

REPORT

REPORT ON MEDIA COVERAGE OF PUBLIC INVESTMENT MANAGEMENT (PIM) IN LEBANON



Report on Media Coverage of Public Investment Management (PIM) in Lebanon

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Report on Media Coverage of Public Investment Management (PIM) in Lebanon

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Why is this report important?

This report is part of a series of publications prepared by Maharat Foundation and Institut des Finances Basil Fuleihan, reflecting their continued commitment to working with journalists to foster a more informed and constructive public debate on economic and financial issues in Lebanon. This effort aligns with the shared mission of Maharat Foundation and the Institute to support a sound information environment that advances economic governance reforms. It also falls within Maharat Foundation's work to promote fiscal transparency through the media, in partnership with the Institute, by issuing monthly media briefs under Maharat fiscal transparency tracker. These briefs follow public discourse on fiscal transparency and its main themes, measure the accuracy of information circulated in the media, in political and expert statements, and on social media; track the activity and positions of politicians and experts in this field on a monthly basis; and provide practical tips for journalists covering this topic.

The Institut des Finances Basil Fuleihan and Maharat Foundation work together to build a community of journalists equipped with scientific knowledge, skills, and tools necessary to play an effective watchdog role over governance and reform processes. Through training, capacity building, and fellowship programs, journalists are empowered to engage with complex topics in economics and governance, counter disinformation, and participate in fact-based public debates. This initiative also seeks to strengthen collaboration between journalists and experts, ensuring that media coverage is grounded in data, research, and scientific analysis.

Introduction

The importance of Public Investment Management today in supporting reform and transparency

Amid the unprecedented financial and economic collapse Lebanon has faced since 2019, the need has emerged to reconsider how public resources are managed, particularly those allocated to public investments. The deterioration of infrastructure, the lack of equity in project distribution, and the weakness of public services are not solely the result of limited funding, but also of the absence of an integrated system for managing public investment efficiently, transparently, and effectively.

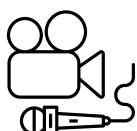
Raising the issue of public investments at this particular juncture is of great importance, especially with the renewed push to reactivate the role of the Council for Development and Reconstruction (CDR) following the appointment of a new board of directors, enabling it to assume the responsibilities it was meant to carry out in previous periods. This subject gains additional sensitivity in light of the fragile state of Lebanon's public finances, which can no longer withstand ineffective or poorly designed investments lacking precision and feasibility.

Moreover, the current international context does not indicate the prospect of Lebanon receiving financial grants, meaning that the financing of public investments will rely primarily on external loans. Although some may be concessional, they remain debts that impose burdens and interest on public finances.

From this perspective, reforming Public Investment Management (PIM) acquires strategic importance—not only as a technical measure to improve performance, but also as a fundamental pillar for establishing good governance, rebuilding trust between citizens and the state, and directing public resources toward national development priorities.

In this context, the importance of PIM intersects with the shared mission of Maharat Foundation and Institut des Finances Basil Fuleihan, particularly in enabling the media to play its oversight role in monitoring the implementation of public projects, enhancing financial transparency, and stimulating community participation. The positive impact of public investments cannot be achieved without genuine accountability and without involving journalists and citizens in monitoring how their money is being used, thereby reinforcing the principles of transparency and accountability across all stages of the investment cycle—from planning and approval to implementation and evaluation.

Methodology of the Report: Media Monitoring and a Dialogue Session



Building on the central role of the media in accompanying this process—by exercising oversight over the use of public funds, exposing violations and waste, and disseminating accurate information on projects from the planning stage through implementation, while also raising awareness among journalists and citizens and empowering them to demand transparency and accountability—Maharat Foundation launches this report. It is based on the results of monitoring a sample of media coverage across television, print, and online outlets, to assess how the media has addressed public investment files, specifically in four sectors: port and airport concessions; public-private partnerships; telecommunications and The World Bank loan for the repair and reconstruction of damaged basic infrastructure under the LEAP project, and the World Bank loan allocated to modernize the electricity sector.



The monitoring process drew on eight indicators identified in the policy brief prepared by the Institut des Finances Basil Fuleihan and Insights Analytica, which represent the main deficiencies in Lebanon's public investment management system:

- Absence of specific legislation on PIM and the prevalence of fragmented regulations
- Weak coordination and silo operations
- Weak planning
- Absence of project appraisal and selection processes
- Arbitrary trade-offs
- Weak budget integration
- The absence of a gatekeeping function
- Sectoral regulation is severely undermined

Methodology of the Report: Media Monitoring and a Dialogue Session



Through this monitoring, it was found that coverage generally followed a news-reporting pattern, limited to relaying official statements without providing in-depth analysis of legal, planning, or oversight aspects. Despite the importance and sensitivity of these issues in terms of governance and public investment, structural problems such as weak legislation, lack of transparency, obscure evaluation mechanisms, and poor institutional coordination are rarely addressed. The coverage also reflects a weakness in linking these issues to past experiences or to the necessity of having effective oversight bodies.

Overall, the media's performance reveals shortcomings in holding public policies, partnerships, and reform projects accountable—weaknesses that undermine the ability of the press to support transparency and accountability. Identifying these gaps is essential to encourage journalistic coverage to be more constructive, shedding deeper and more meaningful light on waste and corruption in public investment files.

This report also draws on discussions that emerged from the dialogue session organized by Maharat Foundation in partnership with the Institut des Finances Basil Fuleihan on July 14, 2025, with journalists and experts, including members of the newly appointed Council for Development and Reconstruction (CDR). The session, held in an interactive format, examined the importance of improving public investment management to ensure the proper allocation of limited resources, including donor contributions.

Main Findings of Media Coverage by Sector

Based on the monitoring process, it was found that Lebanese media tend to approach public investment files, including the four selected sectors (port and airport concessions, public-private partnerships, telecommunications, and the two World Bank loans, one supporting the repair and reconstruction of damaged basic infrastructure under the LEAP project, and the other aimed at modernizing the electricity sector), with a political or superficial news angle. Specialized coverage rooted in an understanding of public policy, financial, or legal analysis was almost entirely absent.



1 – On the draft law for port and airport concessions:

Media coverage was largely reportorial, centered on the official narrative and ministerial statements, with almost no legal, technical, or oversight analysis. Critical coverage was limited and focused mainly on political dimensions, without serious treatment of transparency, planning, or public investment concerns.

The key gaps in coverage of this sector were:

- **Legal dimension:** The media did not examine the legal framework for airport concessions, nor the Public-Private Partnership (PPP) law, or the failure to implement it despite its adoption in 2017.
- **Institutional coordination:** Coverage overlooked the lack of coordination between the Ministry of Public Works and other concerned entities such as the Ministry of Finance, the CDR, and the Court of Audit.
- **Oversight and accountability:** Past violations in concessions, such as the A2P messaging service contract which cost the treasury millions of euros (similar to cases in the telecom sector), were not highlighted.
- **Planning and strategic vision:** The media did not raise questions about the absence of feasibility studies or strategic planning, particularly for projects such as the concession of Qlayaat Airport.
- **Regulatory chaos in the sector:** Coverage neglected the implications of controversial civil aviation appointments or the weak performance of regulatory authorities in setting policies.

Main Findings of Media Coverage by Sector



2 - On the telecommunications sector:

Media coverage reflected sharp debate between new technological opportunities such as “Starlink” and signs of institutional collapse, such as the absence of a regulatory authority. Reporting emphasized the lack of legal and regulatory frameworks but fell short of deeper engagement with governance indicators such as planning, oversight, and transparency.

The shortcomings in coverage of this sector were evident in the following areas:

- **Lack of in-depth legislative analysis:** The media ignored the impact of the absence of clear legislation on public investment management in the sector.
- **Weak institutional coordination:** Fragmentation of authority between the Ministry, Ogero, and the regulatory authority was mentioned without examining coordination mechanisms.
- **Deficiencies in strategic planning assessment:** Absence of a long-term vision and lack of critique of partial plans such as “Starlink.”
- **Neglect of project appraisal:** No coverage of project selection mechanisms or technical and economic feasibility studies.
- **Weak financial analysis:** No examination of how budgets are prepared or of the integration of the sector into the general state budget.
- **Oversight coverage gaps:** Focus limited to the absence of a regulatory authority, without analyzing the role of oversight bodies or parliament.

Main Findings of Media Coverage by Sector



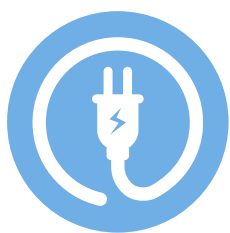
3 - On the World Bank Reconstruction Loan - LEAP Project:

Coverage was mostly political in nature, reflecting polarization around the reconstruction file. Many reports described the loan as a form of international tutelage over reconstruction, while others considered it an opportunity Lebanon should seize.

The key gaps in coverage of this sector were:

- **Oversight:** Although some reports discussed the economic dimension of the loan and Lebanon's ability to take on additional debt, little to no attention was given to crucial issues such as monitoring how funds are spent and ensuring transparency.
- **Planning:** There was no discussion of the need for the implementation of projects under this loan to be aligned with clear government strategies, particularly those related to national investment management.
- **Project appraisal:** Coverage did not emphasize the importance of evaluating projects and conducting feasibility studies to avoid risks of corruption or mismanagement.

Main Findings of Media Coverage by Sector



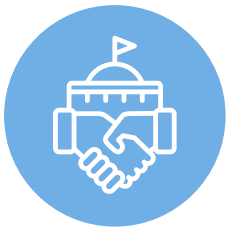
4- On the World Bank Loan for the Electricity Sector:

Media coverage was mostly reportorial, focusing on the project's details and the components it covers. Unlike other files, the coverage did touch on the legislation and reforms that should accompany this project, such as appointing the regulatory authority for the sector, improving revenue collection, and others.

The shortcomings in the coverage of this sector were evident in the following areas:

- **Oversight:** An almost complete absence of discussion about transparency and oversight in the management of the loan funds.
- **Planning:** Weak focus on planning and coordination among the concerned entities and administrations.
- **Project appraisal and selection:** Lack of exploration of the criteria for evaluating the project and setting priorities.

Main Findings of Media Coverage by Sector



5 - On the amendments to the Public-Private Partnership (PPP) Law:

The media coverage showed an almost complete absence of in-depth investigative reporting, with very limited coverage overall. Most outlets simply relayed official statements and sessions, with the exception of Al-Akhbar newspaper. Issues related to governance, planning, and oversight were not raised, despite the critical importance of the proposed amendments and their direct implications for the future of public investment.

The key gaps in coverage of this sector were:

- **Marginalization of the role of the CDR:** Coverage did not address questions regarding the role of the Council for Development and Reconstruction and its relationship with ministries and the private sector under the proposed amendments.
- **Weak institutional coordination:** Reports failed to highlight the lack of coordination and dialogue with relevant stakeholders in the amendments, such as the Ministry of Finance, the CDR, and oversight bodies.
- **Failure to learn from past experiences (oversight gap):** The amendments were not used as an opportunity to open a broader debate on the oversight challenges related to PPPs, nor was there reference to past experiences or clarification of the role of the Court of Audit in monitoring these contracts.

Key Takeaways from the Dialogue Session

With the renewed debate on public investments, the approaching phase of reconstruction, and the appointment of a new board of directors at the Council for Development and Reconstruction (CDR), and in light of growing attention to this issue, Maharat Foundation, in partnership with Institut des Finances Basil Fuleihan, organized a dialogue session on July 14, 2025. The session brought together journalists and experts, including members of the newly appointed CDR, to discuss the importance of improving Public Investment Management (PIM) to ensure the sound allocation of limited resources, including donor contributions. The interactive format allowed journalists to raise questions and engage in discussion.

1 - The role of the media in strengthening understanding of PIM and its governance

Media outlets must play a central role in explaining the concept of Public Investment Management (PIM) to the public in a clear and objective way, covering its technical, institutional, and oversight dimensions.

PIM is not limited to the execution of projects; it begins with the stage of strategic planning for public projects, moves through the selection of priority projects and the assessment of their economic and social feasibility, and extends to implementation, monitoring, and evaluation. This process is essential to ensure that public resources are used efficiently and effectively—particularly in a country like Lebanon, which is facing chronic financial crises.

From this perspective, the media must clarify that PIM is closely linked to governance, in terms of:

- **Transparency:** Ensuring that information is available on how investment decisions are made, by whom, and on what basis.
- **Accountability:** Subjecting public projects to parliamentary and societal oversight, and ensuring that implementing entities are held accountable for performance and results.
- **Equity in resource distribution:** Guaranteeing that investments reach the regions and populations most in need, rather than being used for clientelist or political purposes.
- **Efficiency:** Making sure that every lira spent on public projects translates into tangible benefits for citizens.

Today, more than ever, media outlets are called upon to unpack this concept for the public, explain the importance of having clear systems and effective institutions to manage public investments, and link it to broader notions such as public-private partnerships, development priorities, and public debt. By doing so, they open a public debate that strengthens a culture of accountability and supports the economic reforms Lebanon urgently needs.

Key Takeaways from the Dialogue Session


2 – Misuse of Concepts and the Absence of Public Debate on Implications

A recurring problem observed in Lebanon is the repeated confusion between the concepts of partnership and privatization. The former is meant to be a balanced partnership based on laws and transparent governance, while it is sometimes reduced to a form of disguised privatization that shifts the burden to the private sector without proper regulation or oversight. The absence of public debate on these distinctions contributes to misunderstandings that weaken accountability and confuse both public opinion and the media.

This highlights the need to:

- Clarify terminology precisely in both official and media discourse.
- Establish effective governance for partnerships, including oversight bodies, contract transparency, and mechanisms for implementation and monitoring.
- Strengthen the role of the media, parliament, and civil society in monitoring and evaluating the outcomes of partnerships to prevent them from turning into unaccountable privatization.

The Public-Private Partnership (PPP) law, as implemented in Lebanon, has marginalized the role of the CDR due to the “misconception” that PPP or privatization projects do not fall under its mandate, which is perceived to be limited to public investments funded by the state or loans. This conceptual confusion between partnership and privatization has led to excluding the CDR from important projects where its planning and implementation expertise could have been valuable.



“The common belief that the state is incapable, and therefore must be replaced by the private sector, is entirely misguided. A PPP does not eliminate the role of the state; rather, it requires a strong and capable state. Successful experiences in this field, such as those in France and the UK, were built on strong centralized systems. This confirms that partnership does not mean replacing the state with the private sector, but rather cooperating within clear frameworks and effective institutions.”

Vice President of the Council for Development and Reconstruction, Dr. Ibrahim Chahrour

Key Takeaways from the Dialogue Session

The PPP law itself was designed based on best practices to guarantee transparency. Partnership is not an unconditional delegation to the private sector, but a comprehensive regulatory framework that safeguards the state's rights:

- A partnership may involve direct financing from users (as in roads and ports) or financing from the state (as in power plants).
- Contracts with the private sector must be detailed, ensure fair pricing, and allow for renegotiation in the event of major changes (such as inflation).
- Partnership does not entail relinquishing pricing authority or asset ownership, but rather a temporary delegation for implementation and operation in areas requiring technical expertise not available within the state.

The most significant new amendments to the PPP law are as follows:



- Introducing a clear provision for direct collection from users to ensure the commercial sustainability of projects.



- Defining project size and distinguishing between small projects (less than USD 20 million) and large ones, allowing the Higher Council for Privatization and PPP to establish simplified mechanisms.



- Allowing a single bid in certain major projects, after the market has verified prior interest from the private sector in the project, as a step aimed at financial realism rather than undermining competition.

Key Takeaways from the Dialogue Session

3 – The Role of the Council for Development and Reconstruction (CDR) Is Unclear in the Media and Needs Clarification

The role of the Council for Development and Reconstruction (CDR) suffers from significant ambiguity in the eyes of both the public and the media, requiring serious efforts to clarify and dismantle the misconceptions surrounding it. “Public investment does not receive its fair share of debate, neither in the media nor within constitutional institutions,” reflecting a lack of attention to this vital public body.

Many tend to reduce the role of the CDR to execution, whereas it was originally established in 1977 as the successor to the Ministry of Planning, with a primary mandate of planning, coordination, and mobilizing financing. The Council’s executive nature emerged secondarily, imposed by the conditions of the civil war rather than through explicit legal amendments.

This shift in function was never accompanied by media or institutional awareness-raising about the Council’s actual mandate, which has deepened the gap between reality and what was originally intended. Moreover, public investments in the state budget remain vague and insufficiently detailed, requiring in-depth research to track, which complicates the ability of journalists and citizens to understand the nature of the projects and the actors behind their implementation.

Some journalists expressed their lack of knowledge about the Council’s role in planning—evidence of a genuine knowledge gap even within media institutions. Municipalities also complained about the lack of coordination with the CDR in project implementation, which at times leads to overlapping works. This highlights a broader problem of limited transparency and weak networking with local authorities.

Additionally, there is a chronic issue regarding access to information, whether due to the Council’s failure to publish data, the inaccuracy of the data, or contradictions within it—all of which limit the media’s ability to exercise effective accountability. Finally, weak media coverage of PPPs or public investment topics is sometimes linked to low public interest in these issues or weak coordination with experts, which prevents the development of an effective watchdog media discourse in this area.

In conclusion, the media is called upon to explain the CDR’s role to the public, hold it accountable, and build communication bridges with experts and officials, thereby restoring the Council’s three core functions: planning, coordination, and financing mobilization.

Key Takeaways from the Dialogue Session

4 – Gaps in Media Coverage of Public Investment Management

Media monitoring reveals clear gaps in the coverage of Public Investment Management (PIM) issues in Lebanon. Specialized analysis that addresses the structural deficiencies of the institutional and regulatory framework for investment management is often absent. Instead, media coverage typically consists of superficial news reports focused on announcing projects or loans, without delving into the stages of planning, economic feasibility, or the governance and accountability mechanisms governing these projects.

For example, there is rarely discussion of the absence of a unified, comprehensive framework for managing public investment, or of the role of the Council for Development and Reconstruction (CDR) as a body for planning, coordination, and mobilizing financing—its function is often reduced to that of an implementing agency. Likewise, insufficient attention is given to the lack of an officially approved national investment program, or to the problem of overlapping projects caused by weak coordination with municipalities and ministries.

These shortcomings are also evident in the limited coverage of transparency and access-to-information issues, where questions are seldom raised about the absence of contract details, discrepancies between project figures, or the lack of analysis regarding their medium- and long-term economic impact. Such gaps contribute to the absence of public debate on the effectiveness of PIM and weaken the media's role as a watchdog and accountability tool.



Key Takeaways from the Dialogue Session

A- Weak Planning and Absence of a National Investment Strategy

Media coverage of files such as the airport and port concession law, amendments to the PPP law, and the telecommunications sector reveals the absence of in-depth discussion or media accountability regarding whether there is a clear national vision for managing public investments. The media rarely addressed whether proposed projects (such as Qlayaat Airport or maritime concessions) were aligned with integrated development or economic plans. Even when covering projects financed by the World Bank, there was little to no analysis of how these projects fit into well-studied national frameworks or whether they conformed to development and good governance standards. A similar pattern emerged in the telecommunications sector, where debates around developing “Liban Telecom” or introducing “Starlink” were reported without being situated in a broader strategic framework—observed but not deeply analyzed in the media.

B- Rushed Project Preparation Leading to Structurally Weak Partnership Contracts

Media coverage, especially on PPP and airport concession files, also highlights the absence of public debate on project preparation mechanisms and feasibility—reflecting an implicit recognition that preparation is often rushed or opaque. Coverage rarely explored feasibility studies or financial and technical evaluations, such as in the case of Qlayaat Airport or earlier concessions that caused losses to the treasury. Some outlets focused primarily on political aspects, without addressing deficiencies in contracts, vague contractual provisions, or the lack of clear delineation of duties and responsibilities between the state and the private sector. This results in flawed project execution, weak risk-sharing, and in some cases, PPP contracts signed without effective review by oversight bodies.

Key Takeaways from the Dialogue Session

C- Absence of a Unified Institutional Framework Weakens Oversight and Scatters Efforts

Media coverage reflects a state of institutional confusion in public investment files, illustrated by the absence of references to coordination among relevant official bodies. This points to the fragility of the decision-making structure in this field, as coverage rarely raised the question of whether there is actual coordination between the Ministry of Public Works, the CDR, the Ministry of Finance, and the Court of Audit in the context of projects that were contracted or discussed.

The PPP file clearly illustrates the sidelining of the Higher Council for Privatization and PPP, with its powers transferred to a ministerial committee—yet without any media debate on the impact of this shift on governance and oversight. In the telecommunications sector, coverage repeatedly referred to the absence of the regulatory authority, but failed to raise more fundamental questions about the roles of the Ministry, Ogero, Liban Telecom, and the Higher Council for Privatization and PPP, and whether responsibilities were clearly delineated among them.

Accordingly, the media is expected to play a central role in unpacking the complexities of Public Investment Management, especially in light of Lebanon's multiple crises and the lack of transparency and accountability in many areas of public spending. However, current media coverage shows a clear weakness in this role, often limited to relaying news and official statements without delving into legal frameworks, revisiting past experiences, or holding implementing authorities accountable for project management and execution.

In this context, the role of the media should go beyond reporting to encompass oversight, analysis, and accountability. Media outlets can shed light on institutional weaknesses such as the absence of coordination among stakeholders, overlapping mandates, or the lack of long-term investment strategies. They should also demonstrate to the public the implications of a lack of transparency, particularly in PPP and infrastructure concession files, and raise precise questions about feasibility studies, project selection criteria, and risk-sharing mechanisms between the state and investors.

Specialized—and especially investigative—journalism can play a foundational role in this field by tracking the financial flows of projects and their alignment with approved budgets, relying on independent experts to explain complex economic and legal concepts, highlighting absent or sidelined oversight bodies (such as the Court of Audit or the Telecommunications Regulatory Authority), and raising public awareness about the potential risks of poorly studied projects or non-transparent contracts.

Obstacles Facing Journalists



Lebanese journalists face significant difficulties when covering public investment files. The first of these challenges is the weakness of access to official information, despite the existence of the Right to Access Information Law—a gap that highlights the discrepancy between legal texts and actual implementation. In addition, the scarcity of publicly available data and statistics limits journalists' ability to track projects or assess their outcomes.



Furthermore, media coverage suffers from a lack of specialization in economic and financial affairs, with political framing often dominating content related to public finances. This reduces the depth of analysis and accountability. Coverage frequently ends at the project announcement stage, without following up on implementation phases or documenting delays and shortcomings—thereby weakening the media's watchdog role.



Political alignments also play a role in shaping coverage, with attention given to certain projects over others depending on the political affiliation of the supporting actor. In addition, many journalists lack technical understanding of concepts related to public investment, such as partnerships or financing mechanisms, which hinders their ability to explain these issues clearly to the public.

These challenges indicate that the problem is not limited to the absence of information, but also includes gaps in skills and knowledge. This calls for integrated efforts to improve the media environment and strengthen journalists' capacities in this field.

Findings and Practical Recommendations

Media coverage of public investment and public-private partnership files in Lebanon reveals significant gaps on several levels, most notably the absence of legal and technical analysis, weak oversight of contracting, and the sidelining of relevant institutions such as the Higher Council for Privatization and PPP and the Council for Development and Reconstruction, reflecting weaknesses in institutional planning and coordination. Coverage also shows the dominance of official discourse and a lack of in-depth investigations, alongside limited discussion of transparency and governance.

While the media plays a critical role in ensuring accountability, its impact remains constrained by structural barriers—particularly difficulties in accessing information despite the existence of a Right to Access to Information Law, and the lack of available public data and statistics. These factors limit journalists' ability to report on these vital issues with depth and independence.

The main gaps in media coverage can be summarized as follows:

- Journalists in Lebanon lack the necessary tools and knowledge to cover public investment files, especially given the complexity of technical concepts related to planning, financing, and accountability.
- There is a lack of journalistic specialization in economic and financial issues, leading to superficial coverage or mere relay of official statements without analysis or verification.
- The life cycle of public projects is not systematically tracked, with coverage often stopping at project launch without follow-up on implementation or later evaluation.
- Limited access to information on public projects poses a major challenge for journalists, despite the Right to Access Information Law.
- Certain media coverage is influenced by political alignments, affecting the way public investment issues are presented—whether by being ignored, politicized, or instrumentalized in propaganda campaigns.

Recommendations

Given the substantial gaps revealed in the media's coverage of public investment and PPP files in Lebanon, there is an urgent need to strengthen the watchdog role of the press and improve the media environment, in order to ensure the enforcement of transparency and accountability principles in the management of public funds. The absence of legal analysis, the weakness of technical reporting, the marginalization of relevant official institutions, combined with the structural obstacles facing journalists, all undermine the media's ability to act as an effective accountability actor.

From this standpoint, a set of recommendations emerges to improve the current situation:



For Journalists:

- Specialize in economic and financial coverage and strengthen analytical skills.
- Continue monitoring public projects after their launch instead of limiting coverage to the initial announcement.
- Advocate for the implementation of the Right to Access Information Law, and document instances where information is withheld.



For Civil Society:

- Provide simplified and easily accessible data on projects to support the media in its watchdog role.
- Collaborate with the media to produce awareness content on the investment cycle and spending priorities.



For Public Institutions:

- Enhance transparency by publishing data and documents related to projects and investments.
- Engage constructively with the media and facilitate its work instead of ignoring or confronting it.

Recommendations



General Recommendations:

- **Enforce the Right to Access Information:** Ensure effective application of the law by requiring public institutions to publish data periodically and openly, and facilitate journalists' requests without administrative barriers.
- **Improve publication of data and budgets:** Make investment project data, PPP contracts, feasibility studies, and related budgets publicly accessible and clearly available, particularly through official institutional websites.
- **Expand specialized training for journalists:** Implement targeted training programs on public investment management, public finance, and governance to strengthen journalists' understanding, analytical capacity, and ability to uncover related challenges.
- **Encourage investigative journalism:** Support investigative initiatives on public investment, privatization, and transparency issues, and provide journalists with tools and platforms that enable access to reliable information.
- **Strengthen collaboration between media and experts:** Create permanent interactive spaces for journalists and experts in economics and governance to ensure that coverage is grounded in accurate scientific information.

Recommendations



General Recommendations:

- **Promote proactive disclosure by investment-related institutions:** Apply media and civil society pressure on bodies such as the CDR, the Ministry of Finance, and PPP entities to publish their plans, contract details, and related oversight reports.
- **Monitor the enforcement of existing laws:** Track the implementation of laws on privatization, PPPs, anti-corruption, banking secrecy, and subsidy management, and highlight gaps in their enforcement and results.
- **Steer public debate toward structural issues:** Move away from a narrow focus on official statements, and instead direct media discussions toward core challenges such as planning, oversight, institutional roles, and the social impact of public investments.

These recommendations could contribute to building a media environment more capable of holding public investment management and PPP projects accountable, while laying the foundations for a public debate focused on reforming economic governance in Lebanon through a transparent and comprehensive approach.

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