearly attribute local capacity building and municipal tools to BINA's interventions.

Citizens

Citizens consistently reported changes in knowledge and behavior closely aligned with BINA's objectives, indicating tangible improvements in both awareness and, to some extent, practical engagement.

- **Increased legal and civic literacy:**
 - ♦ Understood the goal of the project in raising awareness on transparency and accountability.
 - ♦ Learned about ATI law, public procurement, municipal law, municipal roles, and housing problem-solving.
- **Stronger citizen–municipality engagement:**
 - ♦ Enhanced communication with municipalities and local councils.
 - ♦ Specific collaboration with municipal members and follow-up committees.
- **Practical application of tools:**
 - ♦ A public tender conducted and broadcast live.
 - ♦ A formal ATI request to municipality and union on waste management and staff salaries.
 - ♦ Media campaigns and group-building to spread knowledge more widely.

During this critical phase, several internal and external factors influenced BINA's implementation. Citizens consistently highlighted supportive elements, noting that training sessions were clear, practical, and well delivered, with participants reporting no major challenges. Some operational issues were identified, including mixed age groups, which one participant found inappropriate, and training locations, with suggestions to hold sessions closer to participants' residences. The most effective approaches, as reported by citizens, included legal literacy training sessions on ATI, procurement, and municipal law that directly linked knowledge to practice, alongside practical initiatives such as live-streamed public tenders, filing ATI requests on real issues like waste and salaries, and establishing committees and networks to strengthen citizen, municipality engagement.

Efficiency

Were resources (financial, human, technical support) allocated strategically and sufficiently to achieve the project outputs and outcomes? What gaps in capacity or resources emerged during implementation?

Timely and Cost-Effective Use of Resources

Overall, the project was adequately resourced, with financial, human, and technical input that were largely sufficient to deliver the planned outputs; however, several gaps emerged that affected implementation pace and sequencing. Both the evaluation and the ROM highlight that TI-S, TI-Lebanon, and LCPS brought strong thematic expertise, established networks, and administrative systems that enabled high-quality deliverables. Yet, delays in staffing, such as the late onboarding and turnover of key TI-LB personnel, and the postponed recruitment of the BINA' project manager in TI-S, created temporary bottlenecks in the first year. The ROM also notes capacity constraints within LCPS affecting the timely production of Reform Monitors, as well as the limited 5% LOE allocated for MEL support to sub-grantees, which proved insufficient given the size of the portfolio. Technical development of the Multi-Functional Portal required more time and resources than originally planned due to extensive consultations and attempts to ensure complementarity with the 3RF website. These gaps did not undermine the strategic direction of the project but required continuous reallocation of internal effort and increased coordination between partners to stay on track.

How efficiently were project activities implemented in relation to the planned schedule? Were delays, disruptions and implementation risks adequately identified, managed, and mitigated throughout the project lifecycle?

Efficiency of Project Implementation and Risk Management

Project activities were implemented with professionalism and strong coordination among partners, yet overall efficiency was inevitably shaped by a combination of internal delays and external disruptions. While the ROM noted that delays were “limited compared to the overall timeline,” it highlighted slippages in the Multi-Functional Portal, Reform Monitors, and capacity-building components caused by staffing transitions, lengthy validation cycles, and the need to realign planned activities with evolving 3RF dynamics. Externally, the postponement of municipal elections, weak government engagement, and the escalation of conflict in late 2023 constrained the feasibility of several interventions and required strategic redesign. Despite these challenges, the consortium demonstrated strong adaptability, most notably through the shift from issue-based dialogues to the more impactful EU–CSO structured dialogue, and continuously refined risk mitigation through close coordination with the EU Delegation and flexible work planning. Sub-grantees affirmed that even modest grants were strategically leveraged to generate substantial outputs, including draft legal reforms, ministerial follow-up, functional municipal websites, new indices, and dashboards, and increased civic engagement. Several CSOs were able to scale beyond their initial scope, benefitting from donor flexibility and the consortium’s holistic support, which combined mentoring, training, and technical guidance. At the same time, non-subgrantee CSOs pointed to municipal resource limitations and low digital literacy among citizens as external factors that could affect efficiency and long-term sustainability, constraints that remain beyond the project’s direct control.

Did the project team, both at TI-S and at the chapter level, demonstrate adaptability and resilience, to maintain the project’s relevance in the volatile and unpredictable operations’ context?

Project activities largely adhered to planned schedules, with adaptive measures mitigating delays and disruptions caused by political instability, security challenges, and economic volatility. For instance, LCPS managed the rising polling costs by negotiating lower fees without compromising quality, while the project team adjusted sub-granting procedures and direct awards to ensure continuity amid staffing and operational constraints. Minor inefficiencies arose from administrative burdens such as frequent donor meetings and reporting, but these did not significantly affect timely implementation.

Adaptive Resilience

Both TI-S and TI-LB demonstrated resilience and adaptability throughout implementation, maintaining relevance and output delivery despite operating in one of the most volatile and unpredictable environments globally. Sub-grantees emphasized that the project’s support allowed them to build teams, conduct training sessions, generate advocacy products, and engage in reform processes that would have been financially or technically out of reach otherwise, clear evidence of cost-effectiveness and efficient resource use. The consortium maximized the EU’s investment by leveraging the comparative strengths of each partner: TI-S’s global integrity expertise, TI-LB’s national leadership in anti-corruption and access to established tools such as the ATI Index and Transparent Hearts platform, and LCPS’s policy research and analytical capacity. Strategic adaptations, such as shifting municipal work toward national reform advocacy, redesigning dialogue mechanisms into the EU–CSO structured dialogue, and prioritizing data and evidence production, further enhanced efficiency and preserved relevance amid political paralysis and conflict. While external disruptions caused certain delays, they did not diminish the project’s overall value; rather, adaptive management ensured that BINA’ continued to generate influence, scale CSO reach, and sustain national reform dialogue despite repeated shocks.

Key Takeaways

- BINA’ delivered strong value for money, converting modest resources into substantial and credible outputs across advocacy, research, and municipal transparency.
- The consortium’s adaptability, shifting strategies, reallocating effort, and redesigning activities, was essential to maintaining effectiveness in a highly volatile context.
- Sub-granting proved particularly cost-effective, enabling CSOs to produce reforms, tools, and advocacy results that would not have been feasible otherwise.
- Despite delays, resource use remained strategic, efficient, and well-aligned with emerging needs and opportunities.

Delving into the Participants’ Feedback about the Project’s Efficiency

BINA’s Team , EU, Donor, National Units

Across interviewees, there was broad agreement that BINA’ made efficient use of its limited staffing and financial resources. Managers highlighted careful budget monitoring and timely reallocations, with TI-S contributing to the efficiency of the project given staffing constraints. Several noted that the upfront investment in designing the sub-granting and dialogue processes required time and resources but would not need full repetition in future initiatives. The project’s long duration amid a volatile economy created budgeting pressures.

CSOs Sub-grantees

The survey data indicates that the majority of respondents viewed BINA’s resources and management as adequate and effective. Specifically, 84% agreed or strongly agreed that financial, technical, and human resources were sufficient, while none reported strong disagreement. Similarly, reporting, administration, and guidance were rated positively, with 95% judging them as good or excellent and only 5% as fair. This suggests that the project’s internal systems and resource allocation were generally well-received and contributed to smooth implementation.

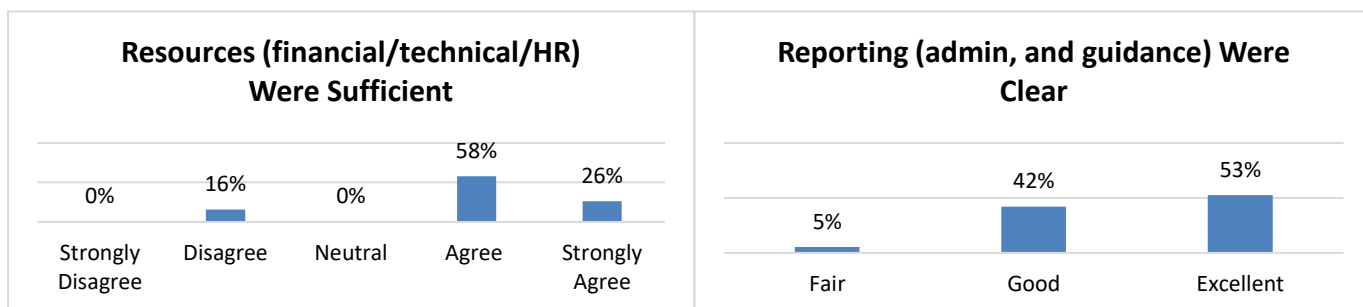


FIGURE 7 – EFFICIENCY OF RESOURCES AND REPORTING - CSOs SUB-GRANTEES

Many sub-grantees achieved substantial outputs relative to modest grants, including law draft revisions, ministerial commitments, active municipal websites, new tools such as indices and dashboards, and even election outcomes. Organizations like CLDH, LLWB, and LCAC reported that funding enabled them to build or complete teams, conduct training sessions, and produce advocacy outputs they otherwise could not have. Several sub-grantees saw potential to use the project as a springboard for expanding their activities beyond the initial scope: FIWI expanded its municipal transparency work nationally, LCAC and others used the project to create new partnerships and funding opportunities, and the Smart Municipality Academy integrated BINA’ support into three ongoing projects, generating synergies rather than parallel efforts. However, some limitations were noted: LOGI highlighted that the project’s time-bound push unlocked progress after a year of stagnation but suggested that longer timelines and revised budgets would improve results, while AUB NCC emphasized that advocacy cannot be confined to the project’s timeframe, underscoring the challenge of sustaining long-term change. Overall, resources were used productively and leveraged for broader impact, though short project duration and limited budgets remained recurring constraints.

Non-Sub Grantee CSOs

Non-subgrantee CSOs largely reported no operational challenges and perceived activities as usable and timely: many simply stated when asked about problems, indicating that for participating CSOs the project was delivered without noticeable inefficiency.

However, CSOs’ inputs point to resource/implementation considerations:

- **Municipal financial constraints:** Some CSOs suggested providing direct financial support to municipalities to complete projects and sustain outcomes. This reflects expectations for future programming, indicating that while project inputs were effective, municipalities may require additional resources to maintain or scale results beyond the current project scope.
- **Effort needed for digital uptake:** The CSOs noted low citizen familiarity with digital channels (preference for in-person), implying that achieving full efficiency (i.e., citizens using online municipal services) requires further investment in outreach and digital inclusion.

Overall, from NSG CSO perspectives, implementation was efficient at the activity level (training sessions, meetings, municipal tools). The principal efficiency gap is external, municipalities' limited resources and citizens' low digital adoption, which can reduce the cost-effectiveness of digital transparency unless addressed.

Citizens

Citizens consistently reported smooth participation, with no challenges encountered, indicating that activities were delivered in an organized manner without visible delays or operational issues. Suggestions for improvement, such as age-specific sessions to better match content and group dynamics, holding training sessions closer to participants' homes, and wider dissemination of hotline information, highlight opportunities to optimize resource use and participation, for example by reducing travel burdens and tailoring content. Nevertheless, value for money, cost structures, and strategic allocation of resources cannot be fully assessed from citizen feedback alone.

Impact

What key outcomes and impact were achieved, including any unintended positive or negative effects? How were these leveraged or addressed? To what extent can these changes be attributed to the project, and what other factors contributed to it?

Broader Policy, Behavioral, and Institutional Changes Linked to BINA' Interventions

BINA's interventions generated measurable changes across national and local levels in Lebanon, influencing policy, behavior, and institutional practices:

- **Policy and Legislative Influence:** Sub-grantee CSOs achieved concrete policy impacts in diverse sectors, including social policy (CLDH recommendations adopted by MoSA), gender governance (LLWB's draft Women-on-Boards law), digital finance regulation (Micro Finance Association influencing Central Bank policy), mental health legislation (RESTART amendments adopted by MoPH), environmental governance (AUBNCC re-establishing policy dialogue on construction and demolition waste), and public procurement transparency (TIPS enabling municipalities to publish tender documents).
- **Behavioral Change:** Evaluation participants reported early shifts in practices and attitudes among engaged citizens and municipalities. According to respondents, citizens actively used Access-to-Information (ATI) requests, monitored municipal performance through digital dashboards (notably in Ras el Metn and Matn Al Aala), and participated in advocacy initiatives and governance committees. Evaluation respondents also noted that participating municipalities increasingly viewed transparency as a constructive governance practice rather than a threat. Increased engagement of women and youth in civic and governance processes was observed among project participants, though these shifts reflect experiences within the project's scope rather than widespread uptake at the national level.
- **Institutional Development:** BINA' contributed to the development and initial operationalization of tools, mechanisms, and networks intended to support institutional responsiveness and multi-stakeholder engagement. Evaluation respondents reported increased awareness of and early use of EKHBAR as a citizen reporting channel linked to oversight bodies. The municipal transparency index was perceived as a structured and potentially replicable assessment tool, while REHUB emerged as an initial platform for sectoral knowledge exchange. In addition, structured multi-stakeholder dialogue sessions facilitated collaboration, information sharing, and coordination among CSOs, government institutions, and donors, primarily within the project's scope and implementation period.

Unintended Positive Effects

- Local empowerment beyond direct project objectives, such as youth and women assuming leadership roles in municipalities (Assi Development Association, CEWU).
- Strengthened CSO networks that now operate independently, facilitating ongoing advocacy and civic engagement.

Attribution and Contributing Factors: While other contextual factors (political climate, international donor engagement) influenced outcomes, respondents consistently credited BINA' for enabling capacity, knowledge, tools, and platforms that catalyzed these changes. Flexible funding, structured dialogue, and sub-grant support were particularly important enablers.

To what extent did the project contribute to long-term systemic change in public integrity, transparency, and accountability in Lebanon? Which strategies showed most promise in contributing to systemic shifts?

Contribution to Long-Term Systemic Change

BINA' contributed to systemic shifts in public integrity, transparency, and accountability through a combination of capacity-building, civic engagement, and policy influence:

- **Promising Strategies for Systemic Change:**
 - ♦ **Sub-granting and CSO Capacity Building:** Strengthened small CSOs' ability to engage with stakeholders, produce evidence-based advocacy, and participate in policy processes.
 - ♦ **Structured Dialogue and Multi-Stakeholder Learning:** Created spaces for knowledge sharing, coordination, and consensus-building, allowing lessons from pilots to inform broader governance approaches.
 - ♦ **Digital and Participatory Tools:** EKHBAR and Open Municipality platforms enabled real-time citizen oversight, establishing replicable practices that municipalities can sustain independently.

Evidence of Systemic Shifts:

- ♦ National institutions (e.g., NACC, MoSA) responded to CSO recommendations, demonstrating early integration of civic input into policy processes.
- ♦ Municipalities adopted transparency measures, improved governance practices, and enhanced citizen trust, signals of emergent local-level institutionalization.

Limitations: Full systemic change remains gradual, constrained by political inertia and broader structural factors, but BINA' created enabling conditions that make long-term sustainability plausible.

What evidence exists of the project's contributions to improved policymaking and increased civic engagement in anti-corruption efforts, including through structured dialogue and sub-granted initiatives? To what extent can these changes be attributed to the project, and what other factors contributed to such changes?

Contributions to Improved Policymaking and Civic Engagement

BINA' interventions strengthened civic voice, policy influence, and participatory governance:

- **Improved Policymaking:**
 - ♦ Evidence-based CSO recommendations informed ministerial decisions, draft legislation, and sectoral policy reforms.
 - ♦ BINA'-enabled structured dialogue influenced donor programming (e.g., EU call for proposals) and facilitated cross-sector engagement on environmental, social, and financial governance issues.
- **Increased Civic Engagement:**
 - ♦ Evaluation participants noted instances where citizens moved from passive observation to more active participation. Reported examples include submitting Access-to-Information (ATI) requests, monitoring municipal performance via digital dashboards, participating in governance committees, and engaging in local advocacy initiatives. These shifts were observed among participants within the project's activities rather than as a generalized trend across the wider population.
 - ♦ Women and youth increasingly participated in municipal governance, reflecting expanded inclusion and empowerment.

Attribution: These outcomes are largely attributed to BINA’s interventions, particularly capacity building, sub-grant support, structured dialogue, and participatory digital platforms. Other factors, including broader donor engagement, municipal receptiveness, and CSO initiative, complemented the project’s effect.

Key Takeaways

- **Policy Influence:** CSO recommendations contributed to policy and legislative changes across social policy, gender governance, finance, mental health, environmental regulation, and public procurement.
- **Behavioral Change:** Citizens actively used ATI requests, monitored municipal performance, and engaged in governance committees; municipalities increasingly embraced transparency. Women and youth participation in civic processes expanded within project areas.
- **Institutional Development:** Tools and platforms (EKHBAR, municipal transparency index, REHUB) and multi-stakeholder dialogues enhanced coordination, knowledge sharing, and early adoption of governance practices.
- **Unintended Positive Effects:** Youth and women assumed leadership roles; CSO networks strengthened and operate independently.
- **Attribution:** Changes were largely enabled by BINA’s interventions—capacity building, sub-grants, structured dialogue, and digital platforms—supported by municipal receptiveness and broader donor engagement.

Systemic Change Potential: Early shifts in civic engagement, policymaking, and municipal practices signal the foundation for long-term improvements in public integrity, transparency, and accountability.

Delving into the Participants’ Feedback about the Project’s Impact

BINA’s Team, EU, Donor, National Units

BINA’ contributed to several higher-order changes: increased CSO capacity and connectedness, greater citizen engagement through platforms like Ekhbar, and concrete instances where reform recommendations were taken up by authorities or other institutions. TI-LB recounted that structured dialogue recommendations informed an EU call for proposals and that some CSO recommendations were acknowledged by ministries and international actors (e.g., AUB/NCC and the World Bank engaging on demolition waste).

Interviewees pointed to emerging institutional shifts: the REHUB offers a continuing locus for sectoral knowledge and coordination; EKHBAR’s promotion reinforced citizen reporting and connection to oversight bodies; and the municipality transparency index created a standardized, replicable tool for local governance assessment.

Illustrative examples & quotes:

- A concrete case: TI-LB worked two EKHBAR cases and submitted one to the National Anti-Corruption Commission, an example of monitoring translating into formal oversight referral.
- Program influence: stakeholders views reflected that “the EU was able to know how to direct their programming” through structured dialogue outputs.

CSOs Sub-grantees

The survey responses indicate strong perceived effectiveness of BINA’s interventions across multiple dimensions. Most participants reported that their participation led to visible changes in practice, policy, behavior, and collaboration, with 50% indicating “largely” and 35% “fully.” In terms of influencing policymaking and civic engagement, a majority felt their capacity improved, with 60% selecting “largely” and 30% “fully,” suggesting notable gains in empowerment and advocacy skills. Collaboration among CSOs, government, and citizens was also positively affected, with 55% reporting “fully” and 40% “largely,” reflecting strengthened networks and multi-stakeholder engagement. Overall, the data points to good perceived impact on outcomes, capacity building, and collaborative governance.

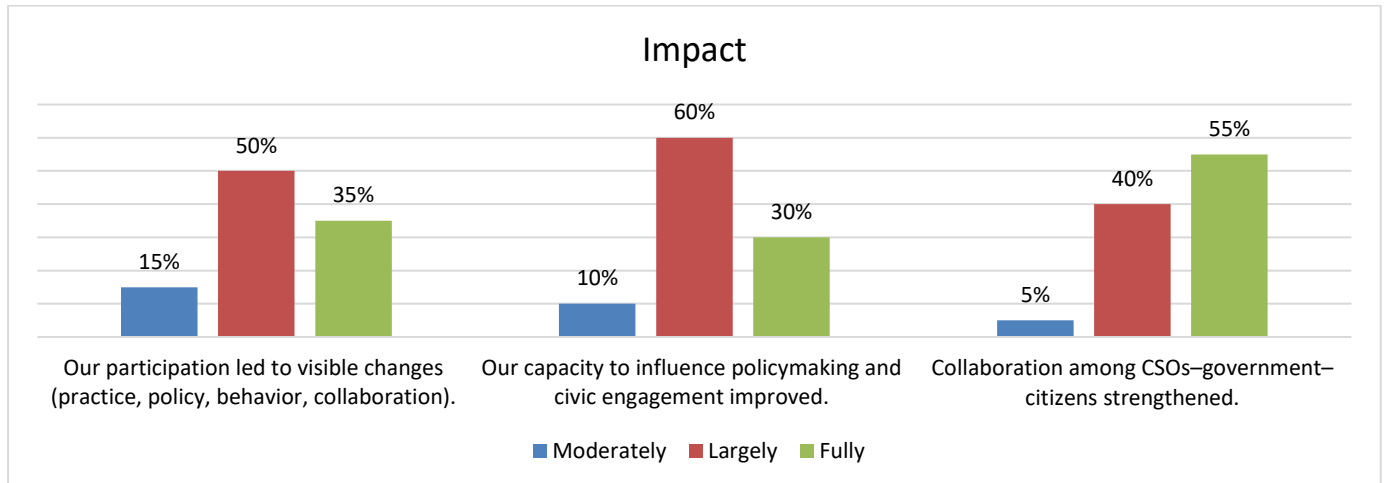


FIGURE 8 – IMPACT - CSOs SUB-GRANTEES

Behavior and Practice Change

Additionally, the CSOs notice a behavioral change among the citizens and municipalities in multiple places after conducting BINA’ initiatives with them, such as:

- Citizens in Ras el Metn and Matn Al Aala use municipal websites and dashboards; municipalities publish information, and citizens feel ownership and increased trust.
- Women participate in local committees and advocacy spaces (CEWU, LLWB).
- Municipalities start seeing transparency as a positive practice, not a threat (Smart Municipality Academy, FIWI, Logonet).
- In Tripoli and other areas, citizens and CSOs actively use ATI requests and follow up with public institutions.

Organizational and Systemic Impact

The CSOs also noted changes on the national level, while Attribution is always shared with other factors, but sub-grantees clearly credit BINA’s support as a decisive enabler of these policy, behavioral and institutional shifts.

- Evaluation respondents noted that CLDH’s recommendations are now a key reference for MoSA, demonstrating that evidence-based advocacy by CSOs can influence decision-making within individual ministries. While this reflects meaningful institutional uptake, broader systemic impact across government decision-making processes has not yet been observed.
- New multi-stakeholder links (e.g., Micro Finance Association’s conference with the Central Bank and stakeholders) show the emergence of governance ecosystems rather than isolated projects.

Non-Sub Grantee CSOs

Non-subgrantee CSOs point to measurable local-level impacts:

- **Behavioral change and awareness:** CSO participants reported expanded understanding of rights, duties, and mechanisms of accountability following training sessions, and reported increased citizen awareness about reporting and oversight. LOGONET and the social association cited greater public awareness and dialogue with municipalities.
- **Institutional change at municipality level:** Ras al-Metn’s representative described process change (ending old information practices, publishing transparent tenders, and better municipal follow-up). Interviewee perception suggest that is a concrete local institutional effect that citizens can observe and use.
- **Improved CSO cooperation and networks:** Several respondents described increased cooperation among associations, weekly dialogue groups, and the capacity for joint proposals or civic activities, building social capital for future advocacy.

CSOs link these local changes to BINA’ activities (training, municipal digital link, meetings). The interviews do not claim that national policy changes resulted directly from their participation but do show local systems and behaviors shifting in ways consistent with anti-corruption and transparency goals.

Citizens

From citizens’ testimonies, we see early behavioral and practice-level changes:

Behavioral Changes and Civic Engagement

- Citizens shifted from passive awareness to active use of legal tools:
 - ♦ Submitting ATI requests regarding municipal waste management and salaries.
 - ♦ Participating in and promoting live-streamed public tenders.
- There is increased readiness to engage in governance processes:
 - ♦ Building groups and committees to expand local engagement.
 - ♦ Encouraging inclusion of youth and children in similar training sessions to grow a culture of accountability and transparency from an early age.
- Women’s political and civic engagement is explicitly supported:
 - ♦ CEWU representative worked with mayors and women who succeeded in municipal membership, linking governance, advocacy, and women’s participation.

Institutional / policy-related signals

From the citizens’ perspective, BINA’s activities have fostered notable, if initial, changes at the municipal level. Some municipalities, such as Ras el Metn, are using digital platforms more transparently, including live-streamed tenders, and are collaborating more actively with civil society and follow-up committees. Citizens expressed a desire for further reforms, including updates to municipal law that would require full disclosure of projects and activities, stronger obligations toward residents, and greater inclusion of women in local councils. While these changes do not yet constitute systemic reform, they indicate emerging institutional responsiveness to transparency norms and civic monitoring.

Success Stories

BINA’s interventions have generated visible national and local impact by strengthening CSO capacity, fostering civic engagement, enabling policy influence, improving municipal transparency, and promoting inclusive governance. While systemic change remains gradual, evaluation participants highlighted early signs of institutional responsiveness, along with tangible shifts in behavior and emerging multi-stakeholder collaboration.

Structured Dialogues

The Structured Dialogue emerged as one of the meaningful success stories of the BINA' project, not only because it created a space for engagement, but because it fundamentally transformed the way civil society interacts with the European Union in Lebanon. Before BINA', CSO participation in EU consultations was sporadic, fragmented, and often limited to a handful of well-established organizations. The first Structured Dialogue in September 2023 changed this dynamic entirely. It brought together forty-six diverse CSOs from across Lebanon, many of whom had never been consulted on EU programming before, and facilitated a new kind of conversation, one that was inclusive, substantive, and rooted in national priorities. Through this first encounter, participants openly examined their sectoral realities, mapped out their interventions, and articulated forty-five recommendations linked to the Multiannual Indicative Program. For the first time, CSOs felt that their contributions were not symbolic; they were shaping priorities at a strategic level, and the EU delegation responded with a tangible commitment to continue the process. This moment marked a significant shift from a donor-driven consultation culture to an institutionalized, participatory model.

The momentum continued despite the political and security upheavals that gripped Lebanon in late 2023. When the second Structured Dialogue took place in November 2023, this time online due to escalating tensions, many expected the level of participation to decline. In fact, the opposite happened. Even as nearly 40% of invited CSOs expressed frustration with international actors' positions on the Gaza war, the Dialogue still succeeded in gathering thirty-three committed organizations around three key themes: Social Cohesion, Culture, and Democratic Participation. The discussions were frank and emotionally charged, yet constructive. Participants voiced concerns about shrinking civic space and the erosion of public trust, but they also produced fifty-seven concrete suggestions for strengthening EU engagement. The success of this round was not in the number of recommendations generated, but in the resilience of the mechanism itself: the Structured Dialogue proved capable of convening actors in moments when national dialogue was breaking down elsewhere. It became a rare platform where sensitive issues could be discussed openly and safely, reinforcing trust and keeping civic participation alive during a period of deep polarization.

By the time the third Structured Dialogue was held in March 2025, the model had matured into a nationally recognized mechanism rather than a one-off initiative. Organized in partnership with the Lebanese American University, it brought together sixty-two participants from over forty entities, expanding the spectrum of engagement to include academics, media actors, government institutions, youth groups, and experts in the Blue Economy and Green Sustainability. This round was markedly different in tone and purpose. Instead of merely providing recommendations, CSOs and stakeholders co-designed elements of upcoming EU calls for proposals. They worked hand-in-hand with academic moderators to translate national challenges into structured outputs, indicative outcomes, and suggested activities. The EU delegation, in turn, committed to integrating these insights directly into its programming cycle. This evolution, from consultation to co-creation highlighted the institutional credibility that the Structured Dialogue had earned. What began as an experiment became a reference model for how international donors could engage with local actors in a way that respects expertise, amplifies local knowledge, and aligns with Lebanon's development realities.

Across the three rounds, the Structured Dialogue generated much more than recommendations. It built a culture of engagement in a country where civic space has been shrinking. It expanded representation beyond Beirut-based NGOs to include grassroots groups, regional CSOs, and traditionally underrepresented actors from Akkar, the Bekaa, the South, and Mount Lebanon. It fostered a sense of collective ownership over national priorities, restored trust during a time of heightened skepticism, and created a feedback loop that linked evidence, local experience, and EU decision-making. The events collectively engaged over 110

stakeholders and produced one of the first coordinated and cross-sectoral mappings of CSO priorities aligned with donor policies. Most importantly, they demonstrated that meaningful dialogue is possible, and fruitful, even during crisis.

As a success story, the Structured Dialogue stands out for its ability to turn a fragmented, ad-hoc relationship into a structured, transparent, and collaborative process that now influences policy, programming, and donor-CSO relations in Lebanon. It built bridges where communication had collapsed, gave smaller local actors a seat at the table, and set a foundation for long-term participatory governance. In a landscape marked by institutional weakness, polarization, and public mistrust, the Structured Dialogue offered a counter-narrative: that inclusive engagement can restore confidence, enrich decision-making, and strengthen the social fabric. It became one of the flagship achievements of the BINA' project, not merely as a series of events, but as a transformative model for partnership, civic empowerment, and policy influence.

National-Level Achievements

1. Institutional Responsiveness to Access-to-Information

The National Anti-Corruption Commission (NACC) responded to TI complaints on access to information from five municipalities, requiring three to comply.

2. Empowering Small CSOs and Building Advocacy Capacity

BINA' targeted small local CSOs, many of which had never engaged with EU stakeholders. Sub-grants strengthened their advocacy skills, Theory of Change and logframe development, and financial reporting capacity, enabling them to take meaningful action on governance and policy.

3. Structured Dialogue and Multi-Stakeholder Learning

Structured dialogue sessions facilitated knowledge exchange among CSOs and limited official participants, fostering collaboration, shared learning, and enhanced networking across sectors.

4. Adaptive Project Design and Flexible Funding

Flexible funding mechanisms, including pilot calls and internal grants, allowed BINA' to support small CSOs effectively despite election delays and volatile conditions, enabling meaningful interventions through sub-grantees.

5. Simplification of EU Application and Capacity Building

By simplifying complex EU application processes, providing guidance on documentation, and clarifying budgets, BINA' helped small CSOs build sustainable skills for future advocacy and project management.

6. Enhancing Policy Influence Across Sectors

CSOs supported by BINA' contributed to measurable policy and legislative outcomes:

- **LLWB** advanced women's representation on boards and influenced draft legislation.
- **AUB NCC** re-established national-level dialogue on construction and demolition waste.
- **RESTART** highlighted gaps in emergency response mechanisms, prompting government acknowledgment.
- **Micro Finance Association** informed national digital wallet policies.
- **CLDH** influenced social policy through Ministry of Social Affairs adoption.
- Lebanon's unemployment rate for persons with disabilities remains at 85%, despite existing laws and UNCRPD ratification, leaving many excluded from employment and basic rights. To address this, arcenciel developed an Inclusive Employment Policy for Persons with Disabilities, finalizing the draft in July 2024 after engaging seventy-eight stakeholders from ministries, CSOs, INGOs, and OPDs in

four roundtable discussions. The policy was formally submitted to the Ministry of Labor and Ministry of Social Affairs in February 2025. In November 2025, a national conference presented initiatives on inclusive emergency preparedness and planning for people with disabilities. These activities were implemented under BINA subgrants, funded by the EU, and managed by TI-S and TI-LB, in partnership with government and civil society actors.

Local-Level Achievements

1. Promoting Municipal Transparency

CSOs like LOGONET introduced Open Municipality platforms, enabling citizens to monitor municipal performance, submit service requests, and participate in decision-making. Another relevant example is the Municipal Transparency Index, developed by SMA in collaboration with TI-LB. This tool offers municipalities a practical framework to enhance transparency in accordance with the Access to Information Law, the Public Procurement Law, and existing municipal legislation.

2. Civic Engagement and Leadership Development

Assi Development Association trained communities, creating networks for monitoring and accountability.

3. Advancing Public Procurement Transparency

Tripoli Institute for Policy Studies trained municipal staff on procurement law, advocated for tender transparency, and strengthened monitoring committees, increasing citizen access to public procurement information.

4. Strengthening Women's Participation in Local Governance

CEWU and LLWB programs empowered women to join committees and participate in decision-making, increasing visibility, confidence, and influence in municipal governance.

5. Enhancing Citizen Knowledge and Legal Engagement

LCAC and Himaya Daem Ataa trained communities on the Access to Information law, improving civic awareness, enabling requests for municipal data, and fostering local advocacy networks.

6. Promoting Youth Engagement and Crisis Preparedness

Smart Municipality Academy engaged youth in transparency and governance initiatives, developed municipal platforms and monitoring tools, and enhanced crisis preparedness while increasing municipal responsiveness.

7. Environmental Protection and Accountability

Terre Liban used digital platforms and legal channels to halt environmentally harmful construction above Mgharet El-Feqma, protecting an endangered species and demonstrating effective civil society-led accountability.

Sustainability

Are the benefits of the project likely to continue once funding has ceased? What risks could threaten the sustainability of the outcomes, and to what extent have mitigation strategies been implemented?

Likelihood of Continuation Beyond the Project's Lifetime

The sustainability prospects of BINA's outcomes are notably strong, with multiple layers of evidence indicating that benefits are likely to continue beyond the project's lifetime. On the institutional front, several ministries, including MoSA, MoPH, MoE, MoC, and the Ministry of Energy have engaged with BINA-supported recommendations, initiated preliminary reforms, or expressed formal commitment to revising relevant laws. While legal and structural changes remain incomplete, these engagements represent potential pathways for long-term change and provide a foundation for sustained policy influence, even within a fluid political environment. At the municipal level, the adoption of transparency practices, such as proactively publishing tender documents, maintaining digital dashboards, and involving citizens in monitoring processes and indicator-setting, has already established administrative routines that can persist if modestly resourced.

Embedded networks formed through the project, including municipal monitoring committees, sub-grantee coalitions, and broader multi-stakeholder platforms, further enhance sustainability by creating ongoing channels for collaboration that do not rely on the project's continuous presence. Participants repeatedly noted that sustainability hinges on maintaining training opportunities, strengthening intergenerational engagement, and embedding transparency norms directly into municipal structures. These insights align with the ROM report's assessment that BINA's tools, including online learning platforms, ATI Index methodologies, digital reporting mechanisms, and public policy oversight materials, are inherently durable and designed for use beyond the intervention period.

In addition, sub-grant supported tools such as the Municipal Transparency Index (MTI) developed with SMA, which assesses municipal-level transparency practices, and the Governance Index for Renewable Energy developed with LOGI, which supports oversight in the energy sector, provide further sustainability pathways. Both indices, together with the broader capacity-building support provided by TI-LB and TI-S, enable CSOs and other actors to continue promoting governance and transparency beyond the project's implementation. Collectively, these institutional commitments, local practices, and networked capacities point to a high likelihood of continued sustainability, provided that minimal support and political space remain available.

What are the major factors that could influence the achievement or non-achievement of sustainability?

Risks to Sustainability

Sustainability faces several risks. Dependence on continued funding is the most prominent challenge, with sub-grantees highlighting the need to retain trained staff, maintain and expand digital tools, and scale initiatives across municipalities or regions. Political volatility and institutional turnover may disrupt cooperation and reduce access to policymakers, while structural and legal changes, such as law reforms and formalization of transparency practices, remain incomplete and require further follow-through. Citizens and NSG CSOs alike highlight the need for long-term investment in awareness and education to sustain behavioral and cultural change, particularly among youth and populations with low digital literacy.

To what extent did the project help establish conditions for continued civic engagement and anticorruption reform, including through the strengthened capacity, networks, and advocacy efforts of CSOs?

Major Factors Influencing Sustainability

Key factors that could influence the achievement or non-achievement of sustainability include continued financial support, political stability, and effective legal or structural reforms. Institutional anchoring, such as ministries adopting recommendations and municipalities institutionalizing transparency practices, provides a foundation for sustained impact. Embedded networks, partnerships, and multi-stakeholder collaborations enhance resilience and continuity, while long-term advocacy planning and intergenerational engagement create social and behavioral foundations for lasting change. Conversely, gaps in funding, political will, and formalization of legal frameworks could undermine gains if not addressed.

Conditions Established for Continued Civic Engagement and Anti-Corruption Reform

BINA' has established critical conditions for ongoing civic engagement and anti-corruption reform. Strengthened CSO capacities, advocacy skills, and Theory of Change development, combined with structured dialogue mechanisms, sub-granted initiatives, and digital platforms, have created both institutional and social foundations for continued citizen oversight and participation. Networks, committees, and municipal partnerships generated by BINA' provide durable mechanisms for collaboration, knowledge sharing, and accountability beyond the project.

Key Takeaways

- **High Continuation Potential:** Ministries' engagement, municipal transparency practices, CSO networks, and digital tools (MTI, Governance Index, REHUB) provide durable pathways for ongoing impact.
- **Critical Enablers:** Capacity-building, multi-stakeholder dialogue, intergenerational engagement, and institutional anchoring embed transparency and participatory practices.
- **Signs of Sustainability:** Municipal dashboards, published tenders, monitoring committees, and CSO collaborations are likely to continue; 76% of participants expect skills to persist.
- **Risks:** Funding dependence, political volatility, incomplete legal reforms, and the need for ongoing awareness-raising could threaten continuation.

BINA has laid strong foundations for lasting impact, but continued support and follow-through are essential to maintain gains.

Delving into the Participants' Feedback about the Project's Sustainability

BINA's Team , EU, Donor, National Units

Sustainability prospects are mixed but promising. Durable elements include digital platforms (REHUB, EKHBAR), published reform monitors and surveys (LCPS outputs remain accessible), strengthened CSO coalitions, and the online School of Governance courses that continue to be available. Interviewees cited concrete sustainability follow-ons: a UNDP project engaged three former sub-grantees to continue local access-to-information work, and TI-LB continues to steward the REHUB and online courses.

Risks to sustainability include human resource turnover (retention of trained staff), the need for continued funding for sub-granting and platform maintenance, and an inactive government that may limit policy uptake. Several interviewees emphasized that some components (sub-granting and structured dialogue) will

only persist with continued funding. “Components like sub-granting and structured dialogue would continue only if there were funding,” one manager warned.

CSOs Sub-grantees

Signs of sustainability from BINA’s interventions are evident across institutional, network, and advocacy dimensions. At the institutional level, several ministries, including MoSA, MoPH, MoE, MoC, and the energy ministry, have engaged with the project, adopted recommendations, or committed to revising laws, giving results a foothold in public institutions. Municipal practices, such as publishing tender documents, maintaining websites and dashboards, and involving citizens in indicator selection, establish routines that could continue if adequately resourced. BINA’ has also strengthened embedded networks and partnerships: sub-grantees maintain ongoing collaborations with municipalities, governorates, local NGOs, and communities. For example, Tripoli Governorate, Ras el Metn, and Zgharta municipalities, as well as local associations involved in LLWB and LCAC projects. Networks and committees, such as Assi’s 40-person network, CEWU’s local committees, and municipal monitoring committees in Tripoli, provide structures capable of carrying the work forward. Furthermore, the project has fostered a long-term approach to advocacy, with organizations like AUB NCC emphasizing that change extends beyond a project timeframe, and many sub-grantees viewing BINA’ as a step in a broader trajectory they intend to continue.

Survey findings reinforce these trends, whereby the participants believe that the benefits and skills gained will continue, with 76% rating them as “very likely” to persist and only 5% expressing uncertainty. This suggests that capacity-building was relevant, internalized, and likely to remain embedded in participants’ work. Perceptions of sustained partnerships and networks are also highly positive, though slightly more conditional: 63% believe they are “very likely” to endure, while 32% view them as likely but dependent on continued coordination or resources. Uncertainty again remains minimal at 5%. Overall, the results indicate that both individual capacities and collaborative structures have strong prospects for continuation, with networks showing somewhat greater reliance on supportive conditions to remain active.

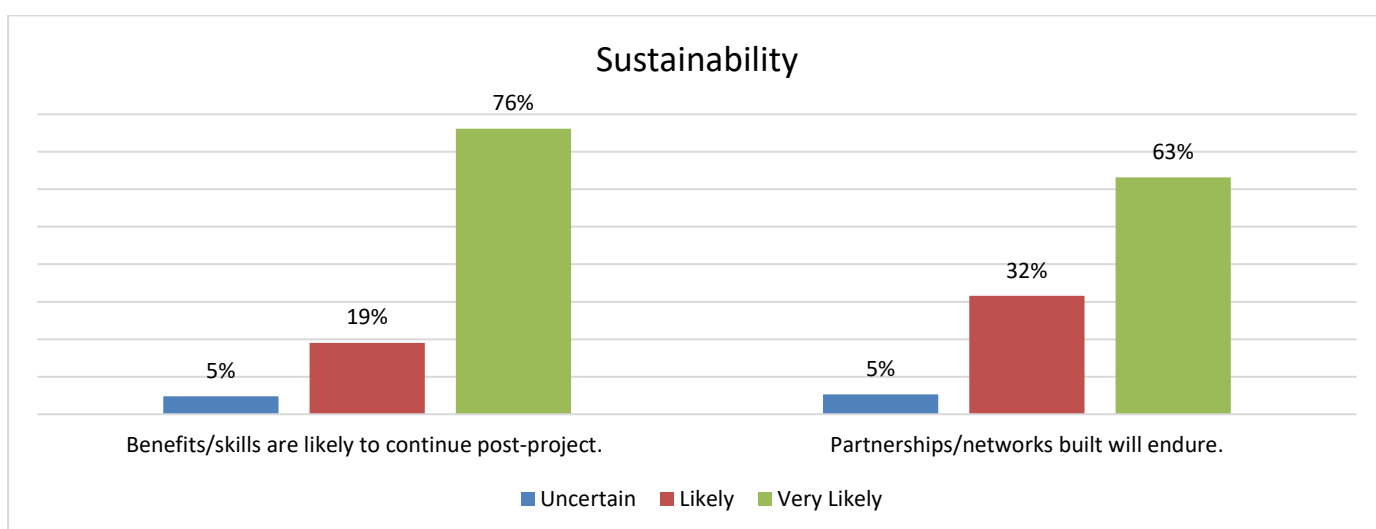


FIGURE 9 – SUSTAINABILITY - CSOs SUB-GRANTEES

However, sustainability faces key risks. Funding dependence is prominent, with most sub-grantees noting the need for financial support to retain staff and expertise, maintain and expand platforms and tools (e.g., Terre Liban, Logonet, Smart Municipality Academy), and scale initiatives across municipalities or regions (FIWI, Assi, LLWB). Political volatility and institutional turnover also pose challenges, as government reshuffles can disrupt cooperation, and some initiatives rely heavily on current political will, which may

change. Legal and structural factors further influence sustainability: law reform projects (KAFA, Restart, LOGI, LLWB, Legal Agenda) require full adoption and implementation to endure, while initiatives like Smart Municipality Academy and Logonet stress the need to normalize transparency as a cultural and operational practice, not merely a project output. In sum, BINA' demonstrates strong sustainability potential where relationships, tools, and legal measures are embedded, but this remains fragile without continued funding, political commitment, and follow-through on reforms.

Non-Sub Grantee CSOs

Non-subgrantee CSOs indicate that sustainability of BINA's interventions is promising but conditional. Positive signs include municipal changes, such as digital platforms and published tenders, as well as the establishment of regular dialogue groups, which provide both structural and social foundations that can persist beyond project funding. For instance, Ras al-Metn's institutional adjustments and LOGONET's weekly dialogues illustrate institutionalized practices with potential longevity. However, several respondents highlighted risks: ongoing financial support for municipalities is crucial to complete and maintain these initiatives, and without it, reforms may stall. Additionally, fostering a durable culture of transparency requires long-term investment; the social association, for example, recommended awareness campaigns in schools to cultivate a new generation attuned to transparency. Overall, NSG CSOs view sustainability as conditional—technical and social changes have begun, but maintaining momentum will depend on continued municipal funding and sustained public awareness efforts, particularly targeting youth and populations with low digital literacy.

Citizens

Citizens' feedback indicates a strong perception that BINA's benefits could continue and deepen if efforts are sustained. The interviewees call for ongoing training sessions and awareness-raising initiatives, emphasizing the importance of keeping communities informed and engaged. There is also a clear desire to embed these practices into municipal structures, such as empowering follow-up committees, reinforcing women's roles, strengthening oversight, and formalizing municipal obligations, including full disclosure of projects and activities. Inter-generational sustainability is highlighted through recommendations to involve youth and even children, fostering accountability and transparency from an early age. However, citizens also perceive risks to sustainability: continued support and resources are essential to translating training into tangible outcomes, and structural or legal follow-through, such as law reforms, disclosure obligations, and age-tailored programming, is needed to institutionalize change. Overall, the feedback points to strong potential for sustained attitude and behavioral shifts, network continuity, and committee engagement, while underscoring the need for ongoing resources and formalization to lock in gains.

Innovation (cross-cutting)

Innovation was a major strength of BINA', with stakeholders highlighting novel and replicable approaches across technology, governance, and capacity-building. The evaluation found that the Structured Dialogue with the EU represented a shift away from fragmented consultations toward a more regular and inclusive engagement model. While citizen-level interviews primarily highlight local and municipal interactions, these experiences reflect the broader project design that enabled sustained multi-actor dialogue feeding into EU-level engagement. This approach broadened stakeholder representation, incorporated academic and technical expertise, created safe spaces for sensitive dialogue, and enabled the EU to design programming based directly on CSO-generated evidence and national priorities. Platforms like Ekhbar evolved from a simple hotline into a structured data and advocacy tool, while the REHUB became a one-stop portal for sectoral reform mapping and CSO coordination. For example, one citizen noted that *“Following project training sessions, participants reported submitting formal Access to Information requests to municipalities and unions of municipalities regarding sensitive issues such as waste management and public-sector salaries, illustrating how project-supported accountability tools translated into concrete citizen action.”*

The sub-granting model, which combined funding with tailored coaching, training, and logframe/budget support, strengthened partner capacities beyond traditional grantmaking. Stakeholders have recommended maintaining flexibility, documenting processes, and investing in platform upkeep to support ongoing expansion.

Overall, BINA's innovative mechanisms, particularly in piloting scalable approaches and enhancing the evidence-to-advocacy pipeline, were highly valued. Key lessons include institutionalizing structured consultations, ensuring broad inclusion, replicating expert-moderated thematic roundtables, protecting civic space through facilitated dialogue, and formalizing co-design processes for EU funding.

Did BINA' introduce new tools or approaches that added value and can be scaled?

BINA' introduced several innovative tools and approaches with high potential for scaling. Key innovations included the Structured Dialogue (SD) mechanism, which transformed EU–CSO engagement from ad-hoc, fragmented consultations into a recurring, inclusive, and co-creative platform. Other innovations included systematic mapping of sectoral priorities, expert-moderated thematic roundtables, safe spaces for politically sensitive discussions, and using SD outputs to directly co-design EU Calls for Proposals. Platforms such as Ekhbar and REHUB also evolved into structured data, advocacy, and coordination tools, demonstrating replicability and scalability.

To what extent did the project introduce or pilot innovative approaches, tools or mechanisms in its design, implementation, or stakeholder engagement, and how did these contribute to the achievement of results and add value to the project's relevance, effectiveness, efficiency, or sustainability?

BINA' piloted innovative mechanisms across all stages of design, implementation, and stakeholder engagement. The Structured Dialogue increased relevance by aligning EU programming with CSO-identified priorities, effectiveness by consolidating diverse knowledge into actionable recommendations, and efficiency by reducing duplication across EU departments. The inclusion of 175 grassroots, rural, and emerging civic actors improved representativeness and enriched analysis with local perspectives. Expert-moderated thematic roundtables added technical rigor, enabling co-creation of output rather than one-way feedback, while safe dialogue spaces maintained civic engagement during politically sensitive periods.

Systematic mapping of sectoral priorities strengthened horizontal coordination, and the use of SD outputs in EU Calls enhanced sustainability by ensuring interventions responded to real needs and capacities.

Delving Further into the Feedback about the Project's Innovation

Sub-grantees highlighted several context-specific innovations, including both piloted and operational initiatives. Operational digital and data tools include municipal websites and dashboards co-designed with citizens and CSOs (4P, Logonet, Smart Municipality Academy), transparency indices, legal mapping, and indicator extraction, as well as the Herassa environmental monitoring platform. Emerging or piloted innovations include digital wallet awareness linked to policy advocacy (Micro Finance Association) and LOGI's law analysis index. Survey results show exceptionally strong confidence in the scalability and replicability of BINA's innovations: 100% of respondents believe the innovations can be replicated, with 83% rating this as "very likely" and 17% as "likely".

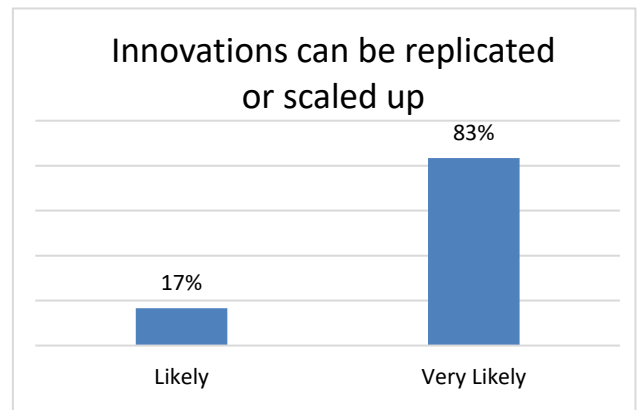


FIGURE 10 – FEEDBACK ON PROJECT INNOVATION

Structured citizen participation: Citizen selection of municipal performance indicators and online request filing (Logonet); parents' and local committees (4P, CEWU); multi-phase approaches combining training, street interviews, and engagement with political actors (LCAC).

Thematic governance innovations: Gender auditing law and structured women's participation in committees (LLWB, CEWU); integrating mental health law into transparency agendas (Restart); linking cultural heritage protection with policy and community consultations (Live Love Beirut).

Non-subgrantee CSOs reinforced these findings, emphasizing practical innovations such as municipal electronic links/websites for transparency and regular dialogue forums (weekly meetings and roundtables) that strengthened local networks. Citizens noted additional innovative practices, including live-streamed public tenders, systematic use of ATI requests, structured follow-up committees, and targeted support for women's participation in governance.

Across stakeholder groups, these innovations were consistently viewed as valuable, scalable, and worth replicating. Sub-grantees and NSG CSOs have recommended to expand the municipal website, training, and dialogue model to more municipalities and civil society segments. Citizens' feedback further underscores the perceived practical value and replication potential of live-streamed tenders, municipal digital platforms, and structured community engagement, although scaling would require complementary investments in outreach, municipal capacity, and resources.

Key Takeaways

- BINA' successfully introduced multiple innovations across technology, citizen engagement, and governance, many of which are scalable and replicable.
- The combination of digital platforms, structured dialogue, capacity-building, and thematic innovations creates a model that strengthens evidence-based advocacy, promotes transparency, and fosters sustainable civic engagement.
- Preconditions and CSO Role: Scaling BINA's innovations depends on adequate resources, municipal capacity, and political space.
- Evidence from focus groups and Structured Dialogue indicates that CSO support was critical for municipalities to operationalize transparency and accountability tools, providing technical expertise, raising awareness, and linking local practices to national reform frameworks.

Lessons Learned

This section synthesizes the key strengths and improvement areas emerging from the final evaluation of the BINA' project. It draws on evidence triangulated from surveys, KIIs, FGDs, document reviews, and the Outcome Harvesting workshop to provide a balanced assessment of what worked well and where future governance and anti-corruption programming in Lebanon can be further strengthened. The insights presented here reflect the perspectives of CSOs, citizens, municipal actors, national institutions, project partners, and the TI consortium, and are framed in line with OECD-DAC criteria. Together, these findings highlight the project's core achievements while offering practical guidance to enhance the design, implementation, and sustainability of similar initiatives moving forward.

Strong Points

1. Relevance

- **Exceptional alignment with national priorities and CSO needs:** BINA' demonstrated outstanding relevance, consistently aligning its objectives with CSO mandates, citizen needs, national reform priorities, and EU/3RF frameworks. Surveys and consultations showed near-unanimous stakeholder agreement on its added value. LCPS public opinion surveys, CSO focus groups, and real-time reform monitors ensured continuous calibration to Lebanon's evolving governance environment, particularly post-2019.
- **Evidence-based responsiveness to a shifting political context:** The ROM confirmed that BINA' directly addressed weaknesses in state leadership and rising citizen demand for transparency, maintaining contextual relevance despite frequent political and institutional disruptions.

2. Coherence

- **Complementarity in a crowded governance ecosystem:** Operating in a saturated anti-corruption landscape, BINA' ensured strong internal and external coherence. It strategically filled gaps in civil society engagement, evidence generation, and reform advocacy, complementing EU, WB, UNDP, and national accountability initiatives.
- **EU–CSO Structured Dialogue institutionalized:** The Structured Dialogue evolved into a formal policy interface positioning donors and CSOs within a shared space. This strengthened coordination, reduced fragmentation, and improved alignment across reform stakeholders. The ROM highlighted it as a strategic coherence achievement.

3. Effectiveness

- **Highly effective sub-granting model with tangible local results:** Thirty targeted grants generated visible outcomes in municipal transparency, procurement monitoring, sectoral policy influence, and youth/women engagement. CSOs attributed improved MEL, advocacy, and project design to hands-on coaching from TI-LB, LCPS, and TI-S.
- **Evidence-driven advocacy through reform monitors and ATI tools:** Reform Monitors and the ATI Index strengthened CSO advocacy by providing credible, empirical baselines. These tools enhanced the strategic focus of reform campaigns and improved CSO ability to pressure ministries and public bodies.
- **Tangible policy, behavioral, and institutional results:** CSO-led advocacy contributed to policy discussions in several ministries and Parliament, while municipalities adopted dashboards, disclosure practices, and ATI tools. Citizen engagement in monitoring, complaint filing, and oversight

committees increased. ROM findings reaffirm the significance of empowering CSOs amid stagnating state reforms.

- **Effective awareness-raising on Whistleblower Protection and ATI:** Campaigns simplified complex laws, increased citizen understanding of reporting mechanisms, and elevated the visibility of the National Anti-Corruption Commission (NACC). ROM assessed these as strengthening the “demand side” of accountability.
- **Strong Consortium Structure:** One of the project’s key strengths was the effectiveness of the consortium model. The three partners divided responsibilities according to their respective areas of specialization, allowing each to add distinct value without duplication of efforts. The evaluation found a prominent level of coordination, trust, and harmony among consortium members, which enabled timely joint decision-making and adaptive management. This collaborative dynamic contributed significantly to the smooth implementation of activities and the overall success of the project.
- **Strategic CSO Selection:** In addition, the project’s CSO selection criteria proved particularly effective. Rather than prioritizing already well-established and highly capacitated organizations, the project intentionally supported grassroots CSOs working across diverse thematic areas and in underserved or hard-to-reach locations. While this approach required intensive follow-up and tailored capacity-building support, it strengthened local actors, empowered emerging CSOs, and enhanced their ability to contribute meaningfully to community-level governance, transparency, and social change.

4. Efficiency

- **Strong value for money despite severe constraints:** Amid inflation, instability, and security disruptions, BINA’ maintained high efficiency. Modest budgets and small grants produced substantial outputs—dashboards, policy briefs, training modules, and community initiatives. Digital platforms (REHUB, Ekhbar, e-learning) improved cost-efficiency and reach.
- **Internal systems and coordination rated highly:** The ROM confirmed that BINA’s management processes were clear, timely, well-coordinated, and supported by technically competent teams.

5. Adaptiveness (Cross-Cutting)

- **Adaptive implementation during extreme crises:** The project re-sequenced activities, renegotiated research costs, shifted capacity building online, and intensified donor coordination to sustain momentum. ROM highlighted agility as a core strength.
- **Direct Award Mechanism (2025) as an innovation:** Introduced during heightened conflict, this mechanism ensured rapid contracting and uninterrupted implementation. It addressed ROM concerns regarding operational delays and stands as a scalable model for crisis-responsive governance interventions.

6. Impact

- **Meaningful governance shifts through CSO empowerment:** Even with limited state responsiveness, the project enabled civil society to drive change, monitor procurement, influence policy debates, advocate reforms, and encourage municipal transparency. ROM confirmed that empowering CSOs can generate governance impacts even when state structures are resistant.

7. Sustainability

- **Strong prospects for long-term durability:** Municipal platforms, CSO networks, reform monitoring mechanisms, and thematic coalitions remain active post-project. The School of Governance e-

learning system consolidates knowledge into a long-term resource. The ROM noted external uptake (e.g., UNDP partnering with former grantees), signaling sustained capacity and institutional memory.

Areas of Improvement for Future Programming

1. Sustainability Depends Heavily on Continued Funding

- Most CSOs cannot sustain transparency platforms, staff, or advocacy without financial support.
- Municipalities lack budgets to maintain digital tools or scale transparency practices.

2. Short Timelines Limited Deeper Policy Uptake

- Many advocacy streams require multi-year engagement, several CSOs noted that reforms stalled after project closure or slowed due to political turnover.

3. Heavy Administrative and Coordination Burden

- Frequent donor meetings, reporting, compliance requests, and iterative reporting requirements placed a significant administrative burden on both CSOs and consortium partners, occasionally slowing implementation across the project.
- Some processes could be streamlined for smoother delivery.

4. Government Engagement Assumptions Did Not Hold

- Prolonged state paralysis rendered early assumptions unrealistic, especially engagement with entities like NACC.
- Future projects need contingency plans when institutional partners become inactive.

5. Gaps in Digital Literacy and Outreach

- Citizens often prefer in-person interactions or lack awareness of digital tools
- Without sustained awareness campaigns, municipal platforms may remain underused.

6. Need for More Systematic MEL and Documentation of Adaptations

- Adaptive measures were strong but not always formally documented.
- Capturing these adaptations can strengthen replication and learning.

7. Limited Inclusiveness in Some Activities

- Citizens noted that mixed-age groups reduced relevance of certain sessions.
- Location and accessibility of training sessions also created participation barriers for some.

8. Advocacy Windows Were Sometimes Too Narrow

- CSOs reported limited time to engage policymakers, especially amid government turnover or changing ministers.
- Longer cycles and flexible advocacy timelines would generate deeper results.

The sustainability of project outcomes is inherently constrained by the interaction of political volatility, dependence on external funding, and national institutional fragility. Each factor reinforces the others and collectively limits the ability of municipalities and CSOs to maintain progress independently.

Conclusion and Recommendations

Conclusion

The BINA' project delivered high relevance, strong coherence, and measurable effectiveness during one of Lebanon's most complex governance periods. Despite political paralysis, economic collapse, and security disruptions, the project achieved substantial results across civic engagement, policy influence, municipal transparency, CSO capacity strengthening, and evidence-based advocacy. The sub-granting mechanism proved to be the project's most impactful component, enabling local and national CSOs to produce tangible outputs, influence public institutions, and expand citizen participation. Through digital platforms such as EKHBAR, REHUB, and municipal dashboards, and by operationalizing ATI practices via training sessions and tools, the project strengthened accountability pathways that can be replicated across Lebanon. While efficiency was strong considering the context, long-term sustainability requires continued investment, particularly for maintaining digital tools, supporting municipal capabilities, and sustaining CSO-led advocacy. Innovation, both technological and procedural, emerged as a core strength, especially through the structured EU–CSO dialogue model and the integration of technical assistance with grantmaking.

Overall, BINA' contributed meaningfully to strengthening Lebanon's transparency and accountability ecosystem, particularly by enabling CSO-led mechanisms that continued to function despite limited state responsiveness. The recommendations below are organized by stakeholders to clearly show how different actors can build on these gains and sustain progress across the governance chain.

Recommendations by Stakeholder Level

1. *Recommendations for BINA' Consortium (TI-S, TI-LB, LCPS)*

1.1. Sustain and Strengthen Digital Platforms and Tools – *TI-LB*

- Allocate recurring micro-budgets to ensure the ongoing maintenance of EKHBAR.
- Continue investing in REHUB by expanding outreach efforts with civil society actors and strengthening advocacy campaigns.
- Develop standardized maintenance guides and handover toolkits for municipalities and CSOs to ensure post-project continuity of municipal websites and transparency dashboards.

1.2. Institutionalizing Adaptive Management Practices – *TI-S*

- Systematically document crisis-time adaptive measures undertaken by TI-S, such as managing currency exchange risks (e.g., disbursing payments in USD while receiving funds in EUR) and introducing flexibility in project amendments, to inform future operational decision-making.

1.3. Expand the Structured Dialogue Model – *TI-LB*

(Integrated SD Recommendations)

- Formalizing the Structured Dialogue into a replicable, sector-based model with clear criteria for selection, facilitation, and follow-up.
- Creating permanent thematic working groups (e.g., energy, environment, procurement, ATI, democratic governance) to continue engagement beyond project cycles.

- Developing a central repository archiving SD outputs, EU responses, mappings, and recommendations.
- Introducing annual reflection notes summarizing how CSO recommendations influenced EU decision-making.

1.4. Strengthening CSO Capacity for Advanced Policy Engagement – *TI-LB*

- To further strengthen CSO capacities, introducing advanced modules on political economy analysis, coalition building, negotiation with public institutions, and legal drafting could be explored.
- Facilitate mentorship pairings between experienced policy-focused CSOs and smaller grassroots organizations.
- Provide coaching for CSOs on evidence-based programming, MEAL, needs assessments, and data-driven advocacy, reflecting SD3 feedback.
- Develop and deliver targeted training for CSOs on strategies to overcome resistance from public institutions, including municipalities and ministries, by equipping them with practical tools for navigating bureaucratic barriers, managing political sensitivities, building constructive relationships with officials, and sustaining advocacy efforts in contexts where openness to change is limited.

1.5. Sustaining and Expanding the Reach of Project Research – *LCPS*

LCPS should continue to disseminate and expand the reach of the research generated under this project by systematically publishing key findings, policy briefs, and data products on its website, and by actively sharing them through its partners and professional networks. Leveraging existing collaborations, events, and communication channels will help ensure that the evidence produced informs public debate, supports advocacy efforts, and contributes to broader policy and governance discussions beyond the project's lifetime.

2. Recommendations for the European Union (EU Delegation in Lebanon)

2.1 Make Long-Term Governance Funding Cycles the Norm

- Shift from short 2–3-year cycles to 5–7-year governance programs that allow reforms to mature.
- Integrate “advocacy runway funding” to capitalize on short political openings (new ministers, revived laws, parliamentary windows).

2.2 Provide Further Indirect Support to Municipalities

Municipalities continue to face significant financial and bureaucratic constraints, alongside ongoing technical capacity needs. In this context, the project demonstrated that supporting municipalities indirectly through civil society organizations (CSOs) is an effective approach to strengthening governance and improving transparency standards and practices. This model also helped bridge gaps in understanding between municipalities and citizens, particularly regarding rights, obligations, and mutual expectations. Therefore:

- Establish a parallel municipal micro-grant mechanism to support the maintenance of transparency platforms, ATI units, dashboards, and citizen committees.
- Support continuous capacity-building for municipal staff, with a focus on procurement, Access to Information (ATI), and digital governance.

2.3 Reduce Administrative Burden on Small CSOs

- Simplify reporting requirements for small/medium CSOs (shorter templates, fewer indicators, quarterly reporting).
- Introduce a light compliance pathway for grants under a set threshold.

2.4 Expand the Structured Dialogue into a Permanent Accountability Forum

(Integrated SD Recommendations)

- Institutionalize the EU–CSO Structured Dialogue as an annual or semiannual national platform feeding into the MIP and upcoming EU calls.
- Ensure wider inclusion: youth, women-led groups, municipalities, academia, media actors, and informal grassroots groups.
- Provide clear, timely communication on how SD recommendations shape programming and publish follow-up notes after every round.
- Ensure that sectoral consultative processes (e.g., Blue Economy, Social Cohesion, Culture) remain co-creation spaces, not one-off consultations.
- Improve accessibility of EU calls by simplifying language, extending application windows, and holding pre-application Q&A sessions.

2.5 Fund Scaling of Successful Pilot Models

- Scale municipal transparency packages (websites, dashboards, citizen committees) to new municipalities.
- Expand digital tools like Ekhbar with outreach, cybersecurity upgrades, and institutional integration.

3. Recommendations for Lebanese CSOs

3.1 Consolidate Coalitions and Shared Advocacy Platforms

- Build thematic coalitions (ATI, procurement, gender equality, environmental governance, youth participation).
- Share tools and datasets (indices, ATI trackers, templates) to reduce duplication.

3.2 Strengthen Internal Governance and Long-Term Advocacy Planning

- Adopt multi-year advocacy plans independent of donor cycles.
- Institutionalize internal MEL systems to track influence, policy windows, research gaps, and stakeholder shifts.

3.3 Invest in Digital Literacy and Community Outreach

- Conduct regular community training sessions on municipal websites, ATI requests, EKHBAR use, dashboards, and complaint mechanisms.
- Develop citizen-friendly materials (videos, WhatsApp explainers, audio guides) to bridge digital and literacy gaps.

3.4 Build Local-Level Partnerships

- Formalize partnerships with municipalities, mukhtars, school networks, and community committees.
- Develop joint oversight committees involving CSOs, citizens, and municipal councils.

3.5 Engage More Effectively in the Structured Dialogue

(Integrated SD Recommendations)

- Prepare sectoral evidence, needs assessments, and research prior to SD sessions to increase influence.
- Participate actively in regional and thematic cycles to ensure representation of marginalized groups.
- Use SD outputs to align advocacy strategies with national priorities and EU programming cycles.

3.6 Continue Collaboration with TI-LB

- CSOs are encouraged to maintain ongoing collaboration with TI-LB and seek its team's guidance and technical support on corruption-related cases, municipal elections, and the development and implementation of anti-corruption strategies.

4. Recommendations for Municipalities

4.1 Institutionalize Transparency Practices

- Adopt internal policies requiring publication of budgets, procurement plans, municipal decisions, and meeting minutes.
- Assign a Transparency Focal Point responsible for ATI, dashboards, and citizen communication, where capacity allows.

4.2 Maintain and Update Digital Platforms

- Dedicate small but sustained budget lines to website hosting, data updates, and helpdesk/citizen response units.
- Partner with local CSOs to co-manage dashboards and update transparency indicators.

4.3 Strengthen Citizen Engagement Mechanisms

- Institutionalize participatory committees involving women, youth, and CSOs.
- Hold periodic public town halls, livestream key tenders, and publish annual transparency reports.

4.4 Build Internal Capacity on Governance Tools

- Train staff on ATI, procurement, complaint handling, and digital communication.
- Use municipal platforms to track responsiveness and citizen requests in real time.

4.5 Integrate Structured Dialogue Learnings

(Integrated SD Recommendations)

- Participate in future EU–CSO dialogues to channel local governance challenges directly into programming.
- Use SD outputs to strengthen municipal planning, digital governance, and citizen accountability structures.

5. Recommendations for the Lebanese Government (if political will emerges)

5.1 Activate and Resource Oversight Institutions

- Fully activate and fund the National Anti-Corruption Commission (NACC).
- Formalize pathways for processing Ekhbar reports and citizen complaints.

5.2 Adopt and Implement Pending Transparency Reforms

- Prioritize implementation of ATI, procurement law, whistleblower protection, and digital governance frameworks.
- Require ministries to publish annual transparency and accountability reports.

5.3 Enable Municipalities to Meet Transparency Standards

- Amend municipal law to require disclosure of budgets, procurement files, and municipal decisions.
- Allocate matching grants for digital transparency tools and public engagement mechanisms.

5.4 Support National-Level Data and Research Access

- Provide CSOs and researchers with access to governmental datasets.
- Facilitate MoUs between ministries and CSOs for collaborative sectoral reform.

5.5 Build on Structured Dialogue Outcomes

(Integrated SD Recommendations)

- Engage ministries and public institutions in future Structured Dialogues.
- Align national reform agendas with the cross-sector priorities identified across SD1–SD3.
- Use SD-generated mappings to inform national strategies on social cohesion, democratic participation, culture, environmental sustainability, and public sector reform.

Appendix A – Evaluation Tools

Introduction Script for Participants

Thank you for joining us today. My name is and I am part of the evaluation team from RPS MENA, an independent consultancy. We were contracted by Transparency International (TI) to conduct an external evaluation of the BINA' project.

The BINA' project, funded by the European Union, began in 2022. Its main goal is to make public life in Lebanon more open and fairer by reducing corruption and increasing accountability. To do this, the project works with local civil society groups, creates spaces for dialogue, encourages citizens to take part in decision-making, and supports reforms at both the community and national levels. Interviewees will be informed about the scope they engaged in to relate better.

The purpose of this evaluation is to learn about your experiences and perspectives on the project, what worked well, what challenges you faced, and what lessons can be drawn for the future.

A few important points before we start:

- **Confidentiality:** Everything you share will remain anonymous. We will not attribute your name or organization to any specific answer.
- **Use of information:** Your input will only be used in aggregate form, combined with that of other participants, to inform the evaluation report.
- **Voluntary participation:** You can choose not to answer any question or to stop participating at any time.
- **Safe space:** There are no right or wrong answers, we are here to learn from your honest views and experiences.

With your permission, we may take notes or record this discussion, but this will be strictly for analysis purposes, and only the evaluation team will have access. In interviews, discussions will be recorded with consent; in surveys, consent will be confirmed by ticking a box.

Do you have any questions before we begin?

Tool I-CSO Survey (Subgrantees • CSO Networks • Trained CSOs/Participants)

A) Instructions & Consent

- This survey takes ~10–12 minutes. Responses are confidential and will be reported in aggregate only.
- Tick “I agree to participate.” Yes No (terminate if “No”)

B) Respondent Profile

1. Organization name (optional): _____
2. Your role: Director Project Lead M&E Advocacy/Comms Other: ____
3. CSO Type (routing): Subgrantee CSO Network Trained CSO/Participant
4. Years active: 0–3 4–10 11+
5. Geographic focus: Local National Both
6. Governorate(s) of focus (multi-select): Beirut Mount Lebanon North Akkar Bekaa Baalbek-Hermel South Nabatieh.

C) Scale Conventions (apply across sections)

Use 1–5 scales and include “N/A” where relevant.

- **Agreement:** 1 Strongly Disagree · 2 Disagree · 3 Neither · 4 Agree · 5 Strongly Agree · 9 N/A
- **Quality/Usefulness:** 1 Very Poor · 2 Poor · 3 Fair · 4 Good · 5 Excellent · 9 N/A
- **Extent/Contribution:** 1 Not at all · 2 Slightly · 3 Moderately · 4 Largely · 5 Fully · 9 N/A
- **Timeliness:** 1 Never on time · 2 Rarely · 3 Sometimes · 4 Often · 5 Always · 9 N/A
- **Value for Money:** 1 Very Low · 2 Low · 3 Adequate · 4 High · 5 Very High · 9 N/A
- **Sustainability Likelihood:** 1 Very Unlikely · 2 Unlikely · 3 Uncertain · 4 Likely · 5 Very Likely · 9 N/A

D) Relevance & Coherence

- R1. Objectives aligned with our priorities/mandate. (Agreement)
- R2. Activities complemented other anti-corruption/governance efforts in which we are involved. (Agreement)
- R3. Project reflected national reform and EU/3RF priorities relevant to our work. (Agreement)
- R4. Coordination with other actors reduced duplication and increased synergies. (Agreement)
- R5. What critical need did the project address best in your context?

E) Effectiveness

- E1. Support received (funding/training/technical/dialogue) improved our outcomes. (Extent/Contribution)
- E2. Evidence shows our work influenced policy/practice or accountability. (Extent/Contribution)
- E3. External factors (e.g., instability, conflict) hindered results. (Agreement — reverse code)
- E4. Which activity (sub-grants, dialogue, training, tools) worked best, and why?

F) Efficiency

- F1. Resources (financial/technical/HR) were sufficient. (Agreement)
- F2. Reporting, admin, and guidance were clear and proportionate. (Quality/Usefulness)
- F3. Overall value for money. (Value for Money)

G) Impact

- I1. Our participation led to visible changes (practice, policy, behavior, collaboration). (Extent/Contribution)
- I2. Our capacity to influence policymaking and civic engagement improved. (Extent/Contribution)

- I3. Collaboration among CSOs–government–citizens strengthened. (Agreement)
I4. One concrete positive or negative change observed due to the project.

H) Sustainability

- S1. Benefits/skills are likely to continue post-project. (Sustainability Likelihood)
S2. Partnerships/networks built will endure. (Sustainability Likelihood)
S3. What would help sustain these results?

I) Innovation (skip logic if not engaged in the new tool/approach)

- N1. The project introduced useful innovative approaches/tools for our work. (Agreement)
N2. These innovations can be replicated or scaled by us. (Sustainability Likelihood)

J) Light Sub-Group Modules (auto-show based on Q3)

J1) Subgrantee CSOs (Implementers)

- SG1. Sub-grant guidelines, selection, and onboarding were clear. (Quality/Usefulness)
SG2. TI-S/TI-LB/LCPS technical support strengthened delivery. (Extent/Contribution)
SG3. Risk management and adaptive management were responsive during shocks. (Agreement)
SG4. Access to decision-makers (dialogues/advocacy windows) increased our influence. (Extent/Contribution)
SG5. One practice we would keep/scale in future sub-granting rounds.

J2) CSO Networks (Women/Youth/Disability/Thematic)

- NW1. Network participation improved inclusiveness and representation.
NW2. Cross-sector collaboration improved evidence quality and advocacy traction. (Agreement)
NW3. Network coordination reduced duplication and built collective voice. (Agreement)

J3) Trained CSOs & Participants (Coaching/Governance School/Advocacy)

- TR1. Training/coaching content matched our needs. (Quality/Usefulness)
TR2. We applied new skills/methods in our work. (Extent/Contribution)
TR3. Follow-up coaching/mentoring supported application and troubleshooting. (Agreement)
TR4. A skill you have applied and the result you achieved.

K) Final Reflections (short)

- FR1. Two lessons for future EU-funded governance/anti-corruption project.
FR2. Would you recommend continuing similar support? Yes No Not sure (why?)

Ready-to-use value coding (for all Likert items)

- 1,2,3,4,5, 9=N/A.
- Reverse-code E4 when computing composite “Effectiveness”.

Tool II-FGD Guide –CSOs (Subgrantees, Networks, Trained CSOs)

Duration: ~60 min | **Group size:** 6–8 participants | **Facilitation style:** participatory, encourage crosstalk

1. Introduction

- Welcome, purpose of discussion, ground rules (confidentiality, respect, equal voice).
- Quick round: *“Please introduce yourself with your name, organization, and one word that describes your work on governance/anti-corruption.”*

2. Relevance & Coherence

Main Q: How relevant were the project’s activities to your CSO’s priorities and to Lebanon’s governance/anti-corruption context?

- Probe: Did the activities complement or overlap with other initiatives?
- Probe: How inclusive was the project of women, youth, or marginalized voices?

3. Effectiveness

Main Q: Were there any results or changes observed in your organization as a result of the project? If so, to what extent?

- Probe: Which project components (sub-grants, dialogues, training, coaching) were most effective?
- Probe: What challenges reduced effectiveness?
- Probe: Were there any unintended results (positive or negative)? Explain and give examples.

4. Efficiency

Main Q: How would you assess the way resources, training, and value of money were provided?

- Probe: Were activities well-organized and timely?
- Probe: Did the reporting/admin processes support or burden your work?
- Probe: Was the value of money sufficient?

5. Impact

Main Q: Have you observed any lasting effects on your organization, your network, or the communities you serve? If yes, please describe them.

- Probe: Examples of advocacy wins, citizen engagement, or policy influence?
- Probe: Did the project help you gain credibility with government or donors?
- Probe: Was there any unintended impact (positive or negative)? Explain and give examples.

6. Sustainability & Innovation

Main Q: What elements of the project are likely to continue beyond its end?

- Probe: Networks, skills, or advocacy practices you will keep.
- Probe: Did you see innovative approaches/tools that should be scaled up?
- Probe: Any risks or barriers that you perceive could stand in the way of this continuity?

7. Wrap-up

- Closing round: *“One lesson you would share with EU or TI for future governance projects in Lebanon?”*
- Give 1-2 concrete recommendations for improving how TI/EU support CSOs.

Tool III-Citizen Survey

(Beneficiaries: Campaign Participants, Public Opinion Survey Participants)

A) Instructions & Consent

- This survey takes ~8–10 minutes. Responses are confidential and voluntary.
- Consent: I agree to participate No (end survey).

B) Respondent Profile

1. Gender: Male Female Other/Prefer not to say
2. Age: 18–24 25–34 35–44 45–54 55+
3. Governorate: Beirut Mount Lebanon North Akkar Bekaa Baalbek-Hermel South Nabatieh
4. Education: Primary or below Secondary University/Technical Postgraduate
5. Have you:
 - Participated in a campaign event/activity
 - Used the **Ekhbar** corruption-reporting tool
 - Heard/seen social media campaigns
 - None of the above (terminate or skip to awareness questions)

C) Scale Conventions

- **Agreement:** 1 Strongly Disagree · 2 Disagree · 3 Neutral · 4 Agree · 5 Strongly Agree · 9 N/A
- **Quality/Usefulness:** 1 Very Poor · 2 Poor · 3 Fair · 4 Good · 5 Excellent · 9 N/A
- **Extent/Contribution:** 1 Not at all · 2 Slightly · 3 Moderately · 4 Largely · 5 Fully · 9 N/A
- **Likelihood/Sustainability:** 1 Very Unlikely · 2 Unlikely · 3 Uncertain · 4 Likely · 5 Very Likely · 9 N/A

D) Relevance

- R1. The campaigns and activities addressed issues that matter to me/my community. (Agreement)
- R2. The project reflected citizens' needs for transparency and accountability. (Agreement)
- R3. Information provided was relevant and easy to understand. (Quality/Usefulness)
- R4. Open What issue or campaign theme felt most relevant to you?

E) Coherence

- C1. The project's activities complemented other anti-corruption or governance efforts I know about (e.g., government reforms, NGO campaigns). (Agreement)
- C2. The project worked well with existing community initiatives or organizations in my area. (Agreement)

F) Effectiveness

- E1. Campaigns increased my awareness of corruption and accountability. (Extent/Contribution)
- E2. I feel more capable of reporting or discussing corruption due to these initiatives. (Agreement)
- E3. The **Ekhbar tool** (if used) made it easier to report suspected corruption. (Quality/Usefulness)
- E4. I saw positive changes in how authorities/CSOs responded to reports or demands. (Agreement)
- E5. Open (≤200 chars): What activity (e.g., campaign, hotline, dialogue) influenced you most?

G) Efficiency

- F1. Information and services were accessible (language, timing, channels). (Agreement)
- F2. Reporting processes (e.g., Ekhbar, events) were simple and user-friendly. (Quality/Usefulness)
- F3. The frequency and timing of activities were adequate. (Agreement)
- F4. Overall, the support and engagement methods were efficient. (Quality/Usefulness)

H) Impact

- I1. My participation increased my willingness to engage in anti-corruption actions. (Agreement)
- I2. Campaigns improved trust between citizens and CSOs working on governance. (Extent/Contribution)
- I3. Open (≤200 characters): Share one example of change in your community related to the project.

I) Sustainability

- S1. I am likely to continue engaging in anti-corruption efforts after the project ends. (Likelihood)
- S2. I will keep using tools such as **Ekhbar** or similar mechanisms in the future. (Likelihood)

J) Innovation

- N1. The project introduced new ways (e.g., digital tools, campaigns) for citizens to fight corruption. (Agreement)

K) Final Reflection

- FR1. Two suggestions to make future citizen-focused anti-corruption projects more effective. (Open, ≤250 characters each)
- FR2. Would you recommend others to join or use these tools? Yes No Not sure

Notes for digitization (Kobo/SurveyCTO):

- Include skip logic: if “Ekhbar not used” skip E3.
- Disaggregate by gender, age, and location for DAC reporting.

Tool IV-FGD Guide –Citizens

(Campaign Participants, Survey) Respondents)

Duration: ~60 min | **Group size:** 6–8 citizens | **Facilitation style:** simple language, encourage sharing individual experiences

1. Introduction

- Welcome, purpose, ground rules.
- Quick icebreaker: *“One word that describes what accountability means to you.”*

2. Relevance

Main Q: How relevant were the campaigns and activities to issues that matter to you and your community?

- Probe: Did they address real corruption/justice concerns in daily life?
- Probe: Which campaign topic or tool (e.g., Ekhbar, social media, events) felt most relevant?

3. Effectiveness

Main Q: Have these campaigns or tools had any personal impact on you? If so, in what way?

- Probe: Did they improve your awareness of corruption/accountability?
- Probe: Did you feel more confident to report or speak about corruption?

4. Efficiency

Main Q: How easy or difficult was it to access/use these campaigns or reporting tools?

- Probe: Was information clear, language appropriate, and channels accessible?
- Probe: Any challenges in using the Ekhbar tool?

5. Impact

Main Q: Have you seen any changes in your community or in government response as a result of these activities?

- Probe: Did it change how people talk about corruption?
- Probe: Did you notice authorities or CSOs responding differently?
- Probe: There was a lack of change.
- Probe: Did you notice any negative impact?

6. Sustainability & Future Engagement

Main Q: Will you or your community continue engaging in anti-corruption efforts after the project ends?

- Probe: Will you keep using tools like Ekhbar?
- Probe: What would make it easier for you to stay engaged?
- Probe: Do you perceive any barriers to the continuity of the engagement, maybe due to lack of resources, safety, trust, ...?

7. Wrap-up

- Closing round: *“If you could change one thing to make future campaigns more effective, what would it be?”*
- What should not be repeated?

Tool V-KII Guide – Municipal Councils

Purpose: Evaluate local reforms, cooperation with CSOs, and governance improvements.

Duration: ~40 minutes

1. Introduction

- Explain purpose, confidentiality, voluntary participation.
- Ask for consent to record or take notes.

2. Relevance & Coherence

1. In your view, how relevant were the project's activities to your municipality's governance and accountability priorities?
 - Probe: Did activities align with local citizen needs?
2. To what extent did the project complement or overlap with other accountability/reform initiatives in your municipality?

3. Effectiveness

3. How effective was the collaboration between your municipality and CSOs under this project?
 - Probe: Were joint activities or policy changes achieved?
4. Can you share an example of a concrete result (policy, practice, service improvement) that emerged from your municipality's engagement?

5. Impact

6. From your perspective, what impact did the project have on citizen trust, participation, or accountability in your municipality?
 - Probe: Any examples of citizens raising issues through campaigns or Ekhbar?

6. Sustainability

7. What elements of the project (partnerships, processes, tools) are most likely to continue beyond the project's end?
 - Probe: What factors could threaten sustainability (e.g., political will, funding)?

7. Final Reflection

8. What lessons would you draw from your municipality's involvement that could inform future EU or CSO-led anti-corruption programs?

Tool VI-KII Guide – National Oversight Entities

Purpose: Assess engagement with CSOs, reform uptake, and barriers.

Duration: ~40 minutes

1. Introduction

- Explain purpose, confidentiality, voluntary participation.
- Ask for consent to record or take notes.

2. Relevance & Coherence

1. To what extent did the BINA' project align with your ministry's mandate and national reform priorities (e.g., ATI, 3RF)?
2. Did cooperation with TI-LB, CSOs, or the EU add value to existing ministry initiatives?

3. Effectiveness

3. In what ways, if any, did the project contribute to your ministry's anti-corruption or transparency initiatives?
 - Probe: Any uptake of policy recommendations, data, or tools?
4. Were recommendations from structured dialogues or policy papers acted upon? Why/why not?

4. Efficiency

5. Did the project's engagement mechanisms (dialogues, technical support, joint actions) work efficiently for your ministry?
 - Probe: Were processes burdensome or well-managed?

5. Impact

6. What concrete outcomes, if any (laws, procedures, practices), do you associate with the project's contribution?
 - Probe: Any examples of improved access to information, procurement reforms, or citizen engagement?

6. Sustainability

7. What steps, if any, has your ministry taken to institutionalize reforms or ensure continuity after project closure?
 - Probe: What barriers might undermine sustainability (e.g., political instability, budget, staff capacity)?

7. Final Reflection

8. What lessons can be drawn for future EU or CSO collaboration with ministries on governance and anti-corruption reforms?

Tool VII-KII Guide – 3RF Consultative Group Members & International Partners

(TI, donors, INGOs)

Purpose: Capture donor/partner view on flexibility, alignment with 3RF, and lessons learned.

Duration: ~40 min

1. Introduction

- Explain purpose, confidentiality, voluntary participation.
- Ask for consent to record or take notes.

2. Relevance & Coherence

1. How well did the project's outcomes align with EU/3RF priorities and broader donor strategies in Lebanon? From your perspective, how well did the BINA' project align with your overall strategic priorities and funding objectives?
2. Did the project complement or duplicate other governance/anti-corruption initiatives?

3. Effectiveness

3. How effective was the project's engagement with the 3RF process and donor coordination?
4. To what extent were recommendations from structured dialogues reflected in donor programming?

4. Efficiency

5. Did the project demonstrate adaptability and responsiveness given the volatile political/conflict context?
 - Probe: Were reporting and coordination mechanisms efficient for donors?

5. Impact

6. What impact, if any, did you observe in terms of improved accountability, civic engagement, or policy influence attributable to the project?

6. Sustainability

7. In your view, what conditions are needed to sustain the project's achievements within the 3RF and donor coordination framework?

7. Final Reflection

8. What are the key lessons learned for future EU/donor–CSO collaborations on governance reforms?
9. Strong Points of the BINA' project?
10. Areas of Improvement?

Tool VIII-KII Guide – EU-CSO Structured Dialogue Participants

(Local, National, International)

Purpose: Assess inclusiveness, policy influence, and effectiveness of dialogues.

Duration: ~40 min

1. Introduction

- Explain purpose, confidentiality, voluntary participation.
- Ask for consent to record or take notes.

2. Relevance & Coherence

1. How relevant were the dialogue topics to national/local priorities on governance and anti-corruption?
2. Were diverse voices (youth, women, marginalized groups) adequately represented?

3. Effectiveness

3. How effective were the dialogues in generating actionable recommendations?
 - Probe: Were recommendations followed up with policymakers?
4. Did the format (facilitation, participation, documentation) support meaningful exchange?

4. Efficiency

5. Were the dialogues organized efficiently (timing, logistics, coordination)?
 - Probe: Any challenges with inclusiveness or follow-up?
6. Did TI's coordination role reduce duplication across donor efforts?

5. Impact

6. Can you point to a specific example where dialogue outcomes influenced policy, donor programming, or civil society collaboration?

6. Sustainability

7. What is the likelihood that networks or coalitions formed during dialogues will continue beyond this project?
8. Do you [EU] see yourself maintaining support for CSO-led accountability work in Lebanon.

7. Final Reflection

9. What should be done differently in future EU/donor–CSO collaborations?

Tool IX-KII Guide – BINA' Project Team

Purpose: Focus of what worked and what did not, and Surface unexpected results.

Duration: ~40 min

Background & Role

1. Can you briefly describe your role in the BINA' project?
2. From your perspective, what were the main objectives of the project?

Project Design & Relevance

1. How well did the project design respond to the context in Lebanon and to citizen/CSO needs?
2. Were there any gaps or areas that could have been addressed differently at design stage?
Probe: (To what extent were the recommendations from the Results-Oriented Monitoring (ROM) exercise taken into consideration in the design, implementation, and adaptation of the project).

Coherence & Coordination

1. How did the project align with other governance or anti-corruption initiatives (national, EU/3RF, or donor-funded)?
2. How effective was coordination among consortium members (TI-S, TI-LB, LCPS)?
3. How well did the project collaborate with external actors, such as CSO networks, municipalities, or government institutions?

Effectiveness & Implementation

1. Which project activities worked best in achieving planned outcomes (e.g., campaigns, *Ekhbar* tool, structured dialogues, sub-grants)?
2. What challenges or barriers did you encounter during implementation, and how were these addressed?
3. Were there any unexpected outcomes (positive or negative)?

Efficiency

1. How would you assess the use of resources (staff, time, funds) across activities?
2. Were there processes you think could have been made more efficient?

Outcomes & Impact

1. From your perspective, what have been the most significant changes achieved by BINA'?
2. How do you think the project contributed to these changes compared to other factors? (link to Outcome Harvesting)

Sustainability & Innovation

1. Which project results are most likely to continue beyond BINA's lifetime?
2. Did BINA' introduce new tools or approaches (e.g., digital reporting, coalitions, advocacy methods) that you see as scalable or replicable in Lebanon?

Learning & Recommendations

1. What lessons have you and your organization drawn from this project?
2. What recommendations would you give for improving future governance and anti-corruption programming in Lebanon?

Tool X – Outcome Harvesting Workshop Tool

Purpose

The workshop aims to identify, describe, and verify concrete outcomes (changes in behavior, relationships, policies, practices, or capacities) influenced by BINA'. It complements Contribution Analysis by capturing unanticipated or emergent outcomes that go beyond the project's Theory of Change, which is particularly important in fragile and adaptive contexts such as Lebanon.

1. Workshop Introduction (10–15 min)

- Welcome participants (TI-LB, sub-grantee CSOs, trained CSOs, project partners).
- Explain the Outcome Harvesting:
 - Focuses on *what has changed* and *how BINA' contributed*.
 - Seeks both expected and unexpected results.
 - Builds shared ownership of findings.
- Review consent, confidentiality, and recording/note-taking process.

2. Clarifying the Domains (5–10 min)

The workshop will explore outcomes in three domains:

1. Policy Influence and Reform Uptake, such as CSO advocacy leading to changes in laws, regulations, or institutional practices.
2. Citizen and Community Engagement, such as, increased citizen voice, use of *Ekhbar* tool, collective actions for accountability.
3. CSO and Network Capacity Strengthening, such as, improved governance, advocacy skills, partnerships, or coalition-building.

3. Harvesting Outcomes (Small Groups / Plenary) (60–75 min)

For each domain, participants respond to these guiding questions:

Step 1: Identify the Outcome

- What concrete change have you observed in this domain (policy, citizen behavior, CSO practice, institutional response)?
- Who changed (e.g., ministry, municipality, CSO, citizen group, media)?

Step 2: Provide Evidence

- What evidence supports this outcome (documents, media coverage, advocacy products, testimonies, meeting notes, policy texts)?
- How can this evidence be verified?

Step 3: Analyze Contribution

- To what extent did BINA' contribute to this change?
- Were there other actors or factors also influencing this outcome?

Step 4: Reflect on Significance

- Why is this outcome important for transparency, accountability, or anti-corruption in Lebanon?
- Is the change likely to last beyond the project?

4. Validation & Triangulation (20–30 min)

- Groups share key outcomes in plenary.
- Facilitator probes for clarity, avoiding generalizations (“What specifically changed?” “Can you give an example?”).
- Note overlaps, differences, and outcomes needing further verification.

5. Closing Reflection (10–15 min)

- Which outcomes feel most significant?
- Were there any unexpected changes (positive or negative)?
- What lessons do these outcomes suggest for future anti-corruption programming?

Appendix B – Evaluation Timeline

The evaluation is scheduled to run from 20 August to 15 December 2025, with timely responsiveness from stakeholders playing a key role in enabling our team to successfully complete the consultancy within this period.

Actions	20 Aug	Sept.	Oct.	Nov.	15 Dec.
Kick-off Meeting	█				
Desk Review and Tools Building					
<i>Documents Review</i>	█	█			
<i>Research Method and Tools</i>	█	█			
<i>Building the FDG Questions, and the Questionnaires</i>	█	█			
<i>Inception Report</i>	█	█	█		
Data Collection Phase					
<i>Interviews, FGDs, and the Survey</i>		█	█		
<i>Outcome Harvesting Workshop</i>				█	
Data Cleaning and Analysis					
<i>Transcriptions and Context Analysis</i>			█		
<i>Data Cleaning</i>			█		
<i>Survey Data Findings and Analysis</i>			█	█	
Reporting and Presentation					
<i>Findings and Draft Report</i>				█	
<i>Validation Meeting</i>				█	
<i>Finalized Report</i>				█	█
Project Closure				█	█

Appendix C – List of Reviewed Documents

The RPS team reviewed several project documents including:

- ENI2021-428-642 Annex I - DoA
- EU_Annex C – Logical framework - Transparency International
- Updated Logframe BINA' 28082023 final
- BINA' - Mitigation Plan
- BINA' RACI-matrix
- BINA' sub grants RASCI-matrix
- Activity 1.1.1 Public opinion survey
- Activity 1.1.2 Focus groups of CSOs
- Activity 1.1.3 Comparative study
- Activity 1.1.4 Disseminating findings.
- Activity 1.1.5 Multi-functional portal
- Activity 1.1.6 Analytical pieces
- Donor Report Year 1 report
- Donor Report Year 2 report
- Donor Report Year 3 report
- Inception report
- Sub-granting Documents
- ROM-624_ROM_Report_Final_2023121

Appendix D – List of Interviewees

TYPE OF INFORMANT	Gender	ROLE	Focus	ORGANISATION / ENTITY
TI S Staff	Male	Project Manager	Overall project	Transparency International Secretariat
TI S Staff	Female	Finance Associate	Sub grants financial management	Transparency International Secretariat
TI S Staff	Female	Senior Program Manager, Sub team lead	Project oversight	Transparency International Secretariat
TI S Staff	Male	Regional Advisor	Coordination with chapter, initial project start up, oversight, sub-grants selection	Transparency International Secretariat
TI LB Staff	Male	Project Manager	Project Implementation	Transparency International Lebanon
TI LB Staff	Male	Executive Director	Oversight, initial project proposal, sub-grants selection	Transparency International Lebanon
TI LB Staff	Male	Sub-Grants Manager	Sub-grants implementation, Transparent Hearts	Transparency International Lebanon
TI LB Staff	Male	Senior Legal Advisor	Ekhbar	Transparency International Lebanon
LCPS Staff	Female	Project Manager	Project Implementation	The Lebanese Center for Policy Studies
LCPS Staff	Male	Executive Director	Oversight, initial project proposal, sub-grants selection	The Lebanese Center for Policy Studies
LCPS Staff	Female	Researcher	Reform Monitor, Nation-wide survey. Focus group discussions	The Lebanese Center for Policy Studies
Municipal Councils	3 Male Representatives (Brih), (Jdaidet El-Chouf), and (Hermel)			
Oversight bodies and Gov entities	NACC: Male Judge			
EU - CSO Structured Dialogue Participants (local, national, international)	1 Female 1 Male			
Donor	Female			
3RF Consultative Group Members & International Partners.	Male Female 15 KIIs Sub-grantees			
Citizens	15 KIIs			
21 CSOs	Assi development association Terre Liban Kafa Legal agenda Financially Wise FIWI 4p Committee of employee women's union			

	Lebanese center for active citizenship Centre Libanais des droits humains Himaya Daem Ataa Micro finance association LLWB Tripoli Institute for Policy Studies Live Love Beirut Local Governance network for development (logonet) Restart Lebanese oil and gas initiative (LOGI) ADYAN Smart municipality academy Beity Association USPEAK AUB NCC
--	---

Appendix E – Lebanon’s Broader Transparency Framework and Municipal Transparency Obligations

Lebanon’s Broader Transparency Framework

Although Lebanon lacks a fully consolidated national transparency law, several policy commitments, legal frameworks, and reform priorities shape the country’s transparency landscape:

1. Access to Information Law (Law 28/2017)

- Grants citizens the right to access public information from state institutions, including municipalities.
- Requires public entities to respond to information requests and proactively publish key documents (budgets, decisions, tenders, etc....).

2. National Anti-Corruption Strategy (2020–2025)

- Sets out a nationwide agenda for improving transparency, accountability, and integrity in public administration.
- Emphasizes digitalization, public data availability, open governance, and citizen oversight.

3. Lebanon’s Open Government Commitments (various government decisions)

- Promote transparency through e-governance, digital service delivery, citizen engagement, and open data initiatives.
- Encourage municipalities to improve disclosure and communication channels with the public.

4. Oversight Bodies and Legal Requirements

- The Court of Audit and Ministry of Interior have established reporting and financial disclosure requirements for municipalities.
- Municipalities are expected to maintain transparent budgeting, procurement, and decision-making practices.

Municipal Transparency Obligations

Under Lebanese municipal law and related administrative circulars, municipalities have responsibilities related to public disclosure, participation, and accountability:

1. Budget Transparency

- Municipal budgets and accounts must be publicly available for citizen review.
- Budgets and financial statements must be sent to supervisory institutions (e.g., Court of Audit).

2. Procurement and Tendering

- Municipalities are required to follow public procurement rules ensuring fairness, openness, and equal competition.
- Tenders must be announced and documented, with increasing pressure for digital disclosure.

3. Public Access to Decisions

- Municipal councils must record and publish meeting decisions and municipal orders.
- Citizens should be able to access municipal resolutions concerning local services, fees, and development projects.

4. Citizen Engagement

- Municipal councils are encouraged to involve local communities in planning and service delivery, consistent with decentralization principles.

5. Digital Disclosure (emerging expectations)

- While not always enforced, there is a growing expectation, aligned with reforms and donor priorities, that municipalities publish information online, including projects, tenders, decisions, and service information.