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## QUARTERLY REPORT, FY22-Q2

Lebanon Enterprise Development Project (LED)

January – March 2022

May 4, 2022

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## A. INTRODUCTION

Chemonics International is pleased to submit this quarterly report to the U.S. Agency for International Development (USAID) Mission in Lebanon for the Lebanon Enterprise Development Project (hereinafter “the Project” or “LED”), Contract No. AID-268-C-17-00001, for the 3-month period from January 1, 2022 through March 31, 2022, i.e., Fiscal Year 2022, Quarter 2.

### A1. FRAMING LED PERFORMANCE DURING THE QUARTER

As noted in previous reports, Lebanon continues to grapple with multiple crises: financial, economic, social, public health, and political. On January 24, 2022, the World Bank released its Fall 2021 Lebanon Economic Monitor (LEM), in which the Bank reiterates that Lebanon’s economic and financial crisis is likely to rank in the top 10, possibly top 3, most severe crises episodes globally since the mid-nineteenth century. Further, the report stated that real GDP is estimated to have declined by 10.5 percent in 2021 on the back of a 21.4 percent contraction in 2020.

All the underlying challenges that have been affecting the country for the past two years remain. The currency has lost 90% of its value. People’s savings, especially U.S. dollars, are locked in a defunct banking system. There is no access to finance or credit facilities. Inflation is soaring, including for food, fuel, and medicine. Supplies of many goods and services are lacking. Public electricity is limited to only a few hours per day. Poverty is on the rise with an estimated 80% of the population classified as poor according to a recent Reuters report. Record numbers of people are leaving the country.

All the above creates a business environment that is extremely challenging, making it difficult for enterprises to plan and grow. Hiring of new employees has slowed. Although Lebanon reached a technical agreement with the International Monetary Fund (IMF) for a bailout, the country must still enact reforms to unlock the funds and the Lebanese parliament and IMF board must approve the deal. In the meantime, parliamentary elections in Lebanon are on the horizon, which has the attention of the country’s leaders and policy makers. Most observers expect little change.

### A2. OVERVIEW OF LED PERFORMANCE

Despite the challenges, LED continued to operate and make a difference. The need for the project is still great. By focusing on export-oriented firms, those that produce goods or services that substitute for imports, or those that operate in underserved local market niches, LED was able to grow its portfolio. As of the end of the quarter, LED had assisted or started assisting 718 enterprises or organizations directly or indirectly or through grants. LED is directly assisting 500 enterprises; LED subcontractors are supporting 8 firms; and LED’s 14 grantees are assisting 196 firms.

It is important to note, however, that the reporting period was the last one during which LED launched new technical activities, except for a few final deals that will close in April 2022. Otherwise, during the last 2 quarters – the final 6 months – we will focus on completing ongoing work, inclusive of technical assistance (TA) to client firms, group TA delivered by subcontractors, and all grants.

As concerns directly assisted enterprises, because there is often a delay between when LED closes a deal, i.e. signs an MOU with a firm for technical assistance(TA), and when TA begins, by the end of the quarter, LED had 540 active client enterprises in its portfolio—535 with whom LED had signed MOUs—successfully closing 64 new deals during the quarter—and 5 that had been pre-approved for assistance but with whom LED had not yet signed an MOU. No new deals will be added since LED has entered its final six months of operations. The time remaining will be dedicated to successfully competing all technical assistance engagements with the project’s existing client enterprise.

LED’s active deals are with enterprises from mainly the following sectors: industry (especially food processing), tourism and hospitality (especially food service), manufacturing, agriculture, other industry, and knowledge economy (software development and other professional services).

LED’s assistance to-date has focused on quality management systems, sales and salesforce development, franchising development, production and process improvements, and HR training and restructuring. As a result of this TA, LED-assisted firms hope to create 7,605 new jobs within two years, of which 4,013 have already started. But Lebanon’s ongoing economic and financial crises, made worse by COVID-19, are having a negative effect on firms’ actual hiring practices.

Determined to foster a sustainable market for local consulting services, LED continued to require a cost share from client firms. For deals closed this period, the total cost share was 17.8%; for the life of project, clients have agreed to pay just over 26.4% of the cost of TA. The cost share percentage has continued to decline slightly during the past quarters since companies are finding it more difficult to pay these fees because of the economic and financial challenges that they are facing.

However, the average cost of TA is declining since the market for consulting work is competitive, driving prices down. For the life of project, the average total cost of technical assistance (LED and client shares) is ██████. Since LED can negotiate favorable terms given the project’s ability to pay consultant fees in “fresh dollars”, the average cost to LED for each deal dropped to ██████.

## B. TECHNICAL ACTIVITIES

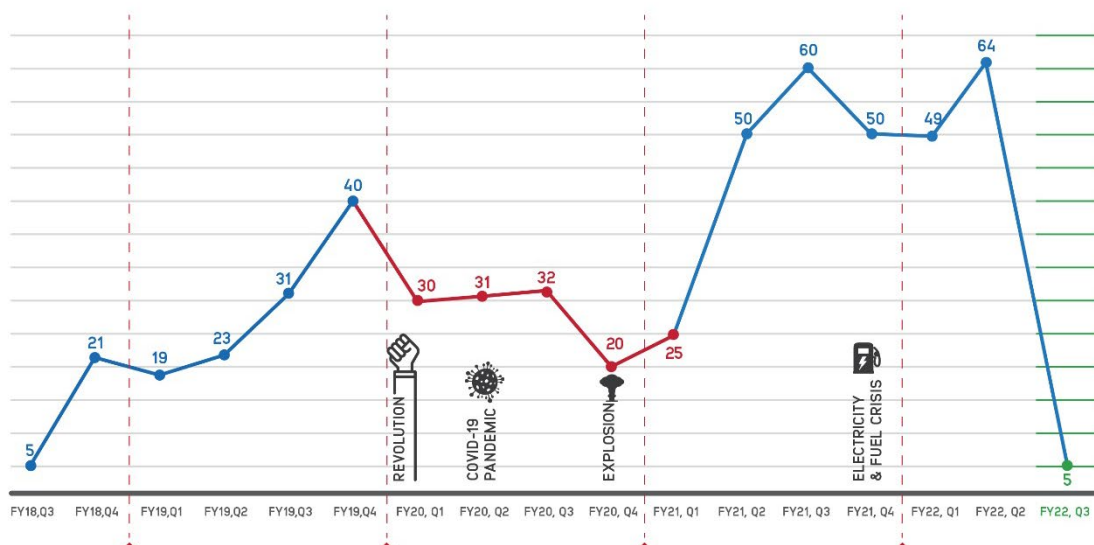
### BI. OBJECTIVE I: JOB CREATION

#### Track I

During the quarter, LED continued to focus on growing its pipeline of client firms, since many of LED’s key results, including leveraged investment, incremental sales, and increased employment (new jobs) are directly correlated to the number of client enterprises. In line with the final approved Year 5 work plan, as amended on February 7, 2022 and approved on February 14, 2022, LED continued to prioritize export-oriented companies, firms that produce products or services that substitute imports, and those that are operating in underserved or growing local market niches.

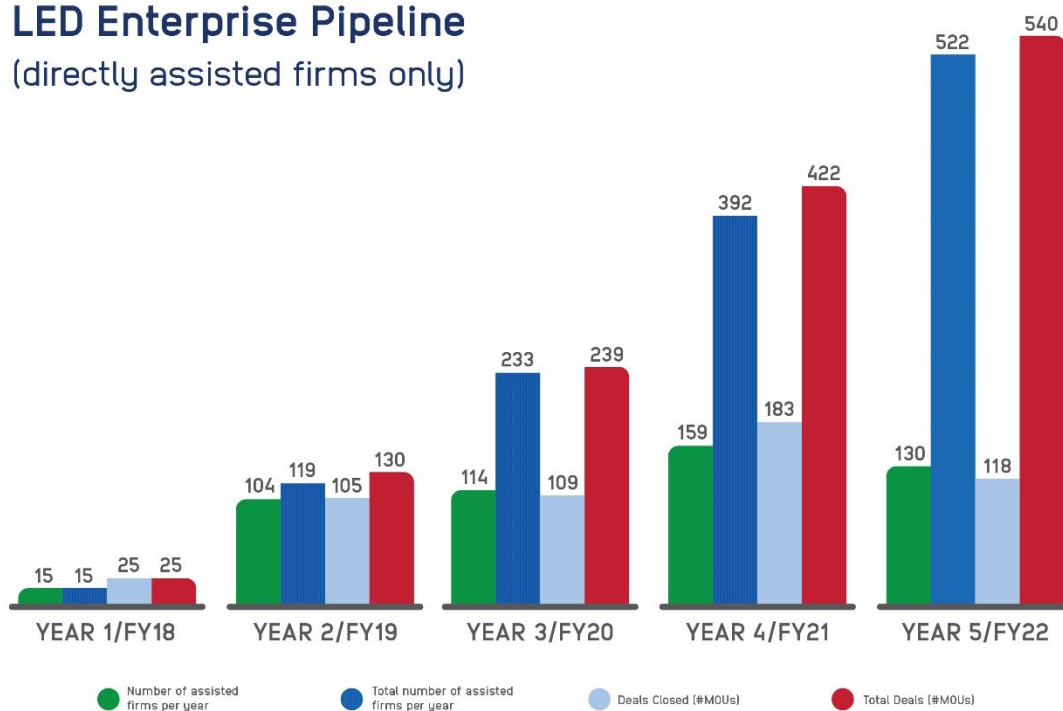
During the quarter, LED grew its pipeline as follows:

### DEALS CLOSED PER QUARTER



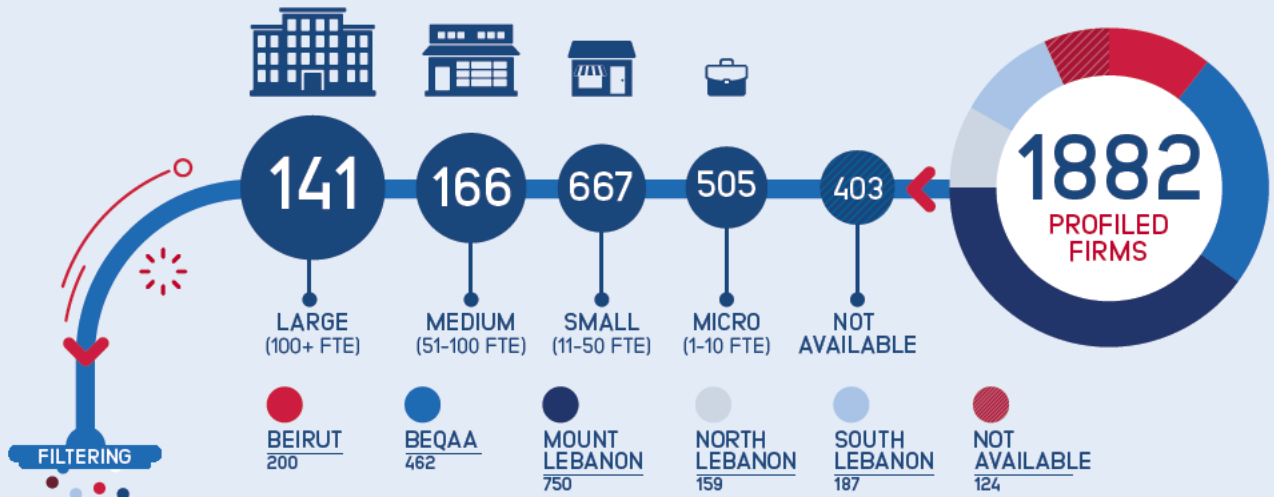
- **LED launched assistance for 71 firms or organizations**, inclusive of 1 new grantee and 70 new firms (62 directly assisted by LED and 8 that are assisted by a subcontractor). This brings the total number of assisted enterprises or organizations to 718, inclusive of 14 grantees and 196 grantee-assisted firms. (LED counts grantees as assisted after the grant agreement has been signed and firms are counted as assisted only after technical assistance begins.)
- **LED closed deals with 64 firms**, bringing the number of active closed deals to 535. The number of closed deals during the quarter was above our target of 50 because due to an updated budget forecast, we determined that more funds that originally planned could be dedicated toward enterprise assistance and the team made a strong effort to onboard a final cohort of client firms. Additionally, the team was committed to closing as many deals as possible by the end of the quarter to allow time for TA implementation. Nevertheless, 5 pre-approved deals remained that will be closed in early April.
- **LED obtained pre-approval for 41 new deals** from the COR, of which 5 were still pending final closure at the end of the quarter.

## LED Enterprise Pipeline (directly assisted firms only)

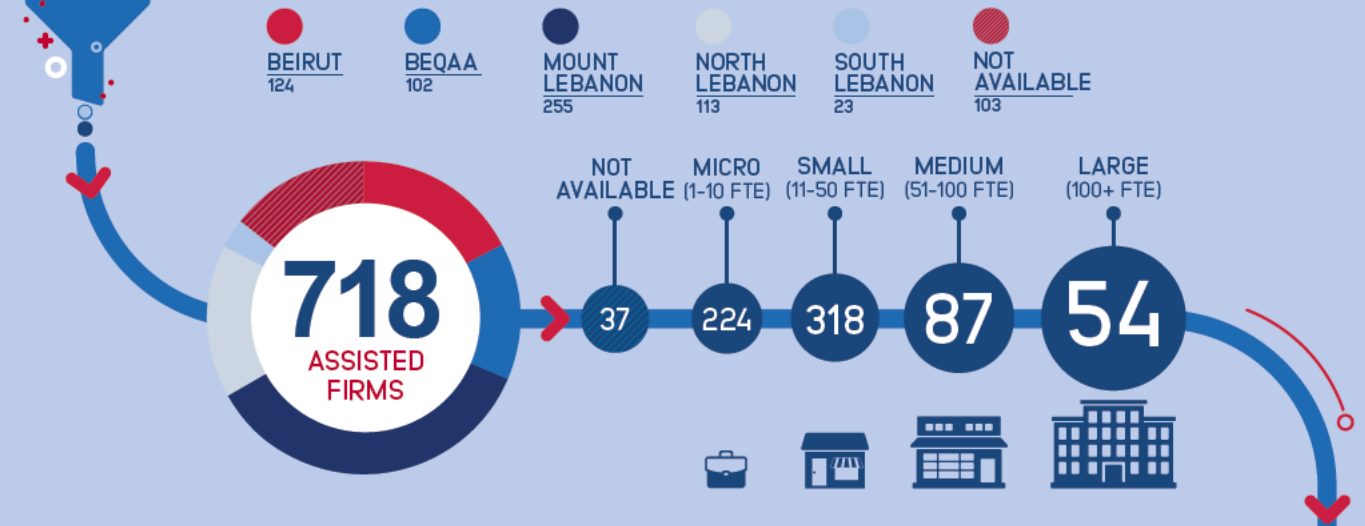


As described in previous reports, LED’s enterprise engagement process starts by identifying potential clients through outreach by LED and LED partners (Berytech and BIAT). Once LED has identified a potential client enterprise, business advisors profile these firms according to established criteria to determine if a firm is a good potential candidate for LED assistance. For companies seen as strong candidates, LED submits a “Go Form” to the USAID COR for pre-approval to process the deal. If pre-approval is given, LED proceeds to fully scope out the deal, identify and negotiate with the consultant/s, request vetting approval from USAID (as applicable), and collect other required information or documentation. When all details of a deal are defined and agreed to by the parties, LED submits a draft-final MOU to the USAID COR for approval, followed, as applicable, by requests for consultants’ technical approval. When all approvals are obtained, LED signs an MOU with the client firm. LED-supported technical assistance begins shortly hereafter once the consultant/s have signed their agreement/s and scheduled a kick-off date for the consultancy with the client firm.

PROFILED FIRMS



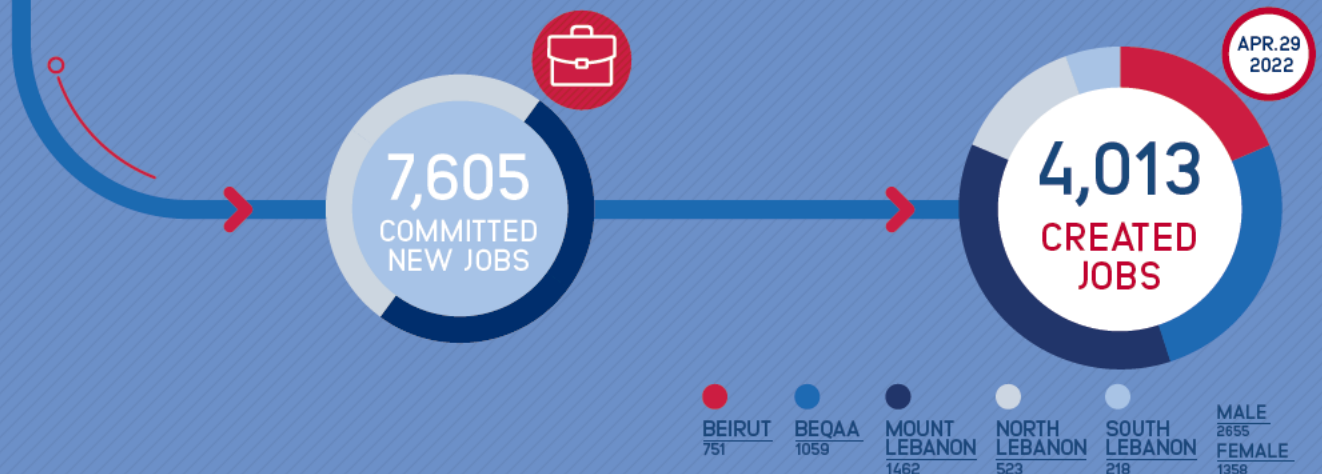
ASSISTED FIRMS



SECTORS

Industry-Food Processing	174	Knowledge Economy Software Development	24	Services-Personal (B2C)	6
Industry-Manufacturing	82	Real Estate & Construction	16	Trade-Commercial (B2B)	5
Tourism-Food Service	78	Tourism-Other	14	Trade-Retail (B2C)	5
Not Available	76	Agriculture-Other	12	Healthcare-Clinic & Medical Center	4
Services-Other	67	Education & Training	8	Trade-Other	4
Industry-Other	53	Knowledge Economy-Digital Media & Comm.	7	Healthcare-Hospital	2
Other-Sectors	41	Services-Business (B2B)	7	Power and Water	1
Agriculture-Production	27	Transport & Logistics	6	Oil & Gas	1

NEW JOBS



## Track 2

In addition, during the quarter, as set forth in the Year 5 work plan LED pursued other technical activities aimed at creating opportunities for new employment within the private sector.

### On-Going Activities Launched Prior to the Reporting Period

As per the Year 5 work plan, LED continued to implement and monitor several activities that were ongoing at the beginning of Year 5 and others that began during the previous quarter (FY22-Q1).

LED continued the following three grantee activities that were ongoing at the start of Year 5.

- *BIAT (grantee): YARD Initiative—A Virtual Incubator for North Lebanon SMEs.* Through this grant, LED assisted 100 start-up and existing enterprises by enabling BIAT to launch and pilot a new online initiative that is fully dedicated to promising start ups and existing businesses with growth potential in Lebanon. This grant closed in March 2022.
- *Saber Middle East (grantee): SME Survival and Continuity Program.* Through this grant, LED helped 30 firms to find solutions to the economic, financial, and public health challenges that they are facing. The goal was to support enterprises to rebuild their business by accessing international markets to achieve business growth and increase jobs. This grant closed in March 2022. However, as discussed below, LED awarded a small follow-on grant to Saber Middle East to continue supporting 8 firms with strong export potential but that had ongoing needs.
- *Endeavor (grantee): Lebanese Scale-ups Support Initiative (“LSSI”).* Through this grant, LED is supporting 20 enterprises. The project is helping later-stage start-ups in their efforts to sustain and grow their businesses and supporting scale-ups in their efforts to export and scale internationally. The activity is also enabling Endeavor to pilot an initiative to reach later-stage start-ups before they would typically qualify as full Endeavor companies; it is a way to serve more firms and develop a pipeline of future firms. This grant is expected to close by July 2022.

LED continued to implement the following two grant activities that started last quarter.

- *ESA Business School (grantee): Digital Transformation and Innovation for Lebanese SMEs.* Through this grant, LED will assist 10 enterprises that want to boost their competitiveness through digital transformation. ESA will guide these firms to make significant progress designing and planning one digital transformation project within their enterprise. This idea is in line with many local companies’ desires to survive the current economic crisis by embracing digital tools and solutions to boost productivity, facilitate access to new markets, and/or enable them to offer new products/services. This activity began in October 2021 and will run through May 2022.
- *Professional Computer Association of Lebanon—PCA (grantee): ICT SME Access to Market.* Through this grant, LED will assist 5 local IT companies with ready-made solutions that would be attractive to clients in France. Experts with deep knowledge and connections in France will train and coach personnel from the selected firms on sales and marketing tactics for the French market. Representatives from the participating companies will be prepared for business-to-business (B2B) matchmaking meetings. This initiative will serve as a pilot for how Lebanese IT firms to reach new markets. This activity began in October 2021 and will run through May 2022.

### New Activities Launched During the Reporting Period

In addition, LED launched the following new activities during the reporting period; one follow-on grant to Saber Middle East as noted above and four subcontracts for groups of enterprises. These subcontracts were designed, tendered, and awarded in February 2022, after LED completed a budgeting exercise during the previous quarter which showed that LED could allocate additional resources from the BDS Fund for a final surge of enterprise-focused technical interventions.



- *Saber Middle East (grantee): Export Readiness and Trade Rollout Strategy:* Through this grant, LED will continue to assist 8 local companies that were assisted by the grantee during its original grant. These firms have already made progress but have additional needs that will boost their potential to expand internationally. Accordingly, the grantee will provide further support through one-on-one consultancy and technical assistance to these enterprises to (i) strengthen their position in export readiness; (ii) improve their relationships and linkages with international buyers/distributors; and (iii) give them the right tools to negotiate and close trade deals. This activity began in February 2022 and will run through June 2022.
- *ESA Business School (subcontractor): Business capacity development for growth through professional scenario planning for business continuity.* The subcontractor will assist a group of 10 Lebanese SMEs to build their resilience, i.e., their capacity to absorb, adapt, and/or transform and cope with extreme events, by enhancing their capacity to sense risks, seize or mobilize the resources needed to address them, and to transform themselves by realigning their business to respond to the threat or new opportunities. ESA will deliver a multi-day training workshops in April and May focused on scenario and continuity planning – guiding SMEs to envision a multitude of plausible futures and to assess their capacity to adapt to them. The workshop will push the SMEs to develop feasible responses to these various scenarios, thereby helping them to understand what actions they must take to build their resilience. During the workshop, SMEs shall define develop short- and mid-term action plans/initiatives that will increase their reliance that they can begin to implement. Over six weeks, ESA experts will advise and coach the SME as they implement their project. At the end, the SMEs will present on their progress. The expected result/s are improved business capacity and reliance of the participating SMEs. This activity began in February 2022 and will run through June 2022.
- *Innovators League (subcontractor): Business capacity development for growth by leveraging innovation.* The subcontractor will assist 10 Lebanese SMEs to reinvent / improve their businesses by leveraging innovation. Through training and individualized coaching, the subcontractor will provide participating SMEs with new methods and tools that will help them to find and apply innovative solutions to identified areas for improvement or growth in their companies. Innovators League will deliver a multi-day training workshop in April based on its patented Become and Innovator Methodology. During the workshop, SMEs will define an improvement ‘project’ within their company that they will address using their newly acquired knowledge and skills. Over a ten-week period after the workshop Innovators League will advise and coach the SMEs as they implement their projects. At the end, the SMEs will present on their progress. The expected result/s are improved business capacity and reliance of the participating SMEs. This activity began in February 2022 and will run through June 2022.
- *PFC International (subcontractor): Export strengthening and facilitation for business growth.* The subcontractor will assist a group of 15 Lebanese SMEs from the architectural, engineering, and interior design sector to penetrate the Australian, Spanish, and Qatari markets where such services are in high demand. PFC will deepen its existing analysis of these target markets to understand the demand, potential buyers/partners, and competition. PFC will assist each participating company to perform a gap analysis vis-a-vis these markets’ requirements, to develop a sales strategy for these markets, and to improve their marketing and sales. PFC will also provide a series of trainings on export-related topics to representatives of the selected Lebanese SMEs. Finally, PFC will contract short-term business development officers in each target market to facilitate business linkages and networking and to advise on the export of services to these markets. The expected results are successful business linkages leading to exports. This activity began in February 2022 and will run through June 2022.
- *Global Consultants Group (subcontractor): Improved cooperation within the IT industry to boost export to Europe.* The subcontractor will assist and coordinate a group of approximately 10 Lebanese IT SMEs (to be selected with LED) to organize under an IT cluster to position Lebanon as a high-quality cost-effective destination for small and medium-sized European companies looking to

outsource a part of their development processes. The subcontractor will support the cluster to agree upon common technical standards that can be validated by third parties. The subcontractor will support the cluster to launch in Europe, starting in France, and to identify potential European partners and link them to the Lebanese SMEs. The expected results are an established IT cluster in Lebanon and successful business linkages with European partners leading to exports. This activity began in February 2022 and will run through June 2022.

Annex A contains a list of LED's 64 new closed deals and the last 41 deals that were pre-approved.

Annex B contains LED's list of indicators and the results of this quarter and through the present.

## **B2. OBJECTIVE 2: BUSINESS ENABLING ENVIRONMENT**

In accordance with the Year 5 work plan, LED did not undertake any activities related to this objective. LED has neither the budget nor time to plan interventions in this area. Moreover, the current situation in Lebanon—the deep political, economic, and social crises that are now occurring within the context of upcoming elections in 2022—makes it unlikely that LED could implement feasible activities that would have a positive impact on the business environment before LED ends.

However, LED did launch one new grant with News Media (dba Executive) – a second grant with this organization – that has an BEE focus.

- *News Media, dba Executive (grantee): Action Plan Project for the Development of Lebanon-Based Media Enterprises.* The purpose of this grant is to identify the main challenges that Lebanon-based media organizations are facing and to recommend solutions in an action plan that will help to create a business environment that allows these organizations to acquire needed capacities and skills, and hence develop strategies that are aligned with international industry best practices. This will contribute to allowing Lebanon-based media organizations to address wider markets, increase their competitiveness regionally and internationally, and create journalistically sustainable jobs, careers, and incomes in the media industry. The action plan will focus on actions that would rejuvenate the media sector with an emphasis on actions that would increase Lebanon-based media organizations' revenues (sales) and employment opportunities. Likewise, these organizations would likely need to invest in new technology and employee training to reach standards that are aligned with international industry best practices. Furthermore, enhanced local media organizations will also contribute to key Lebanese sectors' and enterprises' competitiveness through better investigative and analytical reporting on economic issues. This activity began in January 2022 and will run through June 2022.

## **B3. OBJECTIVE 3: COMMUNICATION AND OUTREACH**

During the quarter, as per the Year 5 work plan, LED's communications focused on reporting success and achievements throughout the past five years. LED continued to emphasize the use of stories to showcase the impact of the project's support to client firms. These stories were packaged as short videos, success story write-ups, photographs, infographics, testimonials, interviews, thematic articles, and highlights disseminated through social media pages, and reports.

LED promoted its achievements in internal reports and on social media, created two videos with assisted client firms Amatoury I14 and Little Melly, one animated short video for International Women's Day and one other sector-focused short video highlighting LED's success and impact in the IT sector. In addition, the communications team in collaboration with Berytech filmed 5 videos with Berytech's business advisors to showcase LED's success through their lens, having experienced LED's impact on the ground through each assisted company. This series of videos was named "LEDxBAs Video Series" and received substantial praise from LED's audience on social media. Also, the communications team kept on virtually meeting with Berytech and BIAT teams, grantees and other sub-contractors to provide branding and outreach guidance.

## Project Communications

During period, LED produced 68 stories about the project’s support to client firms and grantees and to highlight outreach events. These stories were shared with USAID via weekly updates and LED’s social media pages. Annex C contains all the LED stories produced and shared during the quarter.

The communications team also regularly updated LED social media channels, posting 84 stories as follows: 28 on [REDACTED]. By quarter’s end, LED’s LinkedIn page had garnered around 11,630 followers, its Facebook page 7,710 followers, and on Instagram 3,470 followers. LED’s social media channels had reached more than 300,000 people on Facebook through organic reach and paid ads, more than 80,000 on LinkedIn and more than 10,000 on Instagram.

During this quarter, LED’s communications team created several visuals and mini-impact animated videos to highlight LED’s success and impact, on both enterprise and sectorial level. Additionally, in partnership with Berytech, the team created series of 5 videos with LED’s business advisors who explained the project’s impact and importance on several fronts. Below are examples of the pieces created and shared on social media.

- **LED Assisted Firms Testimonials**

*“Local industry is becoming stronger now due to the crisis, so we took this opportunity to collaborate with the USAID LED project which supported us on two fronts: (a) to become ISO 42001 certified and (b) to implement a lean manufacturing system. The ISO certification is crucial to be able to attract buyers from*



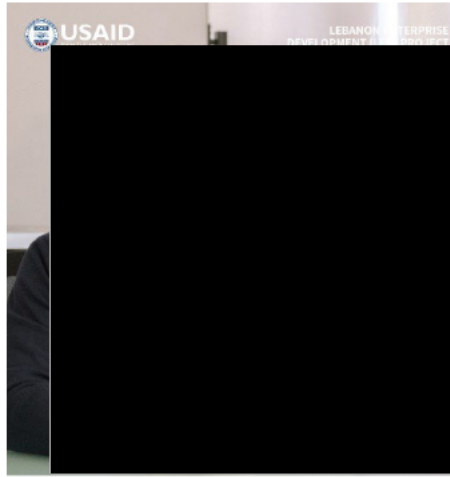
*abroad. The lean manufacturing system helps us reduce our waste costs and the time of workflow, so we deliver our products faster. Thanks to USAID, we are now exporting to UK, GCC, Jordan, France, and Ireland. We were also able to hire around 60 new employees.”* — [REDACTED], HR Manager, APP

*“The USAID LED project assisted us in acquiring the ISO 9001 certificate so we would be able to seal a deal with a buyer in Egypt. Because of this certification, we now have standards and technicalities in our work that help us be more efficient. We were able to also widen our export markets in Europe and Dubai. Due to this support,*



*we were able to create 8 new jobs to date and we are in the process of recruiting more people.”* — [REDACTED] General Manager at ProPlus Creative

“As a software company, we needed to write standard operating procedures (SOPs) and have ISO information to be implemented in our software. The USAID LED project backed us up to be able to obtain the ISO 22000 and ISO 22005 certificates. This is a competitive

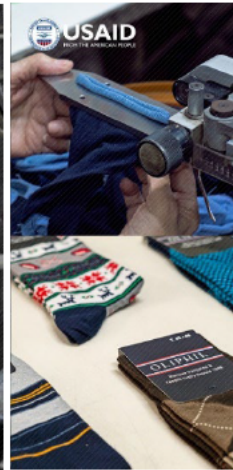
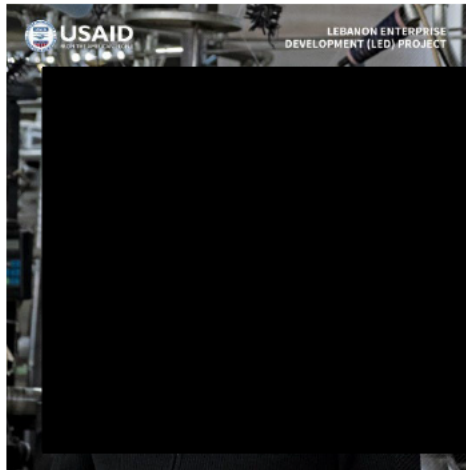


LEBANON ENTERPRISE DEVELOPMENT (LED) PROJECT



edge for us, we are now more professional, and our operations manuals allow us to be more efficient. We are now seeking new markets such as Egypt. We also opened a new franchise branch in Ghana. Through this support, we hired 4 new employees and more to come hopefully. — [Redacted], CTO at Bimposs

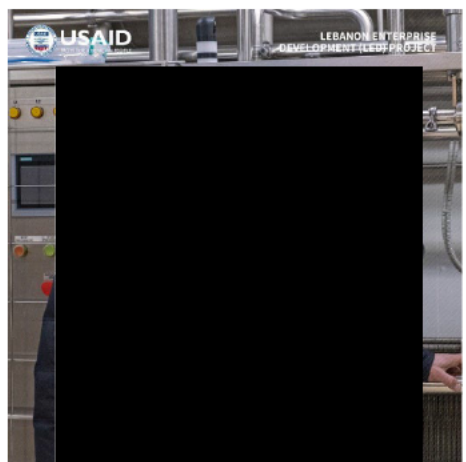
“With USAID’s support through the LED project, we were able to implement all the requirements to obtain the ISO 9001 and ISO 26000 certificates. This support really helped us during the tough time that Lebanon is enduring. We are now able to sustain our business and have become more qualified and oriented for export. Because of this assistance, we were able to retain our existing employees and hire 5 new ones.” — [Redacted] General Manager at Gold Circle Group



LEBANON ENTERPRISE DEVELOPMENT (LED) PROJECT



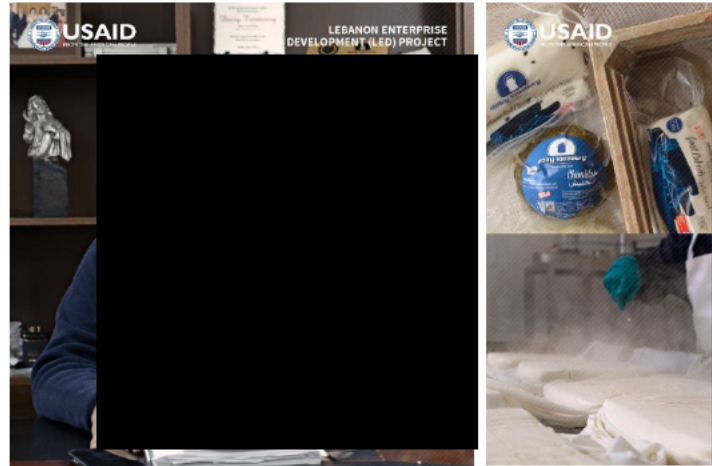
“USAID LED project provided us with sales and salesforce development technical assistance. Our employees are now well trained and are able to communicate perfectly with customers. This assistance was excellent and the consultant who trained us was very professional. We now have a new branch in Zalka and our salesforce development was crucial at this stage. To date, we created 17 new jobs and we have plans to export to the GCC. Thank you, USAID.” — [Redacted] General Manager at Hadwan Dairy



LEBANON ENTERPRISE DEVELOPMENT (LED) PROJECT



“USAID LED’s assistance helped us in training our salesmen to be able to communicate well with our clients and gain more customers. Our employees were also trained on how to market our products. This support was essential to us as it enabled us to acquire more

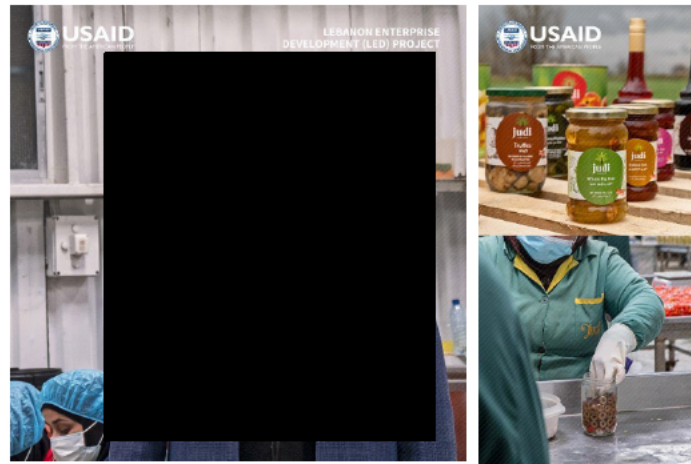


LEBANON ENTERPRISE DEVELOPMENT (LED) PROJECT



customers and encouraged us to hire 14 new employees. We are currently producing a new product, ‘mozzarella cheese’, as an import substitute in the local market and I’m relying on my trained salesmen to penetrate the market. Thank you, USAID, for this push, we are now negotiating with buyers in Dubai, Kuwait and Oman.” — [Redacted], Owner of Dairy Tannouri

“With the support of USAID LED project, we were able to implement the FSSC 22000 requirements and obtained the certificate. This certificate is very demanded in USA, where our biggest potential clients exist, as it gives our customers the needed confidence and trust that our products are

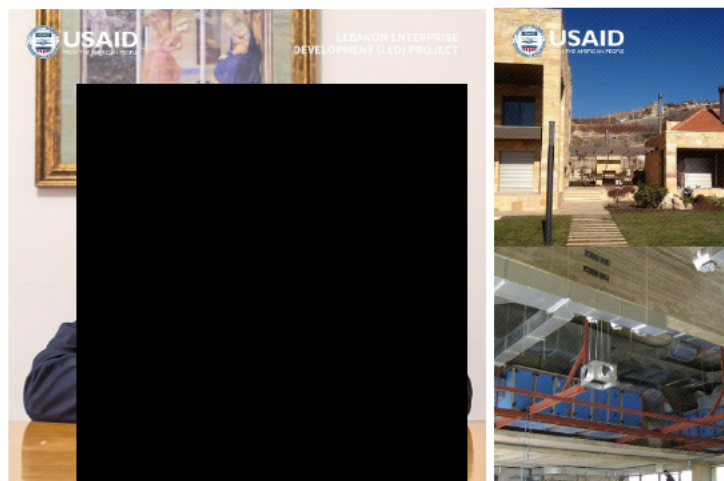


LEBANON ENTERPRISE DEVELOPMENT (LED) PROJECT



consistent and of high quality. This allowed us to be more stable and sustain our business in the future. We are now gaining new clients in the US, Canada and Australia and we hired 5 new employees so far due to this assistance.” — [Redacted] Owner of Judi

“Acquiring the ISO 9001 certificate with the support of USAID LED project, was a great experience as we always wanted to obtain it, but USAID pushed us to go for this needed step. This certificate helped us be consistent



LEBANON ENTERPRISE DEVELOPMENT (LED) PROJECT



with our work on the ground, we are now more organized and structured which improved our teamwork

tremendously. In addition, it allowed us to have more transparency in our work, which made us gain new clients across Lebanon. Due to this support, we were able to grow our sales and hire 20 new employees.” — [REDACTED] General Manager at Societe Bou Dib

- **Mini Impact Videos**

*IT Sector Focused*

Lebanon Enterprise Development Project - LED  
Published by Farah Maalouf · January 25 ·

#LEDAchievements – To date, LED project supported the #IT sector by providing support to 35 companies through different types of technical assistance, creating 182 new jobs, with a notable increase in sales and export.

#USAIDLebanon #LEDproject #DevelopmentWorksHere

*International Women’s Day*

Lebanon Enterprise Development Project - LED  
Published by Farah Maalouf · March 8 ·

To date, LED has created 1,325 jobs for women in different sectors, increased the knowhow of 2,268 business women through various trainings and has provided technical assistance to 110 firms owned/managed by women. Gender equality is a key to prosperity. Happy International Women’s Day!

#IWD2022 #BreakTheBias #LEDProject #USAIDLebanon

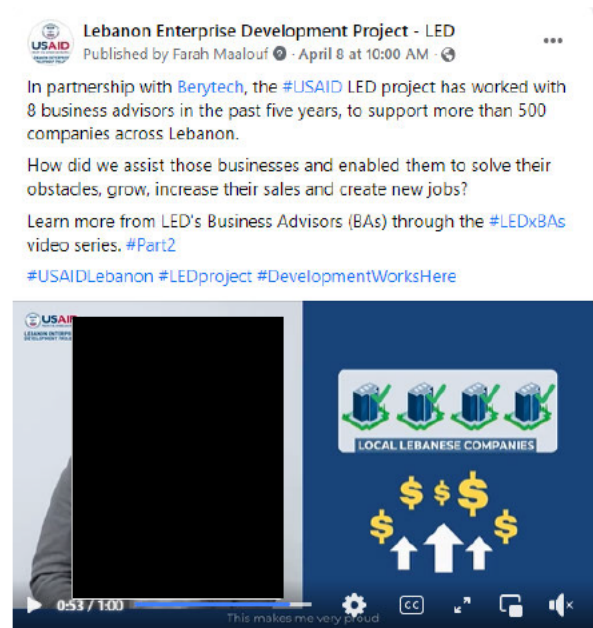
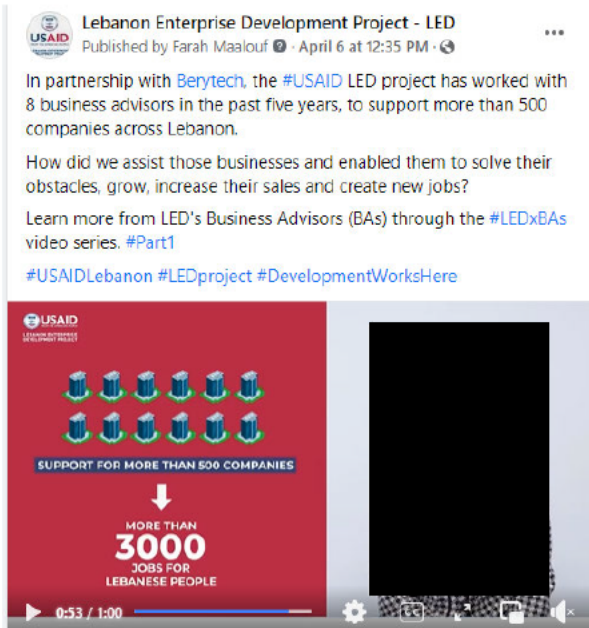
*LED Achievements (Quarterly figures)*

Lebanon Enterprise Development Project - LED  
Published by Farah Maalouf · February 7 ·

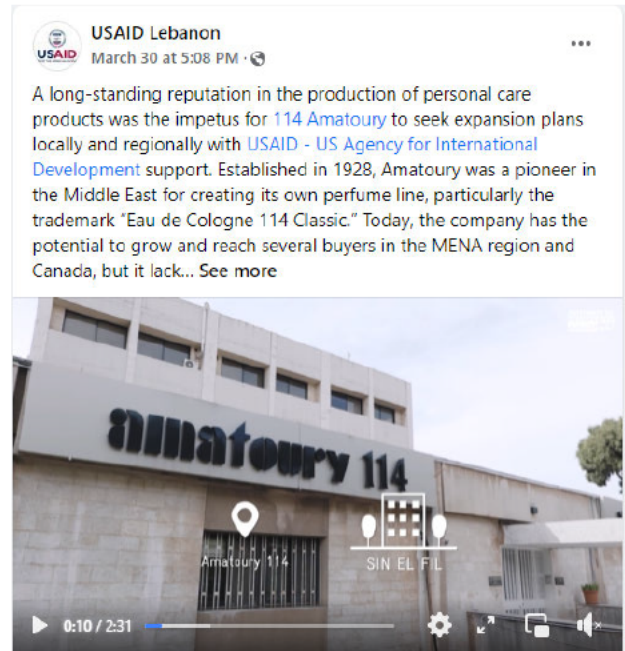
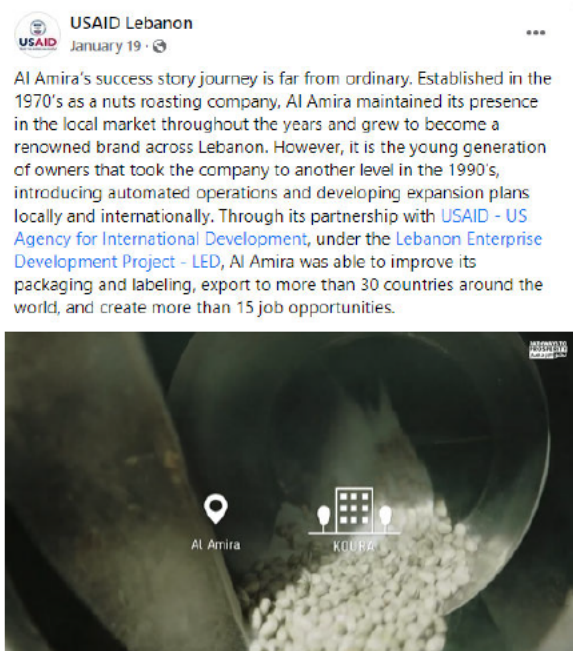
#LEDAchievements - To date, LED has created 3,701 jobs of which 1,248 are for women, by providing technical assistance to 647 firms in 23 different sectors, covering all regions across Lebanon.

#USAIDLebanon #LEDproject #DevelopmentWorksHere  
USAID Lebanon

- **LEDxBAs Video Series (5 parts)**



In addition, during the quarter USAID/Lebanon shared two posts related to LED as shown below.



#### **B4. GRANTS UNDER CONTRACT**

During the quarter, LED kicked-off 3 new grants as follow.

1. News Media SAL—dba Executive Magazine [REDACTED] Action Plan Project for the Development of Lebanon-Based Media Enterprises.
2. Holy Spirit University of Kaslik—USEK [REDACTED] Study of LED Impact on Assisted Enterprises Since Inception.

3. Saber Middle East [REDACTED] Continued support for 8 SMEs with good export potential (follow-on grant).

LED will award no more grants because with the launch of these last three grants, LED has committed [REDACTED] grants under contract budget.

## **B5. MONITORING, EVALUATION, AND LEARNING**

### **Monitoring**

Monitoring continued as usual. MEL data for this report as shown in Annex B.

### **Evaluation**

During the quarter, LED BAs continued to administer the “evaluation questionnaire” to collection qualitative data from LED assisted enterprises.

### **Learning**

During the quarter, the selected local consultant began working on developing the 6 learning briefs – 5 focused on lessons learned from common technical assistance interventions and 1 on best practices for engaging technical consultants.

In addition, LED launched a new grant with the Holy Spirit University of Kaslik—USEK for a *Study of LED Impact on Assisted Enterprises Since Inception*.

## **C. ADMINISTRATION**

Project administration proceeded well during the quarter, but in an environment in which the entire LED team worked remotely due to COVID-19.

**Office administration.** During the quarter, the team worked in a hybrid manner – from the office or remotely –adhering established policies, systems, processes, and procedures. Remote staff keep in contact using tools and technologies such as Microsoft Teams and WhatsApp, etc. Financial operations continued unimpacted by since LED uses online payment and accounting software.

**Personnel.** For half the quarter, LED operated with 14 Chemonics staff members, and LED’s Deputy Chief of Party working as a subcontractor based in Vienna, Austria. However, during the quarter, LED’s Grants Manager transitioned from a full-time LED employee to a part-time consultant based in Abu Dhabi with exceptional approval from USAID.

**Partners/subcontractors.** During the quarter, partner operations proceeded smoothly as they continued to be supported programmatically and administratively by LED’s technical and operations teams. Like Chemonics, personnel from Berytech and BIAT worked a hybrid schedule. Also of note, during the quarter, one business advisor from BIAT left the project.

Annex D contains the Quarterly Financial Report.

Annex E contains the Level of Effort Tracker.

Annex F contains a table showing the status of LED personnel from Chemonics and subcontractors.



# ANNEX A

## LED ENTERPRISE ENGAGEMENT TABLES

The first table lists all the deals closed during the quarter. The second table lists all the deals pre-approved for assistance during the reporting period. Some deals were pre-approved and closed during the quarter; their names appearing on both tables.

### Closed Deals (64)

No.	Deal Number	Date of MOU Signature	Organization	Total Forecasted New Jobs, Year 1	Client Cost Share Act., %	Consultancy Company
1	21-0127	2022-01-04	Bokja	8.	25.0%	Seidor Lebanon
2	22-0005	2022-01-04	Parsare SARL (dba Ayadina)	14.	18.5%	
3	22-0034	2022-01-04	Provincial	12.	15.2%	Melius Consultancy
4	21-0069	2022-01-10	Hintrag	26.	19.4%	
5	22-0008	2022-01-10	Little Reed	12.	10.0%	Maurice Mouwad Est.
6	22-0051	2022-01-13	Ceva Logistics Lebanon Packing House	20.	30.0%	
7	22-0036	2022-01-21	Youmna's	10.	10.7%	Hodema
8	22-0030	2022-01-26	Food District	17.	13.1%	Hodema
9	22-0032	2022-01-26	SK Bijoux	15.	20.0%	Hodema
10	22-0035	2022-01-26	Med for Wood	12.	20.0%	Sync SARL
11	22-0041	2022-01-26	Second House products	15.	12.6%	Euromena Consulting
12	22-0046	2022-01-26	Bioland sarl	10.	17.6%	Ace Faction
13	22-0028	2022-01-27	Apex	20.	20.0%	Venus Consultancy SARL
14	22-0031	2022-01-27	3MPlast	15.	20.0%	ARMEC
15	22-0039	2022-01-28	Al Akhdar	8.	20.0%	I Prom sarl
16	22-0038	2022-01-31	Robert Jabbour	8.	11.1%	AlCE sarl
17	22-0043	2022-01-31	Rim Mills	12.	20.0%	Maurice Mouwad Est.
18	22-0045	2022-01-31	Molino	10.	10.1%	We Know How
19	22-0047	2022-01-31	Natagri	8.	20.0%	Maurice Mouwad Est.
20	22-0048	2022-01-31	Petco	8.	20.0%	Proactive Minds
21	22-0033	2022-02-07	AL Amin Roastery	12.	10.0%	Spectrum Middle East
22	22-0040	2022-02-10	Vresso sal	18.	27.8%	Standards
23	22-0018	2022-02-15	Raidy Printing Group Sal	12.	15.1%	Ecomz
24	22-0064	2022-02-15	Diabco SARL	7.	14.3%	
25	22-0067	2022-02-15	Garden Herbal Tea	5.	12.5%	
26	22-0027	2022-02-17	Fagra Catering	20.	9.1%	Spectrum Middle East
27	22-0060	2022-02-17	Chef D'Oeuvre	10.	20.0%	
28	22-0062	2022-02-18	Hat to Toe	9.	8.0%	
29	22-0058	2022-02-21	The Tipplers	12.	14.3%	
30	22-0065	2022-02-22	Et Voila - Saveur du monde	7.	15.3%	Ace Faction
31	22-0054	2022-02-28	Grey Bell	18.	20.0%	PFC SARL
32	22-0055	2022-02-28	Gemayel Group	16.	15.0%	Venus Consultancy SARL
33	22-0056	2022-02-28	Atyab SARL dba Zeit Boulos	16.	20.0%	Q Pulse
34	22-0059	2022-02-28	Est. TS4TS dba Epices et Nature	10.	20.0%	Q Pulse
35	22-0071	2022-02-28	Cat and Mouth SAL	16.	10.0%	
36	22-0053	2022-03-01	Richa Group	20.	12.0%	Mazen Moussawer Est.
37	22-0057	2022-03-01	Lightbox	14.	20.5%	Stro' Berry D-zines
38	22-0063	2022-03-03	Hotel Brain	9.	14.8%	C9 LTD
39	22-0061	2022-03-07	XYZ	10.	29.2%	Capital Outsourcing
40	22-0049	2022-03-08	Assad Al Rahi EST	8.	17.0%	Ionycs

No.	Deal Number	Date of MOU Signature	Organization	Total Forecasted New Jobs, Year 1-	Client Cost Share pct., %	Consultancy Company
41	22-0050	2022-03-10	Fabraca Studios	6.	14.3%	
42	22-0066	2022-03-11	Kaddoum Trading SARL	6.	13.8%	
43	22-0072	2022-03-15	Art House Design	15.	20.0%	Venus Consultancy SARL
44	22-0017	2022-03-16	Swan Professional Services SAL (dba Swan Pro)	17.	10.0%	EDM
45	22-0052	2022-03-16	AD NPC	21.	13.7%	EDM
46	22-0074	2022-03-16	Cave Des Ours	12.	15.0%	Maurice Mouawad Est.
47	22-0077	2022-03-16	Al Wadi Al Akhdar	8.	15.0%	Horae Group SARL
48	22-0081	2022-03-16	Vee	10.	15.0%	PFC SARL
49	22-0076	2022-03-17	Concierge	11.	9.1%	We Know How
50	22-0080	2022-03-17	Expand EST	10.	12.5%	ARMEC
51	22-0082	2022-03-24	Bill and Joe Gourmet catering	8.	22.2%	Hodema
52	22-0089	2022-03-24	Biopret	11.	10.0%	Melius Consultancy
53	22-0073	2022-03-25	The Roaster SAL	14.	20.0%	Grey Matter
54	22-0068	2022-03-28	Moulin D'Or	40.	30.0%	Melius Consultancy
55	22-0070	2022-03-28	Eddress SAL	20.	20.1%	Potech
56	22-0078	2022-03-28	Louli SARL	10.	20.0%	PFC SARL
57	22-0042	2022-03-29	General Packaging Industries GPI	13.	11.9%	Byscon
58	22-0084	2022-03-29	Navanda SAL (Mon Maki A Moj)	60.	23.8%	Horae Group SARL
59	22-0087	2022-03-29	Lebanese Appetizers Company	13.	20.0%	Byscon
60	22-0090	2022-03-29	A&M Food	10.	20.0%	Ghassan Raphael
61	22-0079	2022-03-30	Libretek SARL	10.	28.6%	TEDMOB
62	22-0088	2022-03-30	Eivolo Solutions	11.	19.5%	Saber Middle East
63	22-0092	2022-03-30	Elements Design SAL	10.	10.0%	Saber Middle East
64	22-0093	2022-03-31	Quix	9.	20.0%	Sync SARL

## Pre-Approved Deals (41)

No.	Deal Number	Date of Pre-Approval	Organization	Total Forecasted New Jobs, Year 1-2	Client Cost Share est., %	Consultancy Company
1	22-0052	2022-01-21	AD NPC	21.0	13.8%	EDM
2	22-0053	2022-01-21	Richa Group	20.0	11.1%	Mazen Moussawer Est.
3	22-0054	2022-01-21	Grey Bell	18.0	20.0%	PFC SARL
4	22-0055	2022-01-21	Gemayel Group	16.0	14.3%	Venus Consultancy SARL
5	22-0056	2022-01-21	Atyab SARL dba Zeit Boulos	16.0	20.0%	Q Pulse
6	22-0057	2022-01-21	Lightbox	14.0	20.0%	Stro' Berry D-zines
7	22-0058	2022-01-21	The Tipplers	12.0	14.9%	
8	22-0059	2022-01-21	Est. TS4TS dba Epices et Nature	10.0	20.0%	Q Pulse
9	22-0060	2022-01-21	Chef D'Oeuvre	10.0	20.0%	
10	22-0061	2022-01-21	XYZ	10.0	20.0%	Capital Outsourcing
11	22-0062	2022-01-21	Hat to Toe	9.0	13.3%	
12	22-0063	2022-01-21	Hotel Brain	9.0	15.0%	C9 LTD
13	22-0064	2022-01-21	Diabco SARL	7.0	13.0%	
14	22-0065	2022-01-21	Et Voila - Saveur du monde	7.0	14.3%	Ace Faction
15	22-0066	2022-01-21	Kaddoum Trading SARL	6.0	13.0%	
16	22-0067	2022-01-21	Garden Herbal Tea	5.0	12.5%	
17	22-0068	2022-02-09	Moulin D'Or	40.0	30.0%	Melius Consultancy
18	22-0069	2022-02-09	ITegrators Est	20.0	40.0%	Cloud System SARL
19	22-0070	2022-02-09	Eddress SAL	20.0	20.0%	Potech
20	22-0071	2022-02-09	Cat and Mouth SAL	16.0	10.0%	
21	22-0072	2022-02-09	Art House Design	15.0	20.0%	Venus Consultancy SARL
22	22-0073	2022-02-09	The Roaster SAL	14.0	20.0%	Grey Matter
23	22-0074	2022-02-09	Cave Des Ours	12.0	16.7%	Maurice Mouawad Est.
24	22-0076	2022-02-09	Concierge	11.0	10.0%	We Know How
25	22-0077	2022-02-09	Al Wadi Al Akhdar	8.0	17.6%	Horae Group SARL
26	22-0078	2022-02-09	Louli SARL	10.0	20.0%	PFC SARL
27	22-0079	2022-02-09	Libretek SARL	10.0	15.0%	TEDMOB
28	22-0080	2022-02-09	Expand EST	10.0	12.5%	ARMEC
29	22-0081	2022-02-09	Vee	10.0	15.0%	PFC SARL
30	22-0082	2022-02-09	Bill and Joe Gourmet catering	8.0	22.2%	Hodema
31	22-0083	2022-02-09	Milio Glass SARL	8.0	11.4%	Cubicles
32	22-0084	2022-02-28	Navanda SAL (Mon Maki A Moi)	60.0	20.0%	Horae Group SARL
33	22-0085	2022-02-28	AST Co.-Patisserie Cremino	20.0	15.0%	
34	22-0086	2022-02-28	Fayrouza sari	15.0	15.8%	Saber Middle East
35	22-0087	2022-02-28	Lebanese Appetizers Company	13.0	20.0%	Byscon
36	22-0088	2022-02-28	Eivolo Solutions	11.0	20.0%	Saber Middle East
37	22-0089	2022-02-28	Biopret	11.0	10.0%	Melius Consultancy
38	22-0090	2022-02-28	A&M Food	10.0	20.0%	Ghassan Raphael
39	22-0091	2022-02-28	Agreen SAL	10.0	20.0%	Sync SARL
40	22-0092	2022-02-28	Elements Design SAL	10.0	10.0%	Saber Middle East
41	22-0093	2022-02-28	Quix	9.0	20.0%	Sync SARL



## ANNEX B

### LED PERFORMANCE INDICATOR TABLES

LED has two types of indicators: **Performance Indicators** for which LED has establish and will report against targets and **Incidental Indicators**, or indicators for unintended activity outcomes, for which no targets are set. These are shown in italicized text but are positioned within the table according to which result they relate. LED will report on the latter only when there are relevant outcome/s to report.

The targets shown are updated targets submitted to USAID on December 17, 2021 and approved on April 28, 2022.

Indicators		LOP Target	Year 1 Actual	Year 2 Actual	Year 3 Actual	Year 4 Actual	Y5 Q1 Actual	Y5 Q2 Actual	Total Actual	Comments
<b>DO-Level: Inclusive economic growth enhanced</b>										
PIR 1	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources	40%	36.7%	30.6%	48.3%	42.1%	33.0%	48.7%	42.7%	During FY22Q2, 37 females out of 76 persons were engaged in capacity building activities within firms. Since LED began, 5,421 people were engaged in capacity building activities, among them were 2,274 females.
PIR 23 (i)	Percentage of USG-assisted organizations with improved performance (CBLD-9)	50%	N/A	N/A	N/A	52%				This indicator is reported annually, so LED will report Y5 results in the annual report.
<b>PSD-Level: Increased productive employment in Lebanon through direct support for the private sector</b>										
PIR 2	Value of new private sector investment leveraged by USG implementation									Leveraged investments reported by 24 assisted firms during FY22Q2 were [REDACTED]. Furthermore, [REDACTED] of other investments were reported by 17 firms during the quarter. Since the start of LED, 242 firms have invested.
PIR 3	Number of full time equivalent (FTE) jobs created as a result of USG assistance	9,800 new jobs	2.2	514.9	257.7	570.7	687.2	21.5	5,157.6 new and continuing	During FY22Q2, the total number of new FTEs was 21.5 (190 persons) and continuing FTEs was 729.1 (3,052 persons). The total number of FTEs (new and continuing) through the end of FY22Q2 is 5,157.6 and <u>the total number of people employed is 4,013 persons.</u>
		17,743 continuing	2.2	514.9	257.7	1,282.2	648.5	729.1	3,622.5 continuing	
PIR 15(a)	Full-time equivalent (FTE) employment of firms assisted under USG programs	No targets	879.3	4,443.2	5,787.4	6,916.0	1,327.4	1,630.3	20,983.7	These figures refer to the baseline data collected from firms when they signed the Growth Plans.
<b>PSD Result 1 Level: Increased private sector competitiveness for Lebanese Firms</b>										
PIR 4	Number of for-profit private enterprises, producer organizations, water users, associations, women groups, trade and business associations and community-based organizations (CBOs) that applied improved organization-level technologies or	700	25	92	130	310	90	71	718	During FY22Q2, LED received declaration letters signed by both parties (assisted enterprises and TA providers) from 62 directly assisted firms and letters from 8 firms assisted by LED-subcontractor Innovators League. Moreover, LED added one new grantee—USEK. This brings the total number of assisted firms till end of FY22Q2 to 718 firms, with


Indicators		LOP Target	Year 1 Actual	Year 2 Actual	Year 3 Actual	Year 4 Actual	Y5 Q1 Actual	Y5 Q2 Actual	Total Actual	Comments
	management practices as a result of USG assistance									500 directly assisted firms; 8 indirectly assisted firms; 196 grantee assisted firms; and 14 grantees.
PIR 16(b)	Number of MSMEs, including farmers, and organizations benefiting from new horizontal and vertical linkages	No targets	0	2	9	40	0	0	51	No new linkages were reported during FY22Q2.
PIR 5	Number of firms profiled for potential USG-funded assistance for improved business performance	1,850	173	389	832	439	36	13	1,882	Thirteen new firms were profiled for assistance. No new client enterprises will be added going forward since LED has programmed all available funding for TA and the time for new TA is limited.
<b>PSD IR 1.1 Level: Increased domestic and export sales of client firms</b>										
PIR 6	Value of incremental sales (domestic and export) collected at firm level for enterprises as a result of USG assistance									<p>During FY22Q2, calendar year 2021 sales figures were collected from 186 firms, which showed increases in their sales compared to 2020.</p> <p><b>Note 1:</b> Although most of the firms sell in Lebanon in the local currency (LBP), all above 186 firms reported their sales in US\$ based on the official exchange rate of 1,507.5 LBP = 1 US\$. This is the LED data collection rule used since the beginning of the project.</p> <p><b>Note 2:</b> Due to the ongoing financial and economic crisis, the 2020 “normal” cycle of buying and selling in the market was and continues to be disrupted due mainly to the non-availability and to the changing value of US dollars in the market. This cycle is highly affected by the value of the exchange rate of the US\$ to the LBP (sometimes changing at different times per day and over the days and months). Moreover, the same goods offered in the market have different “prices” depending on the payment method (Cash US\$ / Cash LBP / “dollars” i.e., US\$ amounts blocked in local bank accounts / and any combinations of the above). This is leading in many situations to sales results in LBP with a market value much less than the reported numbers when the LBPs are converted into US\$ at the official rate of 1,507.5 LBP to 1 US\$.</p>
PIR 17(c)	Value of incremental sales (domestic, export) collected at farm for small holder producers as a result of USG assistance	No targets	0	0	0	0	0	0	0	N/A – LED does not assist farmers.

Indicators		LOP Target	Year 1 Actual	Year 2 Actual	Year 3 Actual	Year 4 Actual	Y5 Q1 Actual	Y5 Q2 Actual	Total Actual	Comments
PIR 18(d)	USD sales of firms receiving USG-funded assistance for improving business performance									These figures refer to the baseline data collected from firms when they signed the Growth Plans.
<b>PSD IR 1.2 Level: Increase workforce development</b>										
PIR 7	Number of individuals with improved skills following completion of USG-assisted workforce development programs	2,700	66	357	850	1,202	197	76	2,748	In FY22Q2, 76 individuals were trained as part of the technical assistance provided to enterprises. The total number of individuals trained since the start of LED is 2,748 persons.
PIR 8	Number of individuals with better employment following completion of USG-assisted workforce and business development programs	55	1	7	35	8	0	0	51	No persons were identified during FY22Q2 to have improved their employment status (better employment) after the completion of USG-assisted workforce development programs.
<b>PSD IR 1.3 Level: Improved Lebanon's business enabling environment</b>										
PIR 9	Number of policies, regulations, administrative, procedures in stages of analysis, drafting and consultation, legislative review, approval or implementation as a result of USG assistance	0	0	0	0	0	0	0	0	LED did not carry out any interventions related to policies, regulations, or administrative, procedures during FY22Q2.
PIR 10	Number of reports, studies, and analysis produced about prioritized business enabling env. issues	14	0	2	0	14	0	0	16	No new BEE reforms activities occurred during FY22Q2.
PIR 11	Number of steps in the 6-stage policy process that BEE reforms or instruments have completing as a result of LED-assistance	5	0	1	0	5	0	0	6	No new BEE reforms or instruments steps were reported during FY22Q2.
PIR 12	Number of non-state actors LED engaged or partnered with to assess / address priority BEE issues	5	0	3	0	2	0	0	5	No new grantees were engaged on BEE issues during the quarter.
<b>Objective 3: Communicate results through outreach, share project knowledge with the public, private sectors</b>										
PIR 13	Number of presentations produced for social media and other communications channels that aim to create awareness about LED and its accomplishments	2,250	204	565	461	688	146	163	2,227	During FY22Q2, LED produced 11 branded materials, 68 stories, and made 84 social media posts. The overall total to date is 2,227.

Indicators		LOP Target	Year 1 Actual	Year 2 Actual	Year 3 Actual	Year 4 Actual	Y5 Q1 Actual	Y5 Q2 Actual	Total Actual	Comments
PIR 14	Number of BEE outreach activities undertaken or supported by LED focused on prioritized BEE issues	23	0	4	0	19	0	0	23	No new BEE reforms activities occurred during FY22Q2.
<b>PSD IR 2.1: Increased access to finance for client firms</b>										
PIR 19(e)	Total Value of loans accessed as a result of USG assistance	No targets	0	0	0	0	0	0	0	N/A
PIR 20(f)	Total Value of equity financing generated by enterprises as a result of USG assistance	No targets	0	0	0	0	0	0	0	N/A
<b>PSD IR 2.2: Productivity of client firms improved</b>										
PIR 21(g)	Number farmers, microenterprises who applied new technologies or management practices as a result of USG assistance	No targets	0	0	0	0	0	0	0	N/A
PIR 22(h)	Increase in volume of production per unit attributed to USAID assistance	No targets	0	0	0	0	0	0	0	N/A



## INDICATOR DISSAGGREGATIONS

Indicators		Disaggregation	Comments
<b>DO-Level: Inclusive economic growth enhanced</b>			
PIR 1	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources	<b>Gender:</b> Total Female (x); Total Male (y); Proportion of female participants $(x/(x+y))*100$ <b>Age:</b> Age 15-29, Age 30+ <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Intervention:</b> Microfinance, Workforce development, Agriculture/ Value Chain Development, Value Chain Development, Enterprise Development/Start-Up, Sustainable natural resource management and conservation, Other	For FY22Q2 the collected data from firms was: <b>Gender:</b> Total Female (37); Total Male + Females (76); Proportion of female participants $(x/(x+y))*100$ <b>Age:</b> Age 15-29 (17), Age 30+ (20) <b>Sectors:</b> Agriculture & Environment (0); (Industry & Manufacturing (3), Services (2), IT (1), Others (0), <b>Intervention:</b> Workforce development (37)
<b>PSD-Level: Increased productive employment in Lebanon through direct support for the private sector</b>			
PIR 2	Value of new private sector investment leveraged by USG implementation	<b>Value of Investment (\$)</b> <b>Value of Investment /Gender:</b> (\$) Leveraged by male investor (\$); by female investor (\$); from joint (male + female) investment (\$) <b>Form of Investor:</b> Firm, NGO <b>USG Support Mechanism:</b> Technical Assistance, Loan Facilitation, Equity Facilitation, Public-Private Partnership <b>Type of Investment:</b> FTF, Non FTF <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Geographic Area:</b> Governorate/Muhafaza	
PIR 3	Number of full time equivalent (FTE) jobs created as a result of USG assistance	<b>Gender:</b> Total FTE (Male, Female) <b>Type of Employment:</b> New (unemployed to employed), Continuing (job created in previous reporting year and maintained for the current year) <b>Sector:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Geographic Area:</b> Governorate/Muhafaza <b>Detailed Disaggregation:</b> Firm Name, Date of hire, Position Name, FTF/non FTF	For FY22Q2 the collected data was: <b>Gender:</b> Total FTE (750.6), Male (490.2), Female (260.4) <b>Type of Employment:</b> New (21.5) Continuing (729.1) <b>Sector:</b> Agriculture & Environment (45.4), Industry & Manufacturing (385.1), Services (212.4), IT (43.2), Others (64.5) <b>Geographic Area:</b> Akkar (4.9), Baalbeck-Hermel (6.2), Beirut (144.1), Beqaa (166.4), Mount Lebanon (282), North (109.8), Nabatieh (29.9), South (7.3)
PIR 15 (a)	Full-time equivalent (FTE) employment of firms assisted under USG programs	<b>Gender:</b> Total FTE (Male, Female) <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Geographic Area:</b> (Governorate/Muhafaza)	During FY22Q2 the collected data was: <b>Gender:</b> Total FTE (1,630.31), Male (1,156.58), Female (473.74) <b>Sectors:</b> Agriculture & Environment (0), Industry & Manufacturing (273.83), Services (1,080.9), IT (20), Other (230.58), N/A(25) <b>Geographic Area:</b> Akkar (5), Baalbeck-Hermel (0), Beirut (460.66), Beqaa (279.83), Mount Lebanon (728.82), North (98), Nabatieh (0), South (0), Not available (58)

Indicators		Disaggregation	Comments
<b>PSD Result I Level: Increased private sector competitiveness for Lebanese Firms</b>			
PIR 4	Number of for-profit private enterprises, producer organizations, water users, associations, women groups, trade and business associations and community-based organizations (CBOs) that applied improved organization-level technologies or management practices as a result of USG assistance	<b>Total Number/Type of Enterprise:</b> for profit private enterprise, producer organization, water user association, women's group, trade and business association, community-based organization <b>Gender:</b> Male Ownership, Female Ownership, Joint Ownership <b>Type of Service Applied:</b> Applied improved organizational-level technologies, Applied management practices, others <b>Size of MSME:</b> Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee) <b>Sector:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Geographic Area:</b> Governorate/Muhafaza	During FY22Q2 the collected data was: <b>Total Number/Type of Enterprise:</b> for profit private enterprise (73) <b>Gender:</b> Male Ownership (38), Female Ownership (11), Joint Ownership (24) <b>Type of Service Applied:</b> Applied management practices (73) <b>Size of MSME:</b> Micro (12), Small (37), Medium (10), Large (6), NA (8) <b>Sector:</b> Agriculture & Environment (0), Industry & Manufacturing (20), Services (42), IT (1), Other (5), NA (5) <b>Geographic Area:</b> Akkar (2), Baalbeck-Hermel (0), Beirut (14), Beqaa (4), Mount Lebanon (35), North (7), Nabatieh (0), South (3), NA (8)
PIR 16 (b)	Number of MSMEs, including farmers, and other organizations benefiting from new horizontal and vertical linkages	<b>Name of firm/MSME</b> <b>Size of MSME:</b> (Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee)) <b>Type of Linkage:</b> (Vertical, Horizontal) <b>Sector:</b> (Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other)	<b>Name of firm/MSME:</b> none <b>Size of MSME:</b> Micro (0); Small (0); Medium (0); Large (0) <b>Type of linkage:</b> Vertical (0); Horizontal (0) <b>Sector:</b> Agriculture & Environment (0); Industry and Manufacturing (0); Services (0); IT (0), Other (0)
PIR 5	Number of firms profiled for potential USG-funded assistance for improved business performance	<b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, other <b>Size of MSME:</b> Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee) <b>Type of MSME:</b> Farmers entrepreneurs, Non-Farmer entrepreneurs)	During FY22Q2 the collected data was: <b>Sectors:</b> Industry & Manufacturing (5), Agriculture & Environment (0), Services (6), IT (2), Other (0) <b>Size of MSME:</b> Micro (5), Small (6), Medium (1), Large (1), <b>Type of MSME:</b> Non-Farmer entrepreneurs (13)
<b>PSD IR 1.1 Level: Increased domestic and export sales of client firms</b>			
PIR 6	Value of incremental sales (domestic and export) collected at firm level for enterprises as a result of USG assistance	<b>Type of Sales:</b> Total sales, \$, Domestic Sales \$, Export Sales \$ <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, other <b>Size of MSME:</b> Micro (1-10 employees), Small (11-50 employees), Medium (51-100 employees), Large (100+ employees)	[REDACTED]
PIR 17 (c)	Value of incremental sales (domestic and export) collected at farm level for small holder producers as a result of USG assistance	<b>Type of Sales:</b> \$ Domestic Sales, \$ Export Sales, (Domestic) <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, other <b>Size of MSME:</b> Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee)	[REDACTED]
PIR 18 (d)	USD sales of firms receiving USG-funded assistance for improving business performance	<b>Type of Sales:</b> Total sales \$; Domestic Sales \$, Export Sales \$ <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Size of MSME:</b> Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee)	[REDACTED]

Indicators		Disaggregation	Comments
<b>PSD IR 1.2 Level: Increase workforce development</b>			
PIR 7	Number of individuals with improved skills following completion of USG-assisted workforce development programs	<b>Gender:</b> Total (Males, Females) <b>Age Groups:</b> Males 15-19, Females age 15-19, Males age 20-24, Females age 20-24, Males age 25-29, Females age 25-29, Males age 30+, Females age 30+ <b>Type of work force development:</b> Training, Scholarship, Internship, Other <b>Service Recipient:</b> New, continuing	During FY22Q2 the collected data was: <b>Gender:</b> Total Males (39), Females (37) <b>Age Groups:</b> Males 15-19 (0), Females age 15-19 (0), Males age 20-24 (6), Females age 20-24 (11), Males age 25-29 (6), Females age 25-29 (6), Males age 30+ (27), Females age 30+ (20) <b>Type of work force development:</b> Training (76) <b>Service Recipient:</b> New (76)
PIR 8	Number of individuals with better employment following completion of USG-assisted workforce and business development programs	<b>Gender:</b> Males, Females <b>Age Groups:</b> Males 15-19, Females age 15-19, Males age 20-24, Females age 20-24, Males age 25-29, Females age 25-29, Males age 30+, Females age 30+ <b>Type of Work Force Development:</b> (Training, Scholarship, Internship, Other) <b>Type of Employment:</b> New (unemployed to employed), Continuing (same place, better position or salary) <b>Service Recipient</b> New, continuing	<b>Gender:</b> Males (0), Females (0) <b>Age Groups:</b> Males age 15-19 (0), Females age 15-19 (0), Males age 20-24 (0), Females age 20-24 (0), Males age 25-29 (0), Females age 25-29 (0), Males age 30+ (0), Females age 30+ (0) <b>Type of Work Force Development:</b> Training (0) <b>Type of Employment:</b> New (0), Continuing (0) <b>Service Recipient</b> New (0), continuing (0)
<b>PSD IR 1.3 Level: Improved Lebanon's business enabling environment</b>			
PIR 9	Number of policies, regulations, administrative, procedures in development stages of analysis, drafting and consultation, legislative review, approval or implementation as a result of USG assistance	<b>Type of Reform:</b> Law, Regulation, Decree, Referendum, Other <b>Purpose of Reform:</b> Ease of Doing Business, Access to Finance, Procurement, Other <b>Administrative Procedures:</b> Stage of Development, Analysis Stage, Drafting, Stage, Consultation Stage, Legislative Review, Approval Stage, Implementation Stage <b>Sector:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other	
PIR 10	Number of reports, studies, and analysis produced about prioritized business enabling environment issues	<b>Title of Report; Date of Publication; Publisher; Type:</b> Reports, Studies, Analysis <b>Stage of Development:</b> Production stage, Produced final stage <b>Type of Business Enabling Environment Issues:</b> TBD	<b>Title of Report; Date of Publication; Publisher; Type:</b> None <b>Stage of Development:</b> <b>Type of Business Enabling Environment Issues:</b>
PIR 11	Number of steps in the 6-stage policy process that business enabling environment reforms or instruments have completing as a result of LED-assistance	<b>Process/stage:</b> 1-6 <b>Type/category of issue:</b> TBD	
PIR 12	Number of non-state actors the project engaged or partnered with to assess and/or address prioritized BEE issues	<b>Type of organization:</b> TBD	

Indicators		Disaggregation	Comments
<b>Objective 3: Communicate results through outreach, share project knowledge with the public, private sector</b>			
PIR 13	Number of presentations produced for social media and other communications channels that aim to create awareness about LED and its accomplishments	<b>Media channels</b>	<b>Media Channels:</b> Presentations (0), Conventional Media (0), Social Media (84), Stories (68).
PIR 14	Number of BEE outreach activities undertaken by or supported by LED that are focused on prioritized BEE issues	<b>Type of outreach activity:</b> TBD <b>Media type:</b> Traditional, social, mixed	
<b>PSD IR 2.1: Increased access to finance for client firms</b>			
PIR 19 (e)	Total Value of loans accessed as a result of USG assistance	<b>Type of loan recipient:</b> producers, local traders/assemblers, wholesalers/processors, Service Provider, other. <b>Sex of recipient:</b> male, female, joint, n/a <b>Size of recipient:</b> micro, small, medium, Large <b>Status of Loan:</b> Applied, Accessed, Disbursed	
PIR 20 (f)	Total Value of equity financing generated by enterprises as a result of USG assistance	<b>Name of Business</b> <b>Amount Generated</b> <b>Gender:</b> \$ from male investor, \$ from Female investor, \$ from joint investment <b>Size of MSME;</b> Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee) <b>Sector:</b> Industry and Manufacturing, Agriculture and Environment, Services (Finance, Microfinance, Tourism, other), IT, Other	
<b>PSD IR 2.2: Productivity of client firms improved</b>			
PIR 21 (g)	Number of farmers and microenterprises who have applied new technologies or management practices as a result of USG assistance	<b>Firm/Farmer Cooperative Name</b> <b>Firm vs Farmer vs Cooperative:</b> Firm, Farmer, Cooperative <b>Gender:</b> Male, Female, Joint <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Type of Producer/MSME:</b> Agricultural Producers, Industrial Producers, Local Traders, Assemblers, Wholesalers, Food Processors, Service Provider, Natural Resource Managers, Other Entrepreneurs <b>Type of Technology;</b> Agricultural related practices (define and refer to EG 3.2.17), Marketing and Distribution, Value-added Processing, Quality Standards, Financial, Strategy, Sourcing, Other Management Practices	
PIR 22 (h)	Increase in volume of production per unit attributed to USAID assistance	<b>Volume of Production / Baseline production level</b> <b>Type of Product/ Crop:</b> TBD <b>Sectors:</b> Industry & Manufacturing, Agriculture & Environment, Services (Finance, Microfinance, Tourism, other), IT, Other <b>Type of MSME:</b> Smallholder farmer (BFS definition), Micro (1-10 employee), Small (11-50 employee), Medium (51-100 employee), Large (100+ employee) <b>Farmers vs Non-Farmers:</b> Farmers, Non-Farmers Entrepreneurs	

# ANNEX C

## LED SUCCESS STORY BOOKLET & QUARTERLY STORIES

### Success Story Booklet:

To access an up-to-date soft copies of the LED’s success story booklets, now organized into separate volume by contract year, click on this link:

### Success Story Booklet

Due to the size of the booklet, we are unable to attach it directly to this annual report.

### Quarterly Stories:

#### LED Supports a Fabrication Studio in Beirut

Bokja is a surface fabrication studio located in Beirut that uses embroidery and textile to produce personal objects ranging from furniture to apparel.

Bokja’s customer base is expanding internationally with new buyers coming in, which leads to an increase in work volume. It became increasingly difficult for the company to effectively handle the back-office functions of the business. The difficulties in managing inventory, manufacturing processes, and accounts follow-up are among the key challenges that Bokja is facing. Which clarifies the need for a unified solution that manages the company’s operations across every department and helps the employees in performing their jobs more effectively.

LED will cost share with Bokja to hire a consultancy firm with expertise in ERP systems. The consultant will suggest the best solution for Bokja, which will be tailored based on the primary features they require. With LED support, the company expects to increase sales by █████ and create 8 new jobs in two years.



Bokja Furniture

#### LED Supports a Home-made Lebanese Mouneh Company in Mount Lebanon

Ayadina is in the food industry and produces home and hand-made food items for end consumers and businesses. They produce mouneh items such as all sorts of pickles, jams, zaatar mixes, syrups, carob molasses, olives.

The company provides jobs for local women while protecting the environment through recycling, reusing, and upcycling. Learning opportunities are also offered to fellow farmers, schools, and university students, as well as guests.

Today, Ayadina is negotiating with three buyers located in the UAE, Kuwait, and Lebanon. Following the discussions with these potential buyers, Ayadina must commit to excellence in quality, food safety, and customer satisfaction as they seek a competitive advantage in the marketplace. Thus, they need to acquire the ISO 22000 certification which can identify and control food safety hazards and improve the consistency of their products. Acquiring this certificate is key to enable the company to apply hygiene and sanitation measures throughout its production chain, ensuring a consistent and safe product to the consumer. Consequently, this will allow Ayadina to increase their reputation, reduce costs and seal more local and export deals.



Ayadina Mouneh Jars

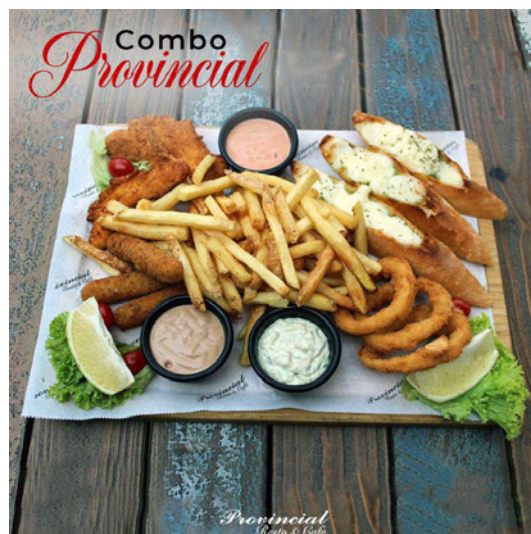
LED will cost share with Ayadina to hire a consultant to assist them in establishing a food safety management system that aligns with ISO 22000 to obtain this certification. With LED support, the company expects to increase sales by [REDACTED] and create 14 new jobs in two years.

### LED Supports a Local Restaurant in Mount Lebanon

Provincial is a prominent restaurant in the F&B industry in Lebanon founded in 2003. They are old-fashioned at the core yet embracing and coping with emerging trends in international markets.

Provincial is currently negotiating partnership deals with new investors in different countries: Egypt, Iraq, Qatar, KSA and Cote D'Ivoire. However, growing in the international market and building strong partnerships can become overwhelming if the move is done prematurely without preparing the company for the change. Before taking the plunge, Provincial needs to assess its position and internal structure and check all the parameters needed for success.

LED will cost share with Provincial to hire a consultant to help the company with its international expansion path. The consultant will guide the company in setting the proper business model and organizational structure while developing an operation manual. Consequently, the company will be ready for the negotiation and partners selection abroad. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



Provincial Restaurant meal

### LED Supports a Foodstuff Company in Mount Lebanon

Hachem Industry and Trading Group (Hintrag) was founded in 2007. The company produces and sells under the name Aruba a wide range of powder desserts, cooking/baking ingredients, oriental sweets readymade mixes, cakes mixes, custards, hot powder drinks for the foodservice industry and retail sales.

Several buyers in Lebanon and USA are now negotiating with Hintrag to buy their products.

Being a family business, the management is looking to grow into an international company and to shift its outdated management procedures into a modern corporate structure that has a clear and well-defined structure.

Besides, some of these new buyers are requesting the company to implement a Quality Management System (QMS)—ISO 9001 certification. The ISO standards will provide guidance and tools for the company to ensure that their products and services consistently meet customers' requirements, and that quality is consistently improved.

LED will cost share with Hintrag to hire a consultant to work with the firm to successfully restructure and reorganize the company to improve the efficiency of the business. The expert will also assist the company to make the necessary changes to their processes to implement a quality management system (QMS) in alignment with the ISO 9001. With LED support, the company expects to increase sales by [REDACTED] and create 26 jobs in two years.



Aruba Cake mix

## LED Supports an Eco-Friendly Farmhouse and Bed & Breakfast in Mount Lebanon

Little Reed started in 2017 as an eco-friendly and fully accessible farmhouse. This is an agro-tourism project, where the orchards are certified organic. At Little Reed, the visitors can eat local delicacies, prepared in the establishment's kitchen, run by many village women who are known to prepare traditional family recipes with high safety standards. This is a combination of a bed & breakfast, a restaurant, linkages to many outdoor and touristic activities.

The Buyers are mostly families, nature lovers, people seeking authentic rural experience. Recently Little Reed attracted people looking for outdoor sport and adventure.

This business grew horizontally, providing several types of service all while employing locals with minimum capacity building and experience. The company lacks structure, organization, internal communication procedures, qualified personnel, and marketing. While the vision and the goals are solid, the structure is not fully sound.



*Little Reed Outdoor Restaurant*

LED to cost share with Little Reed a local consultant to provide the needed structure for the company. The consultant should organize all the internal management, document the needed procedures, and provide training for the personnel to increase their competitiveness. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.

## LED Supports a Transportation and Logistics Company in Bekaa

CEVA Logistics is a leading transportation and logistics company that provides freight management and contract logistics services. The state-of-the-art Lebanon packing house is a logistics platform that offers value and international standards to its customers. Their world-class services help local farmers export their crops to foreign markets and enable the development of Lebanese agriculture – both locally and internationally. The packing house was launched in September 2021. They started by packing the late season of table grapes and preparing the ground for packing avocados in 2022.

Several buyers in GCC, Egypt, Russia and UK are interested in purchasing Lebanese table grapes, with each buyer providing the specific details of the type and size of packaging required. The client is also working on increasing the deals to include more products in the future, esp. avocado and cherries. The Buyers are requesting evidence of ISO 45001 and BRC (for the UK markets).

LED will cost share with the client the cost of a consultant knowledgeable in the packing and agro-food business and with proven experience in the advanced certifications required to finalize the deals. The consultant will also work on the layout and arrangements of the upcoming production lines to remain within compliance with the certifications. With LED support, the company expects to increase sales by [REDACTED] and create 20 new jobs in two years.

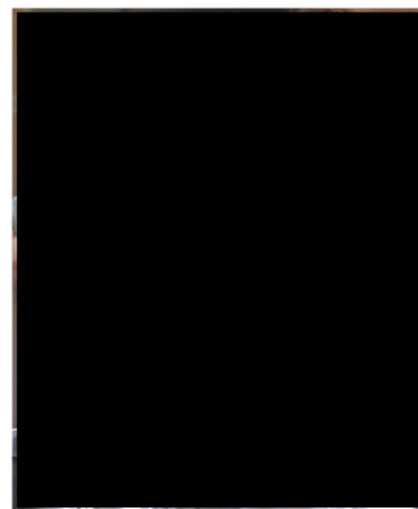
## LED Supports a Homemade Lebanese Mouneh Maker in Mount Lebanon

██████████ established in 2019, produces frozen homemade authentic Lebanese kibbeh and a big range of Lebanese appetizers using traditional recipes with a twist. ██████████ is currently producing stuffed kibbeh bites, grape leaves vegan and with beef, cheese sambousek and meat sambousek. All the products are frozen and come in a very nice package.

Due to the success of Youmna's, they received many inquiries from individuals and companies who want to franchise the concept. The company is now considering a serious offer from a buyer based in Australia.

The main constraint affecting the deal is that ██████████ has not yet developed its franchising system, including the standard franchise agreements and manuals that outline standard processes and procedures and brand management aspects.

"Youmna's" and LED will cost share the services of a local consultant with expertise in franchising. This consultant will work with the company to develop all the elements needed to establish a franchising system. With LED support, the company expects to increase sales by ██████████ and create 10 new jobs in two years.



██████████ in her kitchen

## LED Supports a Fashion Accessories Company in Mount Lebanon

SK Bijoux is a company dedicated to true quality and craftsmanship in fashion accessories. Inspired by four generations of jewelers, SK Bijoux was founded in 1998 in Beirut. With its in-house design team, SK holds a unique position on the high street of fashion jewelry and within the Haute Couture community with its inspirational, globally sourced, well-priced, and good quality collection of fashion accessories.

A fashion retail chain with a presence in the GCC and headquartered in Qatar is interested in buying SK products. Following the success of the brand and the increase in export sales through their e-commerce platform, the company decided to franchise its brand concept and store to be physically present in the GCC region and other potential countries. However, the owner of SK Bijoux is not familiar with such a concept, and it has become an essential need to enable the brand to expand regionally and be present in several countries in the GCC.



SK Bijoux

LED will cost share with SK Bijoux to hire a consultant to support the client in franchising their business concept. With LED support, the company expects to increase sales by ██████████ and create 15 new jobs in two years.



## LED Supports a Local Cleaning Solutions Producer in Mount Lebanon

Apex was established in 2020 to produce different items of cleaning solutions including detergents, disinfectants, surface cleaners, dishwashing liquids, and bleach liquids. The quality of its products meets international standards, that's what helped the brand expand its reach quickly.

Currently, the management is in serious talks with a Lebanese businessman who is a distributor in Africa. The company is also expanding its market in Lebanon and reaching new B2B clients, and new retail markets such as Bekaa and South.

However, the owners are aiming to optimize the production flow and create an efficient structure. The workspace design must be organized for ultimate efficiency and productivity. Furthermore, being a newly established company, the management lacks the know-how to implement an effective company structure, good management processes, and inventory management.

LED will cost share with Apex to hire a consultant to assist the firm in optimizing the production flow in their factory to create an efficient structure and organize the workspace design for ultimate efficiency and productivity. With LED support, the company will increase sales by [REDACTED] and create 20 new jobs in two years.



Apex Dish Detergent

## LED Supports a Wood Manufacturing Company in Mount Lebanon

MED for Wood is a wood manufacturing company that sells directly to carpenters (B2B sale) and not to end-users. They were involved in the woodwork of many big projects in Lebanon such as ABC Verdun, and many Hotels in Jbeil and Keserwan.

Currently, MED for Wood is negotiating a partnership deal to open a branch for MED Wood in Montenegro. Another negotiation is taking place with a businessman in the construction field in Kenya. Besides, MED for Wood is focusing to increase sales thru their e-commerce platform.

MED for Wood is amending its business model from only B2B to both B2B and B2C sales, to enter the retail market and reach a wider scope of customers. To reach their new potential market, the company needs a modern and professional website that would include an e-commerce platform for retail orders. The e-commerce platform will facilitate the reach of its potential customers in Lebanon and foreign countries through distributors.

LED will cost share with MED for Wood to hire a website developer with expertise in the development of website /e-commerce platforms specialized in the furniture industry. The expert will develop a modern website for MED for Wood according to their needs and requirements. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



MED for Wood

## LED Supports an Olive Oil and Mouneh Producer in North Lebanon

██████████ is a family business that started 30 years ago, with a small olive press factory in North Lebanon. The business started by pressing the owner's olives and selling the olive oil to the local market. With the increase in demand, the client resorted to purchasing olive from other farmers in Zgharta & Koura regions. Also, they expanded the list of products to now include pickles, tapenade, vinegar, jams, molasses.

Currently, two buyers in Germany and Qatar are interested in buying Robert Jabbour's products. However, the company does not possess an ISO 22000 certification, and this will prevent them from finalizing the deals.

LED will cost share with the company the cost of a consultant capable of developing all the documentation and implementing all the procedures needed to obtain ISO 22000. With LED support, the company expects to increase sales by ██████████ and create 8 new jobs in two years.

## LED Supports a Multi-Cultural Cuisines Court in Beirut

Food District is an urban upgraded food court forged in the heart of Beirut indulging its clients with a unique culinary offering from around the world. Food District's lust for innovation has created several sub-brands specialized in cultural cuisines.

Currently, an investment company headquartered in Dubai is interested in franchising Food District. Food District would sell the right to use their brand and know-how (operations, sales & marketing, technical), and pay for part of interior design and kitchen equipment. Food District would recruit and train people from Lebanon and send them to Dubai to run the concept. The main constraint affecting the deal is that Food District has not yet developed its franchising system, including the standard franchise agreements and manuals that outline standard processes and procedures and brand management aspects. Food District lacks know-how and experience on how to properly franchise its operations, that's why external assistance is needed urgently.



Food District Court

Food District and LED will cost share the services of a local consultant with expertise in franchising. This consultant will work with the client to develop all the elements needed to put in place a franchising system. With LED support, the company expects to increase sales by ██████████ and create 17 new jobs in two years.

## LED Supports an Herbs and Plantation Company in Mount Lebanon

Bioland was established in 2009. It has expertise in aromatic herbs, trees plantation, and natural essential oil production, operating in Lebanon and the Middle East. Production is 80% Lavender Oil, 8% Neroli Oil, and 12% other oils.

Bioland is looking forward to starting manufacturing new products coming from the bi-product that remains after manufacturing different essential oils. The bi-product is hydrosol that can be used in several cosmetic products. This production expansion will help Bioland have more products to offer their customers.

Currently, Bioland is negotiating with buyers in Europe that are interested in Bioland's oils. Bioland through their research saw that lots of products could be manufactured with hydrosol being its base, but to decide what are the best products to be produced and to acquire the best formulations they will need an expert to guide them.

LED will cost-share with Bioland to hire a consultant that will work with the production team on setting a roadmap to select the best products to be manufactured out of the hydrosol available at Bioland, and they will together work on developing the proper formulas and recipes required to get a well-qualified end-product. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.



Bioland Essential Oils

## LED Supports a Dairy Producer in South Lebanon

Al Akhdar is a dairy factory in South Lebanon, making dairy products from milk produced by local goat and cow farmers, as well as their own.

Currently, Al Akhdar is in negotiations with buyers in UAE, Abidjan, Uganda, and Kuwait to sign export deals that include supplying them with their products.

Al Akhdar believes that they have room for assistance in developing 2 new kinds of cheese that have high potential in the local and export markets. Upon an increase in request, and after a study done by Al Akhdar management, they decided to start manufacturing Kashkaval and Mozzarella cheeses. The team of Al Akhdar needs the assistance of a food expert to guide them to develop the whole formulation, recipes, and all technical and nutritional facts needed to manufacture these cheeses to avoid trial-and-error costs, and to have the perfect scope to reach their goals.



Al Akhdar dairy products

LED will cost share with Al Akhdar to hire a consultant that will work with them to develop the proper formulations and recipes to produce kashkaval cheese and mozzarella cheese. With LED support, the company expects to increase sales by [REDACTED] and create 8 new jobs in two years.

## LED Supports a Plastics Manufacturing Company in South Lebanon

3MPlast is a plastics manufacturing company established in 2013. They are specialized in the production of pallets, crates, storage boxes, catering essentials, home essentials, indoor and outdoor furniture, closets, dustbins, laundry racks and baskets, garden pots, and organizers. 3MPlast is committed to being a zero-waste facility and continuously decreasing the amount of virgin material used in its production line always striving for a sustainable future.

Currently, 3MPlast is negotiating with buyers in Portugal and Canada that are interested in their products.

Although 3MPlast production facilities and in-house operations are modern, and well organized, and they follow international regulations of plastic and furniture production, they are required to acquire some certificates to be able to export their products. The management stated that they need the ISO 9001: Quality Management System certificate, CE Mark EN 840 for their dustbins, and CE Mark EN 581 for their sofas and couches.

LED will cost share with 3MPlast to hire a consultant that will work with them to set a roadmap to be implemented to acquire the ISO 9001, the CE Mark EN 840, and CE Mark EN 581. With LED support, the company expects to increase sales by [REDACTED] and create 15 new jobs in two years.



3MPlast Tupperware

## LED Supports a Local Foodstuff Manufacturer in Mount Lebanon

Second House Products (SHP), is a family business company founded in 1986 manufacturing the finest Lebanese and Mediterranean gourmet food specialties, powder mix, such as Instant Falafel powder mix, Instant Hummus Dip, marination powder mix, Middle Eastern sauces & dips etc. All those items are produced under “Food Gourmet” and “Second House Products” brand names with the possibility of private labeling.

Due to the financial crisis and the increased competitiveness in the food industry, “SHP” believes they must review their current financial and accounting practices for operating costs, fixed costs, LBP variation, etc. and evaluate the allocation of conversion costs.

Since this analysis for managing their direct and indirect costs does not exist, “SHP” would lose more sales, locally and internationally, and would miss the opportunity to grow their sales and their revenues and would be able to finalize bigger deals with their international clients.



SHP Hummus Dip

LED will cost share with “SHP” to hire a consultant to help them improve their financial costing calculation, optimize costs, and set an optimal pricing strategy based on a financial and accounting analysis. This will allow “SHP” to have clarity on the cost structure and achieve solid and optimal pricing. With LED, “SHP” expects to increase sales by [REDACTED] and create 15 jobs in two years.

## LED Supports a Plastic Bottles Manufacturer in Bekaa

Petco was founded in Beirut, Lebanon in 1996 and was successful in introducing Poly Ethylene Terephthalate (PET) plastic products, virtually unheard of at the time in Lebanon and the region. It is used for bottles and containers and is commonly employed to package soft drinks, water, juice, peanut butter, salad dressings as well as cosmetic products, and household cleaners.

Currently, Petco is negotiating contracts with several firms in the African continent. The new buyers will import from Petco PET preforms for the water and beverage bottling. Petco's personnel grew significantly during the last three years, and for the company to be able to cope with such many employees it lacks a proper HR structure for the human resources department.



*Petco Factory*

LED will cost share with Petco to hire an HR consultant to perform a complete HR restructuring. The consultant will conduct a study over the complete company operations and present his recommendations. Set proper KPIs for the teams. Work on the leadership method and improve it. Set clear responsibilities and job descriptions for each existing position and the new openings. With LED support, the company expects to increase sales by [REDACTED] and create 8 new jobs in two years.

## LED Supports an Agribusiness in Bekaa

Natagri was founded in 2014, the company is specialized in the agribusiness field. Natagri is an agricultural service center, assisting small farmers to obtain the required certifications, provides the required orientation, and advise those farmers on how to maximize their profits and sustain their businesses by exporting their products and not only selling them to the local market.

Further to previous successful cooperation with LED, the company was able to achieve significant international development by closing deals with multinational firms and succeeded to export to Europe most of its grapes' production. In addition to this, the company overachieved the set targets on both levels: new employment and incremental sales. Today, due to its fast growth the company requires an HR TA to restructure its HR department and to be able to handle the upcoming number of new employees.



*Natagri Fruits*

Natagri is finalizing the negotiations with large international players such Singapore, Malaysia, France, and Egypt. However, the existing HR department is not able to handle the high number of company employees and thus the company lacks an HR restructuring to manage its personnel affairs.

LED will cost share with Natagri to hire a local consulting firm to deliver an HR and corporate restructuring technical assistance that will include assessment and data analysis, including gap analysis, understanding the exact needs and expectations, and determining the organizational structure process; and develop an organizational structure. With LED support, the company expects to increase sales by [REDACTED] and create 8 jobs in two years.

## LED Supports a Coffee Shop/Restaurant in North Lebanon

Molino is a modern specialty coffee shop that was founded in 2017 in North Lebanon with two branches. Beginning last summer, Molino introduced La Terrazza Di Molino, an Italian specialty restaurant that was opened in the same traditional building in Ehden, serving salads, appetizers, pasta, risotto and wood-fired pizzas.

A company in Iraq started negotiations with Molino to launch a new coffee shop concept chain, starting the first outlet in Erbil, on a franchising basis. The main constraint affecting the deal is that Molino has not yet developed its franchising system, including the standard franchise agreements and manuals that outline standard processes and procedures and brand management aspects. Without these franchising essentials, the franchisee, and others that may come later, will not know Molino's basic standards, and Molino will be unable to hold franchisees accountable.



Molino Coffee

Molino and LED will cost share the services of a local franchising expert. This consultant will work with the client to develop all the elements needed to put in place a franchising system. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.

## LED Supports a Foodstuff Mills in Bekaa

[REDACTED] Sons is a third-generation family business in the food industry that has been in operation since 1952. The company produces high-quality burgul and moughrabieh. Lately, the company upgraded its production lines and equipped its processing factory with state-of-the-art automated machinery, which allowed it to become the first automated producer of burgul in Lebanon and now the company is planning to upgrade its old traditional moughrabieh production lines into a new automated process.

Rim Mills is currently negotiating with several international buyers in USA, Sweden and Dominican Republic. Also, the company is working to close deals with NGOs and INGOs, specifically with the World Food Program (WFP) in Lebanon.

Rim Mills is already investing in upgrading its production lines. In addition, the production capacity of the factory is improved to serve the export but for the company to be able to achieve a significant percentage of export, it lacks international business development assistance.

LED will cost share with Rim Mills to hire a local consultant with high expertise in the company products, who will assist Rim Mills to set a proper sales and business development strategy for them to penetrate new international markets. With LED support, the company expects to increase sales by [REDACTED] and create 12 jobs in two years.

## LED Supports a Family Roastery in North Lebanon

Al Amin is a family business that started in 1960 as a trader for roastery. They quickly expanded to several sales outlets in the North of Lebanon, between Tripoli and Akkar. They kept expanding the list of products to include items such as coffee and chocolate.

Currently, Al Amin is negotiating with two buyers located in Qatar and UAE. Both buyers are mostly interested to export the chocolate products from Al Amin, but the deals also include other varieties of roasteries. However, Al Amin doesn't possess ISO 22000 or approved food safety certification, so they are unable to finalize the deals.

LED will cost share with Al Amin the cost of a consultant knowledgeable in their type of business and able to assist them in obtaining the food safety certification ISO 22000. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



Al Amin Nuts

## LED Supports a Foodservice Solutions Provider in Mount Lebanon

Vresso offers solutions for foodservice and laundry equipment. Whatever the operation may be from a small snack bar, restaurant, or international hotel chain, they believe their clients deserve professional, quality equipment and after-sales service.

Currently, Vresso is under negotiations with two buyers in Qatar who are interested in exporting Vresso's equipment. However, Vresso has been growing internationally year after year, and the management believes that the HR department in their company requires specific enhancements and restructuring to be able to maintain all HR processes in a professional and well-organized way and therefore to be able to seal more export deals. This will boost the ability to organize all operations within the company. Vresso needs to improve its business which has no structured HR function or organizational chart; this is essential to the development and growth of the business, as well as retaining current employees and employing new ones.

LED will cost share to hire a consultant that will work with the top management of Vresso on establishing a centralized Human Resources function to set clear processes, policies, and procedures to be applied across the company. With LED support, the company expects to increase sales by [REDACTED] and create 18 jobs in two years.



Coffee machine by Vresso

## LED Supports a Hand-Painted Hats Maker in Mount Lebanon

The story of Hat to Toes starts with an urge to help and to assist NGOs in their quest to make a difference in needy people's lives. The founder offered 200 hand-painted hats for a fundraiser in mid-2020. Due to the acclaim, this led to the opening of her business online in June 2020.

Hat to Toes is expanding across countries in the Middle East and Europe as the company is targeting contacts in Spain; France and UAE.

The company will be selling different selections of hats, jackets, shoes, bags with customized designs destined to women of all group ages. Hat to Toes needs to put their business model on a solid and structured foundation. The owner needs to optimize her production line and look at her business' financial status and pricing strategy. Expansion plans need to be based on sound online presence, social media strategy, business plan and website, a minor branding review to align product ranges, and products research and development.



*"Hat to Toes" hand-painted hat*

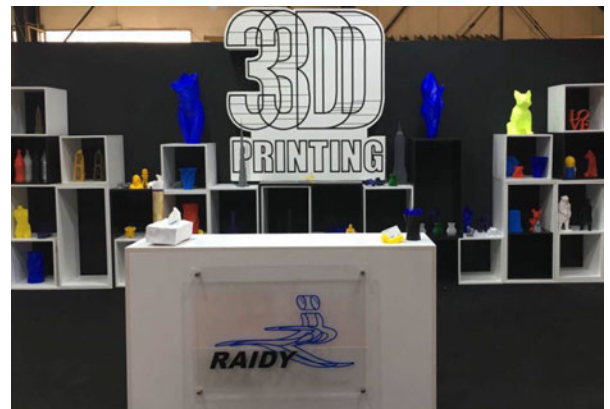
LED will cost-share with the company to set a clear go-to-market plan to help them with all the above-mentioned. With LED support, the company expects to increase sales by [REDACTED] and create 9 new jobs in two years.

## LED Supports a Printing Company in Mount Lebanon

Raidy Printing Group has evolved from a small private printing press established in 1973 to a leading player in the industry. Raidy products include magazines, art books, brochures, novels, packaging, ads among many other products.

Raidy Printing Group established an important presence in the GCC and today is looking to expand further this market. The company is negotiating with new renowned establishments in KSA and Dubai.

However, the company's website does not support all the requirements and needs that the potential buyers might have; although it includes e-commerce as a sub-page the user experience (UX) on their platforms has not reached a satisfactory standard yet. The new buyers being large institutions would require a website that is user-friendly and supports payment gateway, three languages, and of course all the literature and company products and specifications to be included.



*Raidy 3D Printing*

LED will cost-share with Raidy Printing Group to hire a website developer with expertise in the current website uplifting to develop all the above-mentioned. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



## LED Supports a Catering Company in Beirut

Faqra catering started in 1979 as a small catering company, located in Faqra and serving for small events. Their reputation and customers' satisfaction led to the company's growth. In 2005, Faqra Catering moved to Beirut, and established a big central kitchen suitable for their expanded operation.

Currently, Faqra catering is opening a new branch in Egypt, under the same ownership but with different management. With many of the buyers already available in Egypt or relocating there, the Faqra Catering is looking to finalize deals with existing and new buyers.

Due to the expected heavy load required from the buyers, many of the food items will be prepared in Lebanon to meet the requirements and due dates. However, Faqra Catering does not possess the certification needed to perform such activities, and an FSSC 22000 is required. Also, with the management growing geographically, and with the expected challenges in the organization and communication, an ISO 9001, which is focused on operational procedures and quality management is needed for a smooth operation.

LED to cost-share with the client the costs of a consultant capable to perform the deliverables needed for Faqra Catering to obtain the FSSC 22000 and ISO 9001 certifications. With LED support, the company expects to increase sales by \$3.5M and create 20 new jobs in two years.

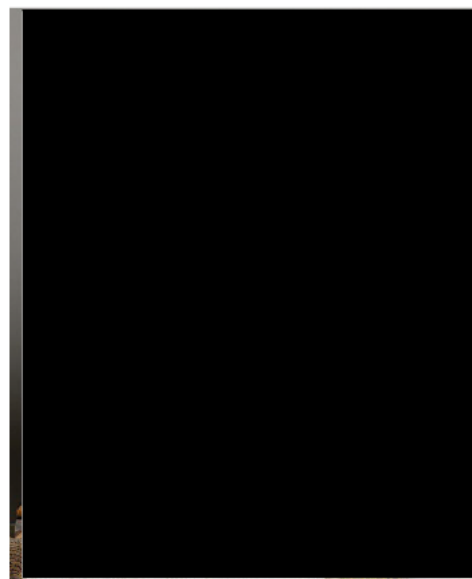
## LED Supports a Nuts Roastery in North Lebanon

Diabco was founded in Koura in 2006 by Diab family as a small roastery supplying roasted nuts with the brand name Al- Amira. As the business has grown, Diabco has enlarged its roastery to be an ambitious nuts factory that is producing a variety of nuts mixes served in their own retail store and distributed to other retail stores locally and to food distribution companies internationally.

With LED support in 2018, Diabco upgraded its packaging to be stand-alone bags having Ziploc opening with all the appropriate label information to export to California.

Today, Diabco is negotiating with an international distributor to distribute their products mainly all over Florida and some other states which can increase their export sales. To make the deal viable, the factory must be certified under the food safety regulation of FSSC.

LED will cost-share with Diabco to hire a consultant who will help the company obtain the FSSC 22000:2018 certificate. With LED support, the company expects to increase sales by [REDACTED] and create 7 jobs in two years.



Faqra Catering Chef



Diabco Nuts

## LED Supports a Turnkey Construction Company in Beirut

Chef D'oeuvre is a turnkey construction company established in 2005. The company is specialized in high-end projects such as villas, palaces, etc. Chef D'oeuvre handles several activities such as: design and construction of residential projects, construction of high-end projects from excavation and concrete up till the furnishing the final handing-over and fabrication of woodworks and metal works in the company in-house factory.

The company is growing and targeting more projects for international organizations, commercial and governmental institutions and is currently negotiating new deals. However, to initiate the deal with Chef D'oeuvre, the new buyers require that the company have an Integrated Management System Certification, which includes the ISO 9001, 14001 and 45001, which the company lacks.

LED will cost-share with Chef D'oeuvre to hire a consultant specialized in ISO IMS implementation, to prepare the company to acquire those certifications. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.

## LED Supports an Herbs and Teas Producer in Bekaa

Garden Herbal Tea is a company that produces several kinds of tea and herbs. The company processes herbs like the cocktail of herbs, Ceylon tea, anise, chamomile, mint, green tea, rosemary, thyme, basil, cinnamon, linden, verbena, cumin, fennel, ginger, sage, and others.

Today, Garden Herbal Tea has been approached by new international importers/distributors in the US and Canada and is working to increase its production to export. The new buyers will be buying from Garden Herbal Tea, all kinds of herbs the company produces. The main constraint affecting this deal is that Garden Herbal Tea lacks the HACCP certification which is a prerequisite to enter the US and Canadian markets.

LED will cost-share with Garden Herbal Tea to hire an expert in HACCP to prepare the company to acquire the certification and to be able to export. With LED support, the company expects to increase sales by [REDACTED] and create 5 new jobs in two years.



Garden Herbal Teas

## LED Supports a Catering Company in Mount Lebanon

The Tiplers was founded in 2016. It's a fully comprehensive catering experience and professional business practices combined with a customer-centric approach that sky-rocketed The Tiplers into leading the market to put together unforgettable events.

The future of Tiplers is entering the GCC market by developing an alcohol-free concept that meets the cultural requirements of the market, coming with new event catering and entertainment to the region.

However, the owner explained that they need to restructure the human resource functions as a normal part of the company's development. This includes providing of capable, flexible, and committed people, managing, and rewarding their performance and developing relevant competencies.

LED will cost share with the Tiplers to hire a consultant to help them in setting the organizational structure and management committee. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



The Tiplers Bar

## LED Supports an Olive Oil Producer in Mount Lebanon

It was back in the early 1960s that Boulos Maroun revolutionized olive oil production in Lebanon by institutionalizing the bottling process and taking it to another level. As the business grew, Boulos Maroun began manufacturing a superior Lebanese olive oil in 1964, which would later become Zeit Boulos and turned it into Lebanon's leading producer of olive oil.

In 2019, the company benefited from LED from technical assistance to restructure its operation and financial model and was very satisfied with this part. They were able to hire 16 new employees to date and to invest in new desks and computers and purchase new equipment and pumps.

Currently, the company is negotiating with several buyers in USA, Sweden, UAE, and Canada,

Atyab dba Zeit Boulos is negotiating with the potential buyers, but the deals are at risk since the company does not possess the FSSC 22000, as it is required in Canada and Europe. Besides, to be ready for export, Atyab must work on product development and optimization of their new product lines such as the salad dressings and molasses items.



Zeit Boulos

LED will cost share with Atyab to hire a consultancy firm that will help the company to implement the FSSC 22000 scheme which offers a complete certification scheme for the auditing and certification of Food Safety Management Systems (FSMS). With LED support, the company expects to increase sales by [REDACTED] and create 16 jobs in two years.

## LED Supports a Stone Fabricator in Mount Lebanon

Gemayel Group was founded in 1981. They are fabricators of high-quality natural stone products serving Lebanon mainly and expanded recently to UAE and New York. Gemayel Group imports natural stone slabs and transforms them into beautiful kitchen countertops, bathroom vanities, fireplaces, floor tiles, and other practical and decorative features. The company is currently dealing with two new high potential clients in the United States and Denmark.

Being a family business, the factory is still leaded and operating in a basic way and risks aren't managed correctly. Delays, breaches, quality issues, and cost control are all prevalent in the manufacturing industry. Going international without being aware of the areas of vulnerability to actively prevent risks and prepare for worst-case scenarios can lead to a huge failure.

LED will cost share with Gemayel Group to hire a consultant to help the company in setting a sustainable architectural design for the factory extension, a production line assessment and optimization of the manufacturing processes, and engineering solution related to a new showroom. With LED support, the company expects to increase sales by [REDACTED] and create 16 new jobs.

## LED Supports a Spices and Herbs Company in Mount Lebanon

Epices et Nature provides spices, herbs, seeds, fruits & grains, as well as syrups, molasses, pickles. A family business, the company started in 1980 to respond to the growing demand in Lebanon for dried food such as spices, herbs, nuts, seeds, fruits, and grains, in addition to manufacturing and processing different foods, sweets, bakeries, and pastries ingredients.

Currently, the company is negotiating with buyers in Gabon, Greece and France. Following the discussions with these potential buyers, Epices et Nature must commit to excellence in quality, food safety, and customer satisfaction as they seek a competitive advantage in the marketplace.

Thus, they need to acquire the ISO 22000 certification which can identify and control food safety hazards and improve the consistency of their products. Obtaining the ISO 22000 certification would help the company to ensure comparability and transparency throughout the entire supply chain.



Epices et Nature Nuts and Dried Fruits

LED will cost-share with Epices Et Nature to hire a consultancy firm to assist them in establishing a food safety management system that aligns with ISO 22000 to obtain this certification. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.

## LED Supports a Frozen Food Concept in Mount Lebanon

Saveurs du Monde is a well-known Lebanese catering company since 1979, providing catering and event production services in line with the highest international standards. Last year, they created a parallel business, a ready frozen food under the brand name Et Voila and they have started producing a full range of Frozen Pizzas, Kibbeh, Cheese rolls.

Due to high demand in the local market on locally manufactured products especially food items, there is an opportunity for Et Voila to grow their sales to their existing clients and by heavily entering the local retail market. In addition, they have approached an important company in Qatar that distributes FMCG products by importing international branded food supplies.

To grow in the local market and to explore the export market Et Voila needs to develop an ISO 9001 Quality Management System (QMS) standard that can benefit their organization by helping them to continually improve, streamline operations and reduce costs and at the same time they need to have HACCP certification which is an international standard defining the requirements for effective control and food safety and is required by the Qatari company.



Et Voila Frozen Pizza

LED will cost share with Et Voila to hire a consultant assessing and providing what is needed to develop and implement the ISO 9001 Quality Management System (QMS) standard along with the HACCP certification. With LED support, the company expects to increase sales by [REDACTED] and create 7 new jobs in two years.

## LED Supports a Telecom Solutions Provider in North Lebanon

Since its foundation in 2013, Grey Bell's mission has been to provide purpose-built services and products that are designed to make telecom professionals' jobs easier. Grey Bell offers value-driven monitoring tools, bespoke solutions and services that solve a broad range of ICT challenges.

Grey Bell is currently developing and deploying a product called iMonitor V3 that is requested by a buyer in Nigeria. Grey Bell is targeting different countries in Africa as well starting with Ghana where the negotiations already started. The company is also targeting the GCC countries where they have a huge potential, and they started to build contact with a buyer in KSA.



One of the key constraints that are holding the company from closing a deal is not being able to efficiently manage available human resources to successfully meet all deadlines. Grey Bell's quick expansion from a handful to around 20 employees, created the necessity to have solid managerial and soft skills.

LED will cost share with the company to hire a consultant to help them in creating and developing a human resources model specific to the organization. With LED support, the company expects to increase sales by [REDACTED] and create 18 new jobs in two years.

## LED Supports a Catering Company in Mount Lebanon

Established in Lebanon in 1998, Cat & Mouth is a caterer for weddings, cocktails, parties, galas, and dinners. The company is now the leading private catering company in Lebanon and specializes in hospitality consulting, the operation of clubs and resorts, institution catering, and the provision of services within, and to, the restaurant industry.

Cat & Mouth has many potential clients for the coming period in Qatar and several schools and guesthouses in Lebanon.

However, the Qatari buyer is asking Cat & Mouth to hold a Food Safety System certification to be able to work with them. Cat & Mouth decided to obtain the FSSC certification that would allow them to attain many requirements related to compliance with customer specifications.



Cat and Mouth Catering

LED will cost share with Cat & Mouth to hire a consultant to help the company in implementing an FSSC 22000 scheme. With LED support, the company expects to increase sales by [REDACTED] and create 16 jobs in two years.

## LED Supports a Foodstuff Distributor in Mount Lebanon

Richa Group is one of Lebanon's leading retailers that operate multiple retail formats in the Lebanese consumer market. The Group's principal activities are to import, export, market and distribute food and non-food products, including preserved products, frozen food, canned vegetables, canned fish and canned fruits, edible oils etc.

When the financial crisis started in Lebanon, the owners found an opportunity in producing local high-end mozzarella that will substitute the imported mozzarella at much more competitive pricing and will have a social impact by helping local farmers to sell their milk production. The factory is now ready to operate under KMR SAL, a newly established company, whose main activity will be the production of mozzarella cheese and processed cheeses.

KMR will supply local supermarkets, wholesalers, groceries and Horeca (bakeries, restaurants, hotels) with more than 1000 clients and through a distribution agreement with Richa Group SAL.

However, the biggest risk and constraint for the Richa Group is to get the product to the market successfully. Mr. Richa believes that if they will apply the conventional sales wisdom the result can be a cash shortfall. Therefore, LED will cost-share with the client to hire a consultant to help the company in the modern go-to-market strategy along with modern branding and website. With LED support, the company expects to increase sales by [REDACTED] and create 20 new jobs in two years.

## LED Supports a Lighting Provider in Beirut

Lightbox, founded in April of 2002 in Beirut, Lebanon, is a high-end provider of lighting and home automation engineering design and supply. It offers a unique line of products covering architectural, decorative, technical, and individual lighting solutions. The company operates in the Middle East, Europe, and Africa, and imports its raw materials mainly from Europe.

Lightbox is working on a new branch in Kuwait to service its clients in the Arab countries. In addition, the company is developing an export strategy to earn new projects in the Middle East and Africa regions. Besides, Lightbox is working on several large-scale projects and is in an advanced negotiation stage to earn them.

For the company to be able to seal new deals and attract large projects in the region, it lacks an up-to-date website and an international marketing strategy including rebranding.

LED will cost-share with Lightbox to hire a website developer with expertise in the development of lighting solutions websites. The expert will develop a native website for the company according to the client's needs and requirements. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



Lightbox Lighting

## LED Supports a Hospitality management Company in Beirut

HotelBrain Lebanon is a hospitality management, consulting, and property management company, established in 2012. The company is an expert in the field of hospitality management, consulting, and property management. Hotelbrain has been offering hotel management services in Lebanon since 2012 and then expanded into Airbnb management.

HotelBrain is targeting B2B and B2C clients in Lebanon and the Middle East. They are currently negotiating with several hotels in Lebanon and internationally in Greece.

HotelBrain will be working with the buyers to handle their management as well as their human resources in addition to training and launching their property. And with individual clients that have handed to HotelBrain their properties for full management. In addition to this, the company organizes wellbeing retreats locally and abroad (mainly in Greece) for healing travelers.

HotelBrain is working diligently on improving and perfecting its services to penetrate new markets and attract new travelers sharing the same vision. For the company to be able to achieve this target it lacks a website and international business development assistance.

LED with cost-share with HotelBrain to a consultant to develop a website for the company and to provide international business development assistance. With LED support, the company expects to increase sales by [REDACTED] and create 9 new jobs in two years.

## LED Supports a 3D Scanning Company in Mount Lebanon

XYZ is a leading company in the 3D scanning industry in Lebanon and is providing all the services related to it. The 4th of August 2020 was then a turning point for every Lebanese including XYZ. The tragic blast in Beirut shifted the course and perspective of their business. They wanted to be part of the change, assist in the rise, rehabilitation, and renovation of Beirut, and make an impact.

Their list of clients is long and includes several big projects and they are now negotiating with several buyers in UAE, Bahrain and Lebanon.

To enter the international market, the ISO certificates 9001 and 27001 are mandatory, since many companies are asking about them, not to mention that many tenders are only eligible if the company applying has these ISO Certificates. The lack of these 2 certifications is the main constraint affecting international deals.

LED will cost share with XYZ to hire a consultancy firm that will assist the company to make the necessary changes to their processes to implement a quality management system (QMS) in alignment with the ISO 9001 standards, and an Information Security Management System (ISMS) in alignment with the ISO 27001 standards, so they can pass the audit and obtain the certification. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.



3D Scanning XYZ

## LED Supports a Suppliers of Fresh and Frozen Food in Mount Lebanon

Since 1990, ARCO has been operating in the Lebanese market as a supplier and exporter of local fresh and frozen food, raw or processed. Their wide assortment consists of more than 1,500 items of fruits and vegetables, cheese, delicatessen, meat, and fish both wild-caught and farmed products.

Currently, ARCO is negotiating with several buyers in Côte d'Ivoire, Nigeria, and Qatar. However, ARCO management believes that it is very crucial for the company at the current stage to develop a well-maintained and proper ERP system especially with the increased demand, to be used by the organization to manage day-to-day business activities. The ERP system would be customized based on their operational needs and helps the management streamline its business processes, automate all manual tasks, and reveal improvements by analyzing company data across all departments.

LED will cost share with ARCO to hire a consultant that will implement and develop a proper ERP system to help eliminate most of the manual activities in a company's accounting department while strengthening internal controls and corporate governance. With LED support, the company expects to increase sales by [REDACTED] and create 8 new jobs in two years.

## LED Supports a Manufacturer of Lighting Solutions in Mount Lebanon

Founded in 2013, Fabraca Studios manufacture custom-made lighting solutions for residential and commercial projects. Inspired by the traditional techniques used in the Industrial City, Fabraca Studios experiments with form and material. Each project, from sketch to maquette to prototype, is the result of an organically evolving process.

Today, the company is negotiating with a large firm in Jordan. This client has many projects in Egypt and the GCC and its clients require customized high-end lighting systems which Fabraca Studios can provide. Also, many architects and interior design firms are requesting the assistance of Fabraca Studios for their projects locally and regionally.

For the company to be able to be in line with all the above improvements in the business and to offer to its clients, state-of-the-art custom-made solutions, it lacks new product development skills to support the technological aspect of the lighting, mainly LED and others.

LED will cost-share with Fabraca Studios to hire a lighting design consultant with more extensive experience in the lighting manufacturing industry, material, innovation, and new technologies to help the company in technical development, innovate new lighting products and systems. With LED support, the company expects to increase sales by [REDACTED] and create 6 new jobs in two years.



*Fabraca Studios Lighting Design*



## LED Supports a Honey Producer in Mount Lebanon

Kaddoum Trading was established in 2008 and began by producing honey under the brand “Kaddoum”. The company produces different types of honey such as spring honey, black honey, mountain honey, crystalized honey, walnut honey, pollen, honeycombs, royal jelly, and they are distributed locally by a known Lebanese distributor.

After their success of distributing Kaddoum honey products in the Lebanese market, Kaddoum Trading is negotiating with this distributor to represent them in some of the export markets, mainly GCC countries. The distributor is requesting that Kaddoum Trading should be organic, and HACCP certified.

LED will cost share with Kaddoum Trading to hire a consultant who is an expert in HACCP and Organic to assist the company in obtaining those certifications. With LED support, the company expects to increase sales by [REDACTED] and create 6 new jobs in two years.



Kaddoum Honey

## LED Supports a Plastic Disposables Factory in North Lebanon

ADNPC started in 1987 as a trader for plastic disposables, cups, plates. As the business grew, the owners decided to establish a local factory to produce all kinds of plastic disposables. Currently, they produce 350 different items for a total of about 150 tons/month. In 2018, a sub-brand was created, Nuovo Plast. This is a recycling line able to produce 70 tons/month.

A major wholesaler and retailer for disposables, is interested in a variety of plastic disposable items. The client will handle all the shipping and logistics to Ghana. An expansion to the export market will result in an additional burden on the client’s infrastructure and monitoring abilities. The absence of internal software that links the production with the warehousing and sales is constraining the client’s growth and possibly preventing them from venturing into export markets.

LED to cost-share with ADNPC the cost of a consultancy firm able to provide an ERP-based digital solution for the sales, accounting, inventory, warehousing & CRM. With this solution, the company will be able to finalize the export deal and grow further. With LED support, the company expects to increase sales by [REDACTED] and create 21 new jobs in two years.



ADNPC Plastic Disposables

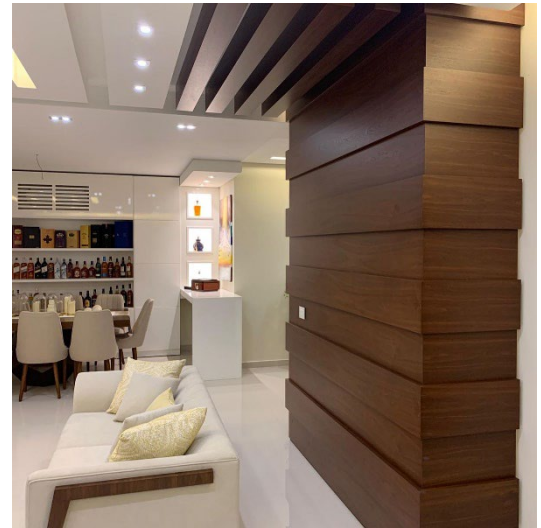
## LED Supports a Design and Decoration House in Mount Lebanon

Art House Design started in the early nineties and was officially registered in 2015. AHD is specialized in the production of furniture and wood decorations including doors manufacturing, vinyl pressing, panel sizing, drilling & grooving, counter edge, banding, assembling, pocketing, painting.

AHD is now discussing with several potential clients for projects in Lebanon, UAE, and KSA. AHD will execute the woodwork and furniture for these projects based on the specifications of each deal.

To be able to respond to the increasing demand while staying competitive, the owners are seeking to have sustainable production which requires optimizing the production flow and creating an efficient structure. The workspace design must be organized for ultimate efficiency and productivity. Furthermore, being a family business, the management lacks the know-how to implement an effective company structure, good management processes, and inventory management.

LED will cost share with AHD to hire a consultancy firm to support in implementing a sustainable and efficient design and flow of production. With LED support, the company expects to increase sales by [REDACTED] create 15 new jobs in two years.



Art House Design Project

## LED Supports a Local Coffeeshop in Beirut

Concierge Coffee is a modern and unique coffee shop established the year 2018 in the capital Beirut by two energetic and creative young architects, where you can see their nice work as architects in all the details of that exceptional coffee shop. Concierge Coffee is offering all kinds of coffees, snacks, desserts, beverages with the experience of using the library available in the store.

Concierge started negotiations with two buyers to launch this new coffee shop concept in Lyon and Athens on a franchising basis. Concierge would sell the right to use their brand name and their know-how and pay for part of the kitchen materials and equipment. Concierge would recruit and train people from Lebanon and send them to Greece and France to manage the operation. The main constraint affecting the deal is that Concierge has not yet developed its franchising system, including the standard franchise agreements and manuals that outline standard processes and procedures and brand management aspects.



Concierge Coffee Staff

Concierge and LED will cost share the services of a local consultant with expertise in franchising. This consultant will work with the client to develop all the elements needed to put in place a franchising system. With LED support, the company expects to increase sales by [REDACTED] and create 11 new jobs in two years.

## LED Supports a Foodstuff Company in Mount Lebanon

Al Wadi Al Akhdar was founded in 1979 with the three most popular ingredients in Lebanon: hummus, fava beans, and chickpeas. Gradually through diligent research and development, the company added new products to its portfolio such as Canned Vegetables, Hummus, Fava Beans, Halwa and Tahina, Pickles, Molasses, Lebanese Specialties, Jams, Lebanese Floral Waters.

Today, Al-Wadi Al-Akhdar plans to expand their production lines in Lebanon, they are preparing a new factory in Dekwaneh to start producing conserve products, that they used to import. The factory will be ready by mid-2022.

Al Wadi Al Akhdar is negotiating with new international buyers in Australia, India and Mali.



Al Wadi Al Akhdar products

Al Wadi Al Akhdar is already working on adding new products to its portfolio and upgrading the existing SKUs to be ready for large export orders. For the company to be able to achieve a significant percentage of export, it lacks international business development and go-to-market assistance.

LED will cost share with Al Wadi Al Akhdar to hire a local consulting firm to deliver international business development support and new market penetration assistance oriented to the target markets that the company is approaching. With LED support, the company expects to increase sales by ██████████ and create 11 jobs in two years.

## LED Supports an Insurance Platform in Mount Lebanon

Swan Pro started in 2017 when an insurance company with 25 years of experience joined forces with an IT solution provider with 15 years of experience. They had an idea of creating a comprehensive and forward-thinking insurance system from scratch that will push the legacy insurance platform into the digital era. Their system expanded and is now used in over 30 countries. Building on this success they have started providing consultancy services for all fintech and insurtech companies in GCC and Africa.

The company is negotiating with several potential new customers in the US, Jordan, Bahrain, and Lebanon. The key constraint that is affecting Swan Pro to get these deals and expand both locally and internationally is not having an ERP system in place to help them expand smoothly and with less obstruction(s) in the way. Furthermore, Swan Pro needs to install an ERP system to better manage their processes and be capable of integrating with other firms such as their clients and other potential clients more effectively.

LED will cost share with Swan Pro to hire a consultant to help the company in designing, installing, and implementing an integrated ERP system. With LED support, the company expects to increase sales by ██████████ and create 17 new jobs in two years.

## LED Supports a Coffee Shop in North Lebanon

Vee is a coffee shop with its unique coffee blend and recipes that was established in 2014 in Zgharta and has grown to have a chain of seven coffee shops in Zgharta, Ehden (2 branches), Amioun, Enfeh, Jbeil and Adma. The Vee Coffee Shop caters for both coffee lovers and hearty food lovers. It offers American style coffee and pastries besides other diversified products.

A Qatari Group is negotiating with Vee to launch two new coffee shops in Doha and then to launch the concept in all GCC countries on a franchising basis. The main constraint affecting the deal is that the buyer is asking Vee to develop an Expansion Business Plan covering Qatar and all the GCC countries. Vee having developed the franchising system, lacks the right experience of developing the Expansion Business Plan. Without this Business Plan, the client will not structure the business relationship with the interested stakeholders.

Vee and LED will cost share the services of a local consultant to work with Vee to develop all the elements needed to put in place an expansion plan that allows Vee to launch and operate all over the GCC. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.



Vee Coffee

## LED Supports a Local Winery in Mount Lebanon

Cave des Ours transforms fresh fruits into various processed products. The company was established in 2018. Since most of the rural population in Mount Lebanon makes their living from the agriculture sector and considering the successive economic crisis, the owner took the initiative to start a company that would benefit the surrounding villages by purchasing their products to improve the wellbeing of the people. Cave Des Ours now offers 6 categories of products from grape and apple fruits: wine, arak, dried fruits, honey, and vinegar.

Currently, Cave Des Ours is negotiating with two buyers in USA and Germany. However, for the company to be able to achieve a significant percentage of export, it lacks international business development assistance.

LED will cost share with Cave Des Ours to hire a local consulting firm to deliver international sales and business development support. The consultant will provide International Business Development assistance oriented to the target markets that the company is approaching. With LED support, the company expects to increase sales by [REDACTED] and create 12 new jobs in two years.



Cave Des Ours Apple Wine

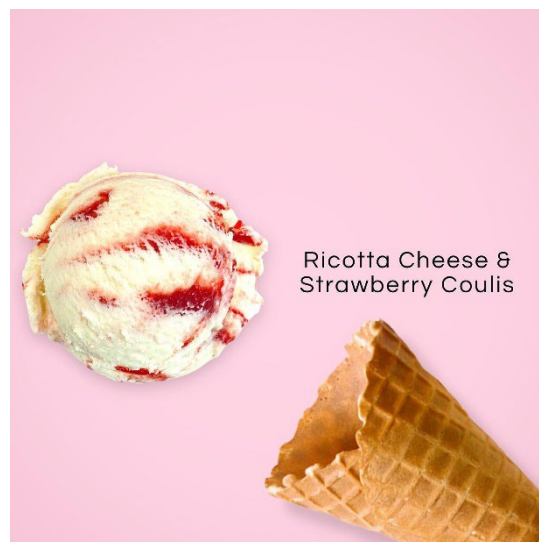
## LED Supports a Gelato Shop in Mount Lebanon

Boozalb was launched in 2019. A pure artisanal handmade ice cream concept, starting from the basics and including hands-on practice. Boozalb has a shop in Broumanna area and an online Artisanal Gelateria that invents and delivers ice cream flavors, using only fresh, natural ingredients, real fruits.

Today, Boozalb is negotiating with a FnB company in Qatar to sign a deal that will double the sales of Boozalb. The deal is to open a new outlet of Boozalb in Qatar on a franchise basis.

However, Boozalb's ability to franchise its brand in Qatar is at-risk because Boozalb does not have the proper franchise department with its franchising know-how and tools, and these skills and tools are crucial for Boozalb because a contractual agreement that governs the ongoing provision of management operational and technical advice needs to be formulated. Furthermore, Boozalb must develop a franchising manual and various training modules for training that will initially take place in the central kitchen in Beirut and then in Qatar.

LED will cost share with Boozalb to hire a local consultant who will work with Boozalb's management to build their capacity to franchise. With LED support, the company expects to increase sales by [REDACTED] and create 8 new jobs in two years.



Boozalb Ice Cream

## LED Supports a Manufacturer of Medical Products in South Lebanon

Expand was established in June 2020 in South Lebanon as a manufacturer of medical products used by clinics, hospitals, and medical labs. Their services are sold to buyers in Lebanon and Africa. The products manufactured by Expand are surgical disposable masks with different designs of loops, disposable non-woven headcovers, shoe covers, along with ear looped and head looped Nanos masks, and other medical products.

Expand is currently negotiating with three serious buyers in Africa. Since Expand manufactures medical products, which are a sensitive type of product to be manufactured since it has lots of international regulations that should be met before a company can export it, the management is looking forward to acquiring internationally accredited certificates that could add value to their business. Expand need a consultant that could guide them to meeting the regulations of ISO 9001 for Quality Management Systems and ISO 13485 for Medical Products and be able to acquire the certificates.



Expand Nanomasks

LED will cost share with Expand to hire a consultant who will work with the management to establish all the needed steps to obtain these two certificates. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.

## LED Supports a Coffee Roastery in Mount Lebanon

The Roaster is a specialty coffee roastery and café. The Roaster serves coffee blends, capsules, premium Lebanese coffee, customized coffee blends, machines, and bar equipment.

The Roaster is expanding its reach to international markets and is discussing with potential buyers in Australia, Cyprus, Canada, UAE, and Bahrain.

Following discussions with these potential buyers, the Roaster must commit to excellence in quality, food safety, and customer satisfaction as they seek a competitive advantage in the marketplace. Thus, they need to acquire the ISO 22000 certification which can identify and control food safety hazards and improve the consistency of their products. In addition, the management needs assistance in export procedures to properly conduct due diligence, pricing in targeted markets, negotiating the contracts, and establishing a reporting system.



The Roaster Coffee Beans

LED will cost share with The Roaster to hire a consultancy firm to assist them in establishing a food safety management system that aligns with ISO 22000 to obtain this certification. Another consultant knowledgeable in business development mainly for export markets will assist the company to set an export guide for the company's diverse product lines. With LED support, the company expects to increase sales by [REDACTED] and create 14 new jobs in two years.

## LED Supports an Organic Food Company in Beirut

Bioprêt is an organic food company launched in 2016. Bioprêt caters to all nutritional needs with foods that are organic and at a fair cost. Bioprêt offers a variety of premium organic products from teas and wellness herbs to spices and coconut products.

In 2021, Bioprêt decided to launch, Aromist co, a new personal and clean home care products brand. All the products are made without chemicals. In the local offline market, Bioprêt will be targeting all the Lebanese Pharmacies and big retailers such as Carrefour and Spinneys. The company finalized 10% of the deals with the prospect pharmacies and 30% are under negotiations while they are at an advanced negotiations stage with Spinneys. As for the Online platforms, Bioprêt is planning to reach the international online platforms such as Mumzworld and Iherb.

The owners need help in launching their new brand Aromist co. They are facing a challenge in presenting in an end-to-end marketing campaign, accessing, and convincing a strategic distributor. They need help in drawing a specific execution plan in marketing and go-to-market strategy.



Bioprêt Organic Tea

LED will cost-share with Bioprêt to help the company set a complete business and marketing plan and go-to-market strategy. With LED support, the company expects to increase sales by [REDACTED] and create 11 jobs in two years.

## LED Supports a Local Bakery in Mount Lebanon

Moulin d'Or was founded in 1984 and today is one of the largest bakeries operating in Lebanon. Moulin d'Or produces and distributes its quality products throughout their 25 branches and points of sale, as well as to other customers in both the local and international markets.

Following the brand's success in Lebanon and its cooperation with multinational franchises such as McCafé and Burger King, many potential buyers are approaching Moulin d'Or to export their products, to Dubai, Qatar, France, KSA, USA and Canada.

Despite the economic downturn in the country, Moulin d'Or witnessed an increase in demand for its products in substitution of imported goods, such as gluten-free bread and biscuits, pastry, etc. However, Moulin d'Or is experiencing hard times in terms of improving the shelf life of their lighter line products such as oat bread, soya bread, biscuits, Kaak and toasts. They need to extend their shelf life to be ready for export.

Management is looking to grow internationally, but is not familiar with export markets dynamics, and lacks the know-how to set a go-to-market plan, including the pricing and marketing strategy of their products with export potential, mainly for the GCC and the US market.

LED will cost share with Moulin d'Or to hire a consultant to assess the shelf-life of their products and evaluate the packaging and preservation techniques, solutions, and formulation in the most healthily way to preserve the company's selling proposition. With LED support, the company expects to increase sales by [REDACTED] and create 40 new jobs in two years.

## LED Supports an Industrial Ovens Manufacturer in Mount Lebanon

Louli SARL is a firm that makes industrial ovens (convection, deck, and combi) and other industrial kitchen equipment (mainly from stainless steel). The famous item of the company is the convection oven and Louli is the only local manufacturer of this type of equipment from start to finish. All raw materials are supplied locally, and the company subcontracts lathing, molding, and glass production to roughly 5 small factories in the Kesserwan area.

Louli is actively negotiating with several buyers in Nigeria, Lebanon, India, and Qatar, with whom there is a high growth potential.

Louli is a modest company that has grown in recent years as a result of its customer-centric approach and high-quality production. During the last two years, the owners have been able to reach out to new buyers in the international market; yet, they lack the know-how to implement a structured strategy when dealing with new clients.

LED will cost share with Louli to hire a consultancy firm to help them develop a comprehensive business development strategy for both domestic and international markets. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.



Moulin d'Or Baguette

## LED Supports a Digital Business Platform in Beirut

Eddress started life in 2015 with a mission to bring the address system into the digital age. That mission evolved from facilitating addresses into facilitating the path to those addresses. It has since pivoted to a company that offers a white-labeled marketplace platform allowing any business to go entirely online in days. Eddress empowers businesses by connecting them to their consumers and providing them all the tools required for an optimized experience.

Today, the company is negotiating with several buyers in Singapore, and Latin America. However, those buyers are demanding the company to prove that their platforms are secure from cyber threats and hackers. Besides, Eddress's website doesn't portray the company's actual activity, success stories, and key metrics it has achieved during the past couple of years. Clients are repeatedly asking for documents that should be present on the website such as features list, pricing, etc; and some other clients are avoiding the company due to the lack of information on the website. Eddress needs a new user interface (UI) to support a new user experience (UX). However, the company does not possess the expertise in-house.



Eddress

LED will cost share with Eddress to hire a consultancy firm to support the management in conducting penetration tests to identify vulnerabilities and to measure the security level of the Eddress' platforms and applications. Also, the consultancy firm will work with the team to design and implement an improved and upgraded UI/UX for the website. With LED support, the company expects to increase sales by [REDACTED] and create 20 new jobs in two years.

## LED Supports a Printing House in Mount Lebanon

Established as Libretek in 2001, they have grown as an environmentally focused printer serving the needs of the design, association, and corporate communities. In an ever-changing technology-driven industry, Libretek has continued to evolve and incorporate the latest technologies in printing as digital, offset, silkscreen, UV, and 3D while maintaining its old-fashioned personal customer service. They now offer more services under their new name D&O the Digital and Offset Solution.

D&O is now negotiating with several buyers in Dubai and Qatar. The company has a high potential for expansion, they have the technical skills, processes, and methodologies to market their services to the international market; but their digital presence is very basic and the new buyers being large international corporations are requesting to have factual information on D&O services.

LED will cost share with D&O to hire a consultant to help the company in establishing a website easy to navigate and has a clean design to make a remarkable first impression. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.

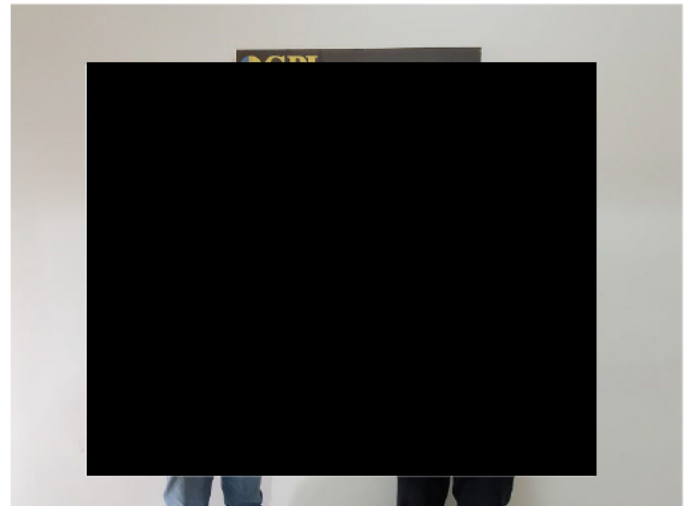


## LED Supports a Disposables Manufacturer in Mount Lebanon

Founded in 1983, General Packaging Industries (GPI) SARL is a leader in designing and manufacturing quality catering disposables for food use such as microwavable takeaway food containers, ice cream containers, drinking cups, sauce cups, food bowls etc. Most of their tools are made in-house which allow them to meet the specific demands of their customers.

GPI is now negotiating with a buyer in Greece to be the main supplier for dome lid for drinking cups as start and then moving to other items. The buyer is requesting that GPI should be ISO 9001 and FSSC certified. The company does not possess those certifications which puts the deal at risk.

LED will cost share with GPI to hire a consultant who is an expert in ISO 9001 and FSSC to assist the company obtaining those certifications. With LED support, the company expects to increase sales by [REDACTED] and create 13 new jobs in two years.



LED Business Advisor with GPI General Manager

## LED Supports a Producer of Frozen Homemade Mezze in Mount Lebanon

Lebanese Appetizers Company (LAC) is a medium-size company located in Roumieh, Lebanon, and specialized in the state-of-the-art manufacturing of Lebanese gourmet specialties under the name of Lamesa. Lamesa offers consumers high-quality homemade appetizers and frozen traditional Lebanese mezze that taste and look like those prepared at home.

Today, the Lamesa is negotiating with several buyers in France, Qatar, Kuwait and USA to export their products. But the deals are at risk since the company does not possess the FSSC 22000, in addition to the Sedex certification. FSSC aims to reduce food safety risks by delivering equivalence and convergence between effective food safety management systems, managing cost in the global food system by eliminating redundancy and improving operational efficiency. While SMETA is Sedex's social auditing methodology, enabling businesses to assess their sites and suppliers to understand working conditions in their supply chain.

LED will cost share with Lamesa to hire a consultancy firm to help the company implement the FSSC 22000 scheme which offers a complete certification scheme for the auditing and certification of Food Safety Management Systems (FSMS). Besides, the expert will support the company to acquire the Sedex certification and pass the SMETA (Sedex Members Ethical Trade Audit). With LED support, the company expects to increase sales [REDACTED] and create 13 new jobs in two years.



Lamesa Range of Frozen Appetizers

## LED Supports a Cheese Factory in Mount Lebanon

Quix is a cheese factory producing all kinds of mozzarella cheese items; blocks, shredded and breaded cheese. Since 2015, the company became a leader in the market for high-quality mozzarella cheese producing under-private labels to well-known brands. It also supplies hotels, big restaurant chains, catering services, and wholesale food distributors.

Following the success of their products in the Lebanese Market, Quix is looking to expand the international market. The management is discussing with existing buyers wanting to take Quix goods to other countries where they have a presence. In addition, the management has several connections in UAE, Bahrain, and KSA and is working to grow them into a fruitful relationship.

However, the company has no presence whatsoever in the digital world. The company needs a modern and professional website where potential business partners can check what Quix offers, they can go through their different products and get to know the success story of the company. The website will facilitate the reach of its potential customers in Lebanon and foreign countries. The company also needs to uplift its logo and rebrand to match the modern branding guidelines.

LED will cost share with Quix to hire a consultancy company knowledgeable in website development and rebranding. The expert will develop a modern website for the company according to their needs and requirements. With LED support, the company expects to increase sales by [REDACTED] and create 9 new jobs in two years.

## LED Supports a Design and Manufacturer of Furniture in Mount Lebanon

Elements Design was founded in 2000 and has become locally and nationally recognized as a leading design and manufacturer of furniture and decor firm.

Elements have recently set up a subsidiary firm in Dubai to handle any new projects to come up there. There are serious negotiations currently with two buyers in Dubai.

Before its expansion, the management of the company believes that they have room for assistance and enhancements in their marketing strategy and managerial operations. They need an expert that will help them think about the company's vision and align sales and marketing objectives so they can scheme possible actions which they can execute to attain and exceed company goals and objectives and to reclassify the company and make sure that all departments are well-maintained and managed, and ready for the expansions that the company will go through.

LED will cost share with Elements to hire a consultancy firm that will work with the company to reclassify its current state by proposing the proper strategies to make them ready for the planned expansion. The consultant will also propose strategies for addressing the marketing aspect (especially the digital marketing) to create the structure to support the expansion. With LED support, the company expects to increase sales by [REDACTED] and create 10 new jobs in two years.



Elements Design

## LED Supports a Local Japanese Restaurant in Mount Lebanon

“Mon Maki A Moi” is a unique green restaurant that involves reducing waste, recycling, and saving energy. The Japanese cuisine was chosen, as it requires the least resources and generates the least waste in preparation and after consumption. The interior decoration of the restaurant includes a green natural wall and a non-smoking policy, ensuring and stressing the eco-friendliness of the concept.

Due to its success, “Mon Maki A Moi” has received many inquiries to take the business to several countries in the region. The restaurant has partnered with two buyers to open 15 branches all over Egypt in the next 3 years.

Expansion to Egypt is very appealing to “Mon Maki A Moi”. The existing branches resulted in considerable turnover which was the result of the owner’s proper qualifications to create a successful and sustainable image of the restaurant. Although the owner is knowledgeable in her field of expertise, the operating procedure of the company is still at a basic level.

For Mon Maki A Moi to succeed and maintain a long-term relationship with those buyers, it is important to perform a proper restructuring in the business model and require new staff in the new organizational structure. The management is facing challenges due to the absence of a proper organizational structure. The company is not able to identify HR gaps, clarify tasks, and implement a well-organized standard operation procedure.

LED will cost share with Mon Maki A Moi to hire a consultant to work with the management to successfully restructure and reorganize the company to improve the efficiency of the business. With LED support, the company expects to increase sales by ██████ and create 60 new jobs in two years.



*Mon Maki a Moi Sushi*

## LED Supports a Potato Sticks Factory in South Lebanon

A&M food is a food company that produces potato sticks that are mainly used in sandwiches. The business was founded at the end of 2019. Following the economic crisis that has affected Lebanon that year, the thought of making a product locally to substitute imports was the main drive to the owners to start this small factory. The company started working with small restaurants and snacks, and presently, they are dealing with well-known wholesalers all over Lebanon.

A&M food is currently searching for new markets opportunities in Lebanon and abroad, as well as expanding its activities to sell and distribute its product in the Retail market. The company is currently negotiating with two buyers in the GCC.

After discussions with these potential buyers, A&M Food must commit to excellence in quality, food safety, and customer satisfaction as they seek a competitive advantage in the marketplace. Thus, they need to acquire the ISO 22000 certification which can identify and control food safety hazards and improve the consistency of their products. In addition, the company needs assistance in branding and updates in product design as they are expanding their activities to sell and distribute their product in the Retail market.

LED will cost share with A&M Food to hire a consultancy firm to assist them in establishing a food safety management system that aligns with ISO 22000 to obtain this certification. With LED support, the company expects to increase sales by ██████ create 10 new jobs in two years.

## LED Supports a Digital Solutions Firm in Mount Lebanon

Eivolo Solutions was founded in 2020, offering several services such as web design and development, mobile apps development, software development, and security auditing. The company gives access to a diverse pool of technical experts, who understand and transform the client's vision into the best digital solution possible at a sustainable cost.

The company is currently negotiating the several potential buyers in UAE, Egypt and Lebanon. However, they lack a clear marketing strategy and an appropriate team for local and abroad clientele. The company doesn't have the know-how to set a go-to-market plan, including the pricing and marketing strategy of their different services, mainly for the MENA market.

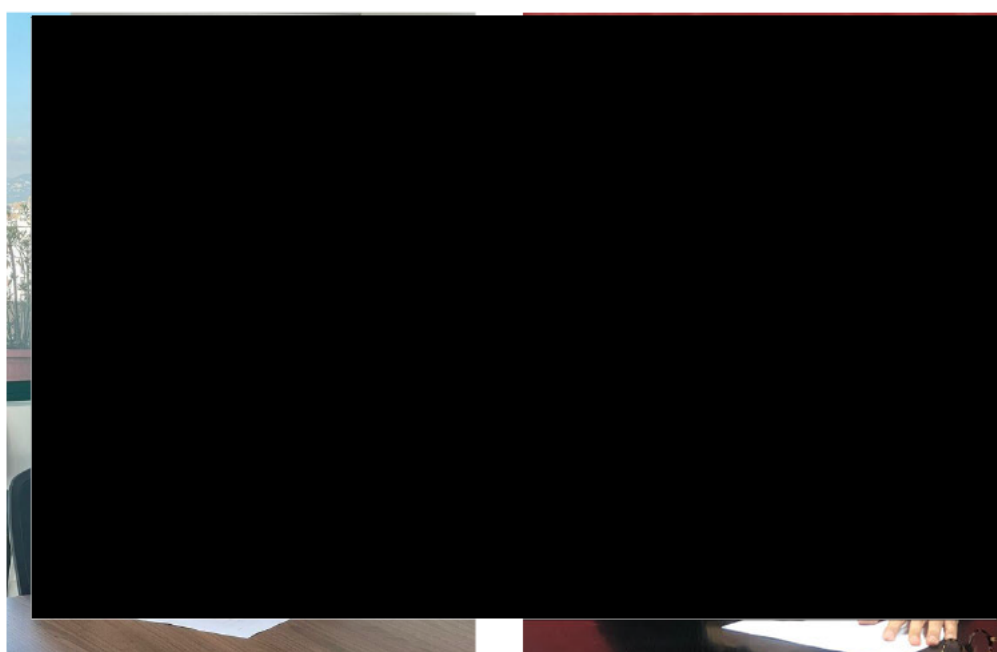
LED will cost share with Eivolo solutions to hire a marketing consultancy firm to help the company in developing a strategic Go-to-Market plan that includes a market entry strategy, marketing strategy & media planning, a targeted level of sales, and pricing strategy. The consultancy will aim to help Eivolo solutions to expand successfully on clear and solid grounds in the MENA region. With LED support, the company expects to increase sales by [REDACTED] and create 11 new jobs in two years.

## GRANT STORIES

### LED Awards News Media a Grant to Support Them in Developing an Action Plan for the Development of Lebanon-Based Media Enterprises

LED awarded a grant to News Media (Executive Magazine) to support them in developing an action plan for the development of Lebanon-based media enterprises. The purpose of the project is to identify the main challenges that Lebanon-based media organizations are facing and then to recommend solutions in an action plan that will help to create an environment that allows these organizations to acquire needed capacities and skills, and hence develop strategies that are aligned with international industry best practices. This will contribute to allowing Lebanon-based media organizations to address wider markets, increase their competitiveness regionally and internationally, and create journalistically sustainable jobs, careers, and incomes in the media industry.

The plan will focus on actions that would rejuvenate the media sector with an emphasis on those that will increase Lebanon-based media organizations' revenues and employment opportunities. Likewise, these organizations will likely need to invest in new technology and employee training to reach standards that are aligned with international best practices. Furthermore, enhanced local media organizations will also contribute to key Lebanese sectors' and enterprises' competitiveness through better investigative and analytical reporting on economic issues.

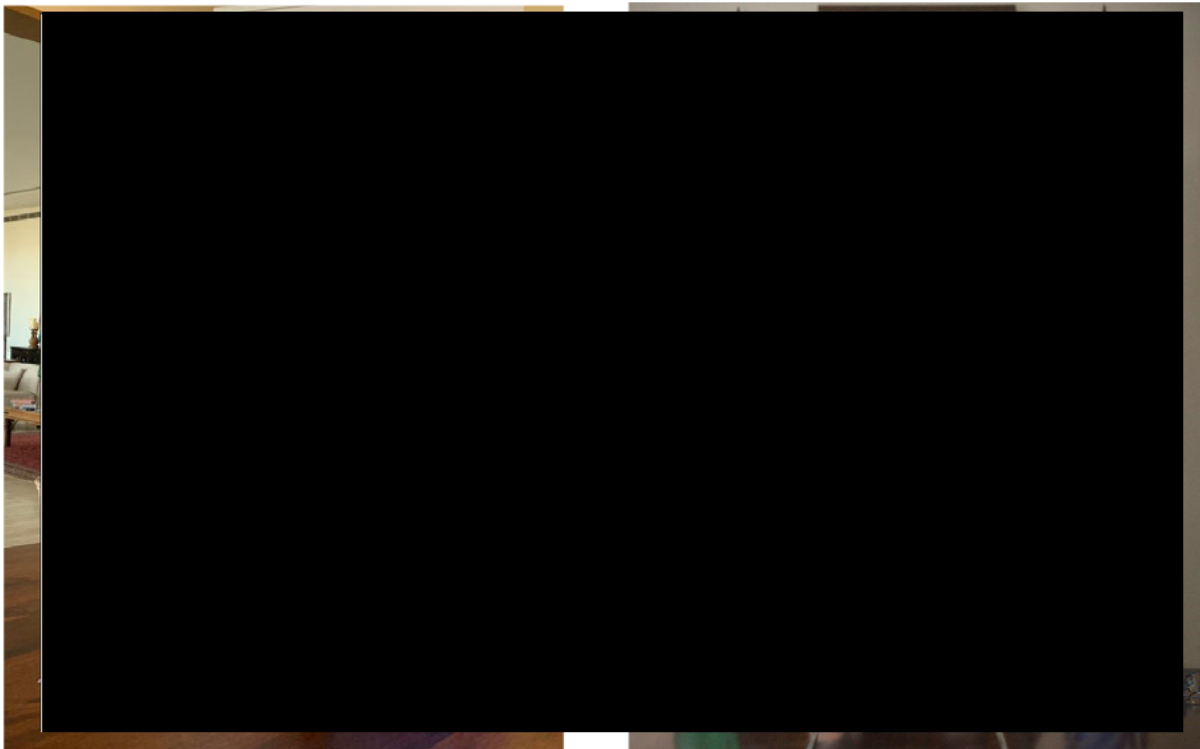


LED COO [REDACTED] and News Media Managing Director Signing the Grant Agreement

## LED Project Awards USEK a Grant to Support Them in Developing a Study Related to LED Impact on Assisted Enterprises Since Inception

LED awarded a grant to the Holy Spirit University of Kaslik (USEK) to support them in developing a study related to LED project impact on assisted enterprises since inception. As the LED program of technical assistance to SMEs begins to wind down, it wishes to assess the impact it has had on some 400+ enterprises over a 3.5-year period in Lebanon, a sort of learning “audit” of goals attained compared to the stated objectives of job creation, improved competitiveness, readiness for investment, access to financing, export qualification, crisis “survival” etc. USEK and its business school will leverage both its experience in academic research as well as proximity to the Lebanon SME market to carry out a study of the LED program impact by sampling the population of SME beneficiaries in an intelligent and pragmatic approach.

The objective is to measure the impact of LED program on the SME population that benefited from the program in terms technical assistance and consultancy support. The study shall highlight the strengths of the program and success stories while also pinpointing weaknesses and possible failure cases. The project shall deliver "lessons learned" insights to the LED leadership, enabling it to craft a better and stronger program in the future, in Lebanon or elsewhere. At the same time, the aim is also to assess to what degree did market-led technical assistance (consultant support) contribute to enterprise competitiveness and what types of technical. assistance have the greatest impact.



LED COP [REDACTED] and USEK President signing the Grant Agreement

## The Professional Computer Association (PCA) in Lebanon with USAID LED launches the second phase of its support program for 5 companies to reach the French market

In partnership with USAID Lebanon Enterprise Development (LED) project, the Professional Computer Association (PCA) launched the second phase of its project to support five Lebanese IT companies to reach the French market through a meeting organized by the association at its headquarters in Beirut.

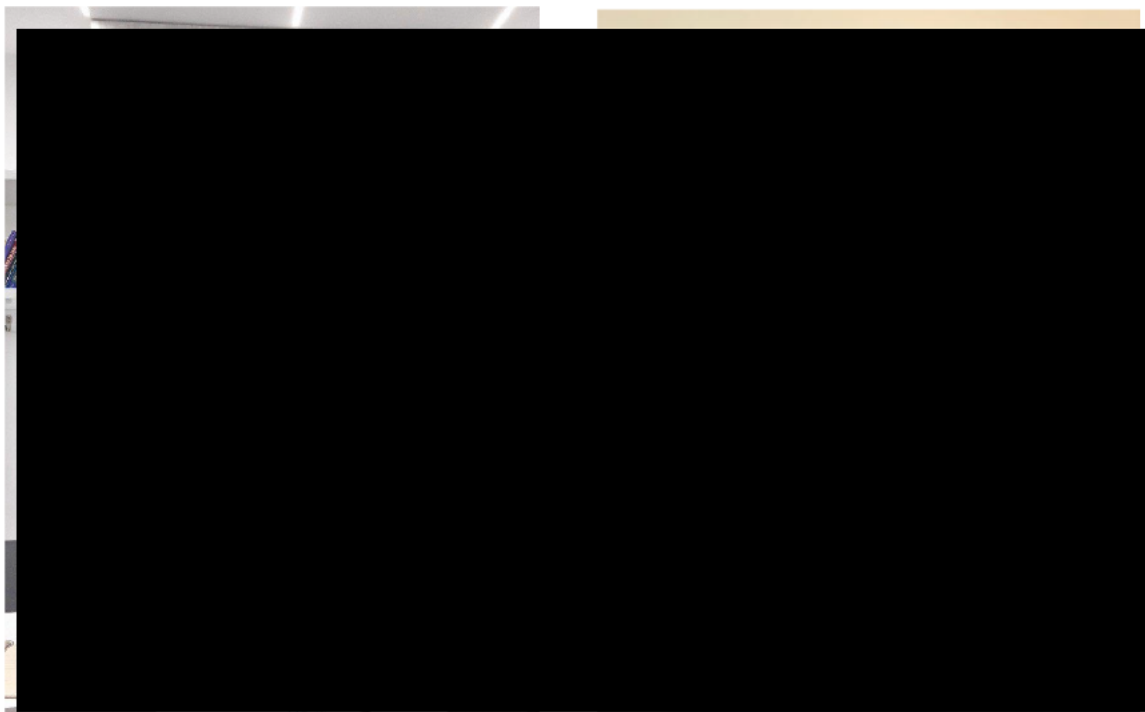
LED Managing Director Douglas Griffith and Director of Business Development [REDACTED] attended the meeting on behalf of LED with [REDACTED], head of of the Professional Computer Association in Lebanon, Mr. [REDACTED] of PartnersWay, and representatives of the five IT companies: GreyBell Offshore; IET (Interactive Education Technology); PROW Lebanon; EDM; and MaliaTec

The meeting commenced by a word from Mr. [REDACTED] who said: "USAID LED project has supported and will support Lebanese companies to get back on their feet by opening international markets for them". Mr. [REDACTED] word revolved around the managing procedures of the project and the selection criteria adopted to nominate the winning companies with complete accordance with the Professional Computer Association (PCA). Also, the five companies presented detailed technical offers for the products about to be marketed in France.

The head of the PCA, [REDACTED], concluded the meeting with a word of appreciation on the special efforts of the Lebanese companies, thanking USAID for their trust and support to the association.

## USAID's Lebanon Enterprise Development Project Awards Saber Middle East a Follow-On Grant to Continue Export Readiness Support to Selected SMEs

LED awarded a second grant to Saber Middle East that was about to conclude an initial grant entitled, "SME Survival and Business Continuity Program", to provide support to 20 SMEs. Since several of the SMEs were already achieving change and improvements, while having potential to expand internationally, through this follow-on grant, Saber ME will provide further support through one-on-one consultancy and technical assistance to these enterprises to (i) strengthen their position in export readiness; (ii) improve their relationships and linkages with international buyers/distributors; and (iii) give them the right tools to negotiate and close trade deals.



Saber Middle East General Manager and LED COP [REDACTED] Signing the Grant Agreement







# ANNEX E

## LEVEL OF EFFORT TRACKER

Labor Category	LOE Ceiling	LOE Expended To-Date	LOE Expended FY22-Q2 (Jan-March)	Jan-22	Feb-22	Mar-22	LOE Remaining	Committed LOE	Uncommitted LOE
<b>1. Long-Term Expatriates/Third Country Nationals (TCNs)</b>									
Chief of Party	1,284.080	1,160.000	64.000	21.000	20.000	23.000	124.080	1,284.080	0.000
Deputy Chief of Party, Director of Ops and Finance	266.000	266.000	0.000	0.000	0.000	0.000	0.000	266.000	0.000
<b>Total Long-Term Expats and TCNs</b>	<b>1,550.080</b>	<b>1,426.000</b>	<b>64.000</b>	<b>21.000</b>	<b>20.000</b>	<b>23.000</b>	<b>124.080</b>	<b>1,550.080</b>	<b>0.000</b>
<b>2. Long-Term Local Professionals</b>									
Deputy Director of Finance and Administration	1,270.000	1,141.000	65.000	22.000	23.000	20.000	129.000	1,270.000	0.000
Director of Business Promotion	725.000	725.000	0.000	0.000	0.000	0.000	0.000	725.000	0.000
Director of Business Promotion	88.000	88.000	0.000	0.000	0.000	0.000	0.000	88.000	0.000
Director of Business Promotion	344.000	214.000	65.000	22.000	23.000	20.000	130.000	344.000	0.000
Director of Communications	1,032.000	1,032.000	0.000	0.000	0.000	0.000	0.000	1,032.000	0.000
MEL Specialist	470.000	470.000	0.000	0.000	0.000	0.000	0.000	470.000	0.000
MEL Specialist	129.000	129.000	0.000	0.000	0.000	0.000	0.000	129.000	0.000
MEL Specialist	709.000	579.000	65.000	22.000	23.000	20.000	130.000	709.000	0.000
Finance Manager	1,192.000	1,062.000	65.000	22.000	23.000	20.000	130.000	1,192.000	0.000
Grants and Procurement Manager	1,167.000	1,135.000	65.000	22.000	23.000	20.000	32.000	1,167.000	0.000
Office Manager	1,254.000	1,145.000	65.000	22.000	23.000	20.000	109.000	1,254.000	0.000
Communications Specialist	1,136.000	1,006.000	65.000	22.000	23.000	20.000	130.000	1,136.000	0.000
Finance Officer	709.000	579.000	65.000	22.000	23.000	20.000	130.000	709.000	0.000
Grants and Procurement Specialist	785.000	783.000	36.000	22.000	12.000	2.000	2.000	785.000	0.000
Deputy Chief of Party, Director of Ops and Finance	804.000	804.000	0.000	0.000	0.000	0.000	0.000	804.000	0.000
Northern Lebanon Business Advisor 1	983.000	983.000	64.000	23.000	21.000	20.000	0.000	983.000	0.000
Northern Lebanon Business Advisor 2	1,038.000	929.000	64.000	23.000	21.000	20.000	109.000	1,038.000	0.000
BIAT Director	124.000	124.000	0.000	0.000	0.000	0.000	0.000	124.000	0.000
BIAT Deputy Director	180.000	176.000	6.000	2.000	2.000	2.000	4.000	180.000	0.000
<b>Berytech</b>									
Business Advisor	251.000	251.000	0.000	0.000	0.000	0.000	0.000	251.000	0.000
Business Advisor	123.000	123.000	0.000	0.000	0.000	0.000	0.000	123.000	0.000
Business Advisor / Director	1,043.000	934.000	64.000	23.000	21.000	20.000	109.000	1,043.000	0.000
Business Advisor	38.000	38.000	0.000	0.000	0.000	0.000	0.000	38.000	0.000
Business Advisor	164.000	164.000	0.000	0.000	0.000	0.000	0.000	164.000	0.000
Business Advisor	684.250	671.000	64.000	23.000	0.000	41.000	13.250	684.250	0.000
Business Advisor	637.000	637.000	0.000	0.000	0.000	0.000	0.000	637.000	0.000
Business Advisor	380.000	294.000	64.000	23.000	21.000	20.000	86.000	380.000	0.000
Business Advisor	1,029.000	943.000	64.000	23.000	21.000	20.000	86.000	1,029.000	0.000
Business Advisor	259.000	259.000	0.000	0.000	0.000	0.000	0.000	259.000	0.000
Business Advisor	744.000	731.000	64.000	23.000	21.000	20.000	13.000	744.000	0.000
Business Advisor	131.000	131.000	0.000	0.000	0.000	0.000	0.000	131.000	0.000
Business Advisor	162.000	162.000	0.000	0.000	0.000	0.000	0.000	162.000	0.000
Berytech Director	57.000	57.000	0.000	0.000	0.000	0.000	0.000	57.000	0.000
Berytech Director	457.000	457.000	0.000	0.000	0.000	0.000	0.000	457.000	0.000
Berytech Program Manager	605.000	605.000	0.000	0.000	0.000	0.000	0.000	605.000	0.000
<b>Total Long-Term Local Professionals</b>	<b>20,903.250</b>	<b>19,561.000</b>	<b>1,010.000</b>	<b>361.000</b>	<b>324.000</b>	<b>325.000</b>	<b>1,342.250</b>	<b>20,903.250</b>	<b>0.000</b>
<b>3. Local Support</b>									
Driver/Assistant	1,302.220	1,170.140	65.000	22.000	23.000	20.000	132.080	1,302.220	0.000
Driver/Assistant	1,265.770	1,149.334	65.000	22.000	23.000	20.000	116.436	1,265.770	0.000
Driver/Assistant	922.640	813.506	65.000	22.000	23.000	20.000	109.134	922.640	0.000
Bookkeeper	519.000	519.000	0.000	0.000	0.000	0.000	0.000	519.000	0.000
Grants/Procurement Assistant	241.000	241.000	0.000	0.000	0.000	0.000	0.000	241.000	0.000
<b>Total Local Support</b>	<b>4,250.630</b>	<b>3,892.980</b>	<b>195.000</b>	<b>66.000</b>	<b>69.000</b>	<b>60.000</b>	<b>357.650</b>	<b>4,250.630</b>	<b>0.000</b>

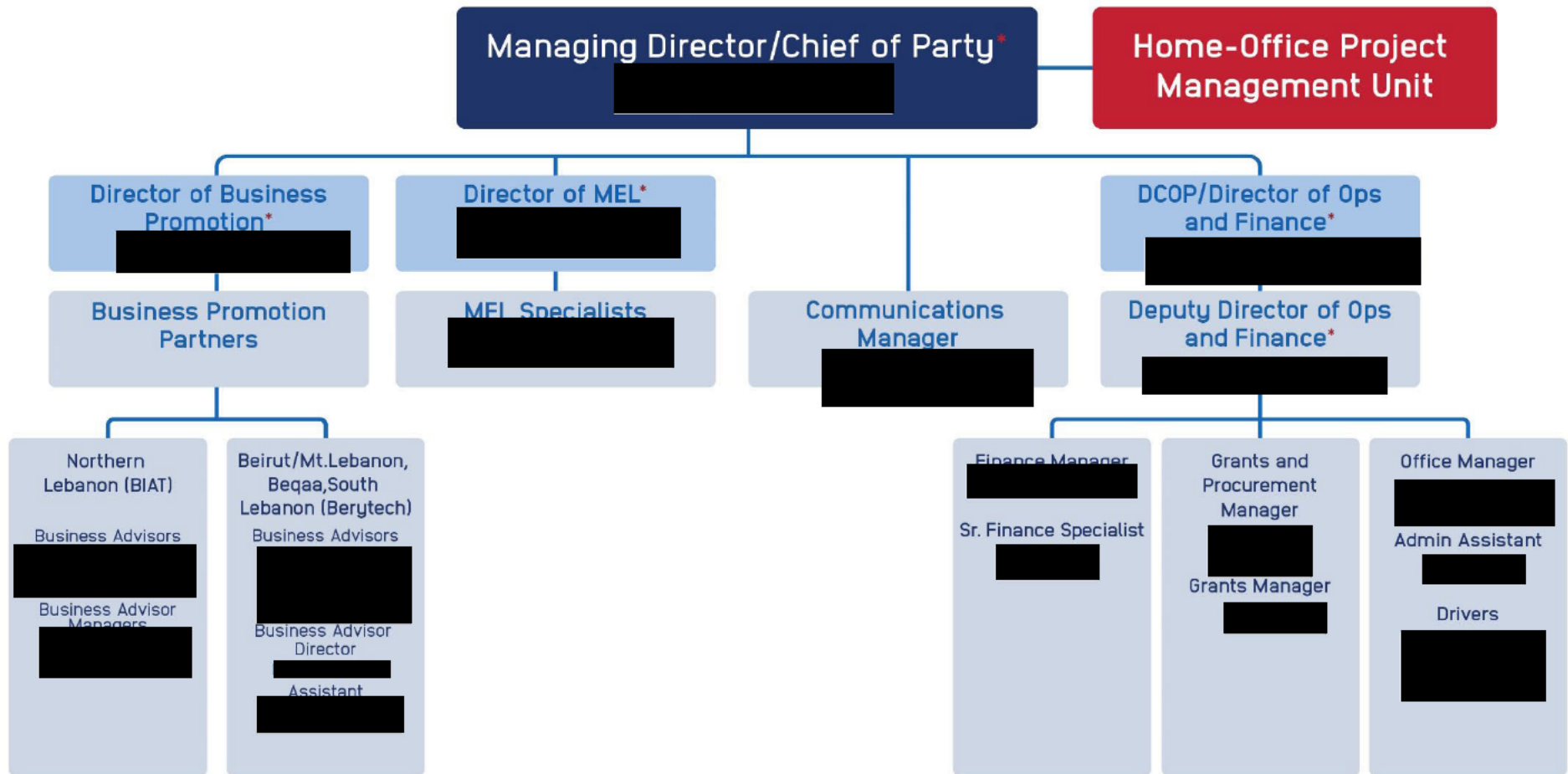
Labor Category	LOE Ceiling	LOE Expended To-Date	LOE Expended FY22-Q2 (Jan-March)	Jan-22	Feb-22	Mar-22	LOE Remaining	Committed LOE	Uncommitted LOE
<b>B. Short-Term Technical Assistance</b>									
<b>1. Short-Term Expatriates/TCNs</b>									
Short-Term Experts	91.000	79.000	0.000	0.000	0.000	0.000	12.000	91.000	0.000
<b>Total STTA Expat</b>	<b>91.000</b>	<b>79.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>12.000</b>	<b>91.000</b>	<b>0.000</b>
<b>2. Short-Term Local Professionals</b>									
<b>Chemonics International Inc.</b>									
Director of MEL	1,094.000	981.000	56.000	15.000	22.000	19.000	113.000	1,094.000	0.000
Grants Specialist	78.000	6.000	6.000	0.000	0.000	6.000	72.000	78.000	0.000
Short-Term Technical Specialist	2,691.500	2,505.500	46.000	34.000	0.000	12.000	186.000	2,691.500	0.000
<b>Business Incubation Association in Tripoli (BIAT)</b>									
Short-Term Technical Experts Pool	183.000	121.000	0.000	0.000	0.000	0.000	62.000	183.000	0.000
<b>Berytech</b>									
Short-Term Technical Experts Pool	2,247.750	1,432.350	433.000	125.000	113.000	195.000	815.400	2,247.750	0.000
<b>Total STTA Local</b>	<b>6,294.250</b>	<b>5,045.850</b>	<b>541.000</b>	<b>174.000</b>	<b>135.000</b>	<b>232.000</b>	<b>1,248.400</b>	<b>6,294.250</b>	<b>0.000</b>
<b>Home Office Professionals</b>									
Chemonics International Inc.	261.790	191.470	0.000	0.000	0.000	0.000	70.320	261.790	0.000
<b>Total Home Office Professionals</b>	<b>261.790</b>	<b>191.470</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>70.320</b>	<b>261.790</b>	<b>0.000</b>
<b>Total Short-Term Technical Assistance</b>	<b>6,647.040</b>	<b>5,168.668</b>	<b>541.000</b>	<b>174.000</b>	<b>135.000</b>	<b>232.000</b>	<b>1,478.372</b>	<b>6,647.040</b>	<b>0.000</b>
<b>TOTAL LOE</b>	<b>33,351.000</b>	<b>30,165.790</b>	<b>1,810.000</b>	<b>622.000</b>	<b>548.000</b>	<b>640.000</b>	<b>3,185.210</b>	<b>33,351.000</b>	<b>0.000</b>

# ANNEX F

## LED PERSONNEL TABLE

LED PERSONNEL TABLE		
TITLE	NAME	START DATE
<b>CHEMONICS PERSONNEL</b>		
Chief of Party		October 23, 2017
Deputy COP/Director of Operations and Finance		October 24, 2017
Director MEL		November 27, 2017
Director of Business Promotion		June 1, 2021
Deputy Director of Finance and Operations		November 13, 2017
Finance Manager		June 1, 2018
Office Manager		November 6, 2017
Grants and Procurement Manager		November 20, 2017
MEL Specialist		January 7, 2020
Communications Manager		May 18, 2018
Grants Manager		February 14, 2019
Senior Finance Specialist		January 7, 2020
Procurement Administrative Assistant		October 17, 2018
Driver		November 1, 2017
Driver		November 1, 2019
<b>BERYTECH PERSONNEL</b>		
Business Advisor		September 3, 2019
Business Advisor		February 15, 2021
Business Advisor		August 16, 2018
Business Advisor		June 10, 2019
Director		June 1, 2021
Manager		August 29, 2018
<b>BIAT PERSONNEL</b>		
Business Advisor, North Lebanon		May 22, 2018
Business Advisor, North Lebanon		August 7, 2018
BA Manager		May 22, 2018

**LED ORGANIZATIONAL CHART**



\* Key Personnel

## **DISCLAIMER**

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