





# LETTER FROM THE EXECUTIVE DIRECTOR



**Dr. Youssef Fawaz** *Executive Director of Al Majmoua* 

#### "This year marks an important milestone as we celebrate Al Majmoua's 20th anniversary!

In 1994, Save the Children launched a pilot project of Group Guaranteed Lending in Lebanon. Three years later, and in order to ensure long-term, locally-driven sustainability, Save the Children initiated the program's spinoff into a local microfinance institution.

In 1997, Al Majmoua was born as an independent entity, non-profit, non-partisan NGO with a mission and vision to lead the creation of an inclusive financial system in Lebanon.

Balancing our dual objectives of social and financial goals, our founding principles since inception remain to keep the client at the center of our strategies and decisions while adopting the best practices and the highest standards of governance through transparency, business ethics and accountability to all.

Since 1997, we have worked all over the country with low-income Lebanese and non-Lebanese having no access to the formal banking sector. Cumulatively, we have disbursed more than 490,000 loans amounting to over \$600 million. We were able to adapt to challenges and crisis, including a devastating war in July 2006 which led to the internal displacement of a third of our clients, while continuing to meet their needs to rebuild their lives and work. The quality of the portfolio, with a PAR 30 below 1%, has remained steady throughout.

In these 20 years, we have grown from a small team of 25 serving some 2,000 clients to more than 404 staff members serving 70,000 clients and 2,000 NFS beneficiaries, through a network of 28 field offices. We were able to achieve and maintain the leading position in the market by focusing on the development of four pillars:

- 1- Human capital development and collaborative partnerships: we have extensively and continuously enhanced the skills of our staff, always keeping them acquainted with the latest industry developments. Al Majmoua grew into a leading microfinance player in the region, working with international partners as well as regional and local organizations alike on establishing strong microfinance networks and promoting best practices.
- 2- Readily available access points: to provide our clients with increasingly easy and convenient access to financial products, we developed a wide network of branches and agents through partnerships with banks, the post office and money transfer agents.
- 3- Holistic skills building and financial literacy: recognizing that financial support alone cannot help the poor, Al Majmoua developed parallel programs that focused on vocational skills, livelihood, financial literacy and business management to improve borrowers' and non-borrowers' capacities to develop sustainable income-generating activities.
- 4- Technology usage and efficiency: we have drawn extensively on technological advancements to automate processes, digitize data and use mobile technologies to increase access, improve service and reduce organizational costs. Thanks to improved efficiencies, Al Majmoua was able to regularly reduce the interest rates on all its loan products.

As the industry evolves from microfinance to financial inclusion, Al Majmoua enters its third decade strengthened by its achievements, technologies, skills and extensive partnerships to fully support a broader array of services and a much deeper focus on the client.

None of this would have been possible without the dedication and commitment of our board members, management team and all the staff who have worked tirelessly to steadily expand our outreach to reach the unbanked all over the country, build new partnerships and gain the trust and loyalty of our clients.

Congratulations to Al Majmoua on reaching the 20 years' mark!"



#### "نحتفل هذا العام بالذكرى السنويّة العشرين على تأسيس المجموعة ونعتبر هذه المناسبة محطّة مفصليّة في تاريخنا!

أطلق "اتّحاد غوث الأولاد" عام 1994 القرض الجماعي في لبنان كمشروع نموذجي، وبعد ثلاث سنوات، ومن أجل تحقيق إستدامة محليّة طويلة الأمد، بادر الإتّحاد إلى فصل البرنامج وتحويله إلى مؤسسة تمويل أصغر محلية.

هكذا، تأسّست المجموعة عام 1997 كمنظّمة مستقلّة غير حكوميّة وغير حزبيّة لا تبغى الربح وتسعى لتطبيق رؤيتها ومهمّتها بالمساهمة الرائدة في إنشاء نظامٍ ماليٍّ شامل في لبنان.

سَعَينا لتحقيق التوازن بين أهدافنا الإجتماعيّة والماليّة، فكانت مبادئنا وما زالت تضع مُقترضينا في صلب استراتيجيّاتنا وقراراتنا مع تبنّي أفضل الممارسات وأعلم معايير الحَوكمة من خلال الشفافيّة وأخلاقيّات العمل والمساءلة للجميع.

ومنذ التأسيس، عملنا وما زلنا نعمل مع ذوي الدخل المحدود والمهمّشين من النظام المصرفي، من الّلبنانيّين وغير الّلبنانيّين علم جميع الأراضي الّلبنانيّة وقمنا بصرف أكثر من 490,000 قرض بقيمة تزيد علم 600 مليون دولار. استطعنا أن نحافظ علم جودة المحفظة (نسبة التأخير لم تتعدّ ال1%) وأن نتكيّف مع التحديّات والأزمات بما فيها حرب تمّوز 2006، التي أدّت إلى النزوح الداخلي لثلث مُقترضينا، والإستمرار في تلبية حاجات المُقترضين لإعادة بناء حياتهم وعملهم.

خلال 20 عاماً، كَبُر فريق عملنا الصغير والمكوّن من 25 موظّفاً يخدمون حوالي 2,000 مُقترض ليضمّ اليوم أكثر من 404 موظّفاً يخدمون 70,000 مُقترضاً و2,000 مُستفيد من الخدمات غير الماليّة، من خلال شبكة مكوّنة من 28 مكتباً ميدانيّاً. كما تمكنّا من تحقيق الريادة في السوق والحفاظ عليها من خلال التركيز على تطوير أربع ركائز:

1. تنمية رأس المال البشري وخلق الشراكات: سَعينا وبإصرارٍ لتعزيز مهارات موظّفينا وإطلاعهم دائماً على أحدث التطوّرات في هذا القطاع. كما تطوّرت المجموعة لتتبوّأ موقعاً رياديّاً في قطاع التمويل الأصغر على الصعيد الإقليمي من خلال العمل على إنشاء شبكات قويّة للتمويل الأصغر والترويج لأفضل الممارسات، بالتعاون مع الشركاء الدوليّين والمنظّمات الإقليميّة والمحليّة.

2. سهولة الوصول إلى خدماتنا: قمنا بتطوير شبكة واسعة من الفروع والوكلاء بواسطة الشراكات مع البنوك، ومكتب البريد، ووكلاء تحويل الأموال بهدف توفير إمكانيّة الوصول إلى خدماتنا الماليّة بسهولة.

3. بناء المهارات الشاملة والتثقيف المالي: لا شكّ أنّ الدعم المالي وحده غير كافٍ لمساعدة الفقراء. لذلك، قامت المجموعة بتطوير برامج خاصة بالتدريب المهني ومحو الأمّية الماليّة وإدارة الأعمال لتحسين قدرة المُقترضين وغير المُقترضين على تنمية أعمالهم المدرّة للدخل بطريقةٍ مستدامة.

4. استخدام التكنولوجيا بطريقة فعّالة: اعتمدنا في السنوات الأخيرة على التقدّم التكنولوجي لمكننة العمليّات والتنسيق الرقمي للبيانات واستخدام تقنيّات الهاتف المحمول لزيادة فرص الوصول وتحسين الخدمة وخفض التكاليف التشغيليّة. بفضل تحسين الأداء، تمكّنت المجموعة من خفض الفائدة بشكل مستمر وملحوظ على جميع منتجاتها.

ومع تطوّر القطاع من التمويل الأصغر إلى الشمول المالي، تدخل المجموعة عقدها الثالث بإنجازاتها ومهاراتها وما تحتاجه من التكنولوجيا والشراكات لتقديم مجموعة واسعة من الخدمات والتركيز على المُقترض بشكل أكثر عمقاً.

نهايةً، لم تكن أيّ من هذه الإنجازات ممكنةً بدون تفاني والتزام أعضاء مجلس الإدارة والفريق الإداري لدينا وجميع الموظّفين الذين عملوا بلا كلل لتوسيع انتشارنا علم جميع الأراضي الّلبنانيّة، وبناء شراكات جديدة والحصول علم ثقة وولاء مُقترضينا.

مبروك للمجموعة عامها العشرين!"

## **BOARD OF DIRECTORS**

Mr. Ramzi El Hafez *President* 

General Manager of InfoPro

Mr. Hussein Rifai Accountant

Founder/CEO of Management and Development International Company (MDIC)

Dr. Hanin Abdallah *Treasurer* 

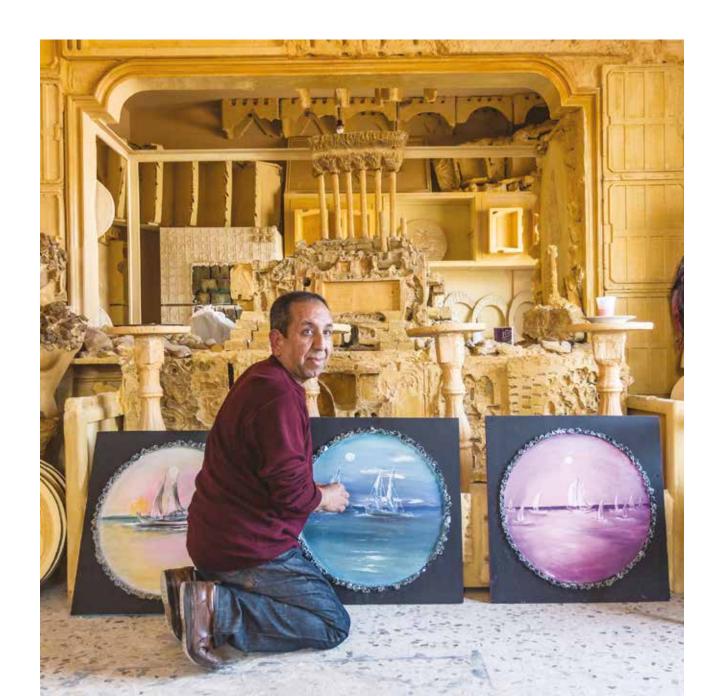
Senior Lecturer Management, Marketing and Entrepreneurship, Olayan School of Business, American University of Beirut Dr. Ghassan Hamadeh Vice President

MD, CPE

Professor & Chair, Family Medicine CMIO, American University of Beirut Medical Center American University of Beirut Health for Integrated Patient Centered Care

**Mr. Gabriel Deek Secretary**General Manager of OmniSystems

Mr. Roland Tok Member Legal Advisor Attorney-at-Law (Member of Beirut Bar Association)

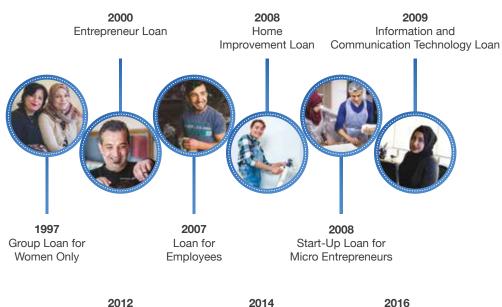


## **CLIENT DRIVEN MODEL**



Over the past 20 years, Al Majmoua has introduced a variety of loans designed to answer the needs of a diverse pool of clients in Lebanon's ever-evolving socio-economic climate. Starting off by exclusively serving groups of women, we later expanded to serve individual men and women by 2000, and since then have sought to provide loans to individuals with specific needs and preferences including youth and recent graduates, parents burdened with education costs, Syrian and Palestinian refugees, persons with disabilities as well as migrant workers.

#### **VARIETY OF LOAN PRODUCTS**





#### **LOANS DISBURSED TO**





(Very Small Enterprises)





People with Disabilities



for Women





**ENTREPRENEURS WOMEN** >275,000 >290,000

>154,000

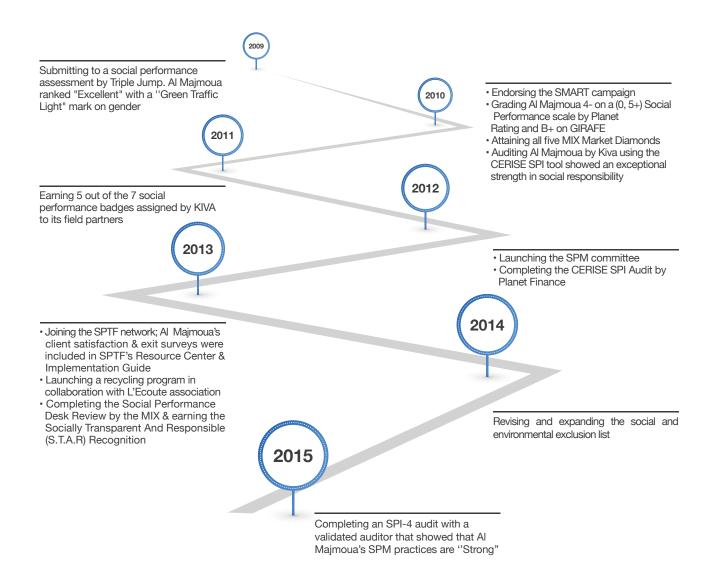
>44,000 >210,000 >24,500

REFUGEES RURAL & REMOTE MIGRANTS WITH DISABILITIES >1,300

### **ACCOUNTABILITY TO ALL**

Organizational commitment to responsible financing and micro-finance's best practices is integral to a positive and ever improving client experience. For years, Al Majmoua has acted to implement modern accountability and transparency by establishing feedback channels and performance management procedures for full accountability. To ensure effectiveness in achieving our social goals and creating value for clients, we have since 2013 set out in aligning our policies and procedures with the SPTF's Universal Standards for Social Performance Management.

#### SOCIAL PERFORMANCE MANAGEMENT



#### **CLIENTS' ENGAGEMENT (STATISTICS SINCE 2012)**







**COMPLAINTS SOLVED** >400



**SATISFACTION SURVEYS** >2,200



**EXIT SURVEYS** >7,500



**SATISFIED CLIENTS** 97%



**CLIENTS WHO WON A PRIZE** THANKS TO AL MAJMOUA 47



# HUMAN CAPITAL DEVELOPMENT AND COLLABORATIVE PARTNERSHIPS

Since the beginning, we have been committed to creating an inclusive work environment and culture of excellence. We believe financial inclusion begins with establishing the same values with our staff which is trained using up-to-date tools to best serve clients. We use a combination of classroom trainings and on the job experience designed to enhance the technical knowledge and skills of our team. Finally, our training and capacity building department is regionally known to offer trainings to staff of other microfinance institutions.



WOMEN EMPLOYED ORGANIZATIONS TRAINED BY AL MAJMOUA

27

OTHER COUNT

OTHER COUNTRIES WHERE WE PROVIDED TECHNICAL ASSISTANCE

5

243

AL MAJMOUA'S STAFF TRAINED ON







CUSTOMER SERVICE 1016



RISK MANAGEMENT 937



SELLING SKILLS 876



DEBT MANAGEMENT 634



PROFESSIONAL ATTITUTDE 129



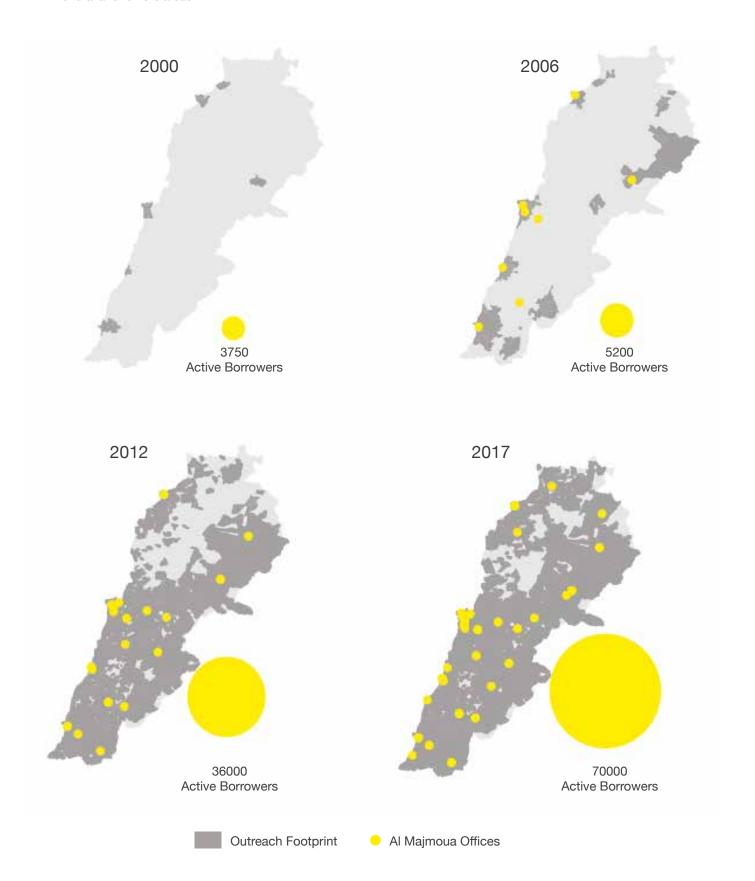
IN 2015, AL MAJMOUA WON THE WOMEN'S WORLD BANKING "AWARD FOR EXCELLENCE IN LEADERSHIP" HONORING OUR COMMITMENT TO PROMOTING GENDER DIVERSITY



## **READILY AVAILABLE ACCESS POINTS**



In 2001, Al Majmoua opened seven new self-governing offices across Lebanon marking the beginning of our geographical expansion in pursuit of widespread access of all our services. Currently, Al Majmoua has 28 offices across the country serving clients that would have been previously hard to reach. We have progressively developed a network of over 1500 agents through various partnerships, offering our clients the widest network and helping us to greatly expand our outreach to rural and remote areas.



## **HOLISTIC SKILL BUILDING**

Knowing that true financial inclusion is not achieved solely by micro-credit, Al Majmoua began providing Non-Financial Services (NFS) in 2006 that include provision of toolkits, vocational and financial trainings, women's empowerment discussions, apprenticeship, coaching and mentorships, legal counselling and support for business registration and branding, marketing and market development for products distribution.

#### **BENEFICIARIES OF NON-FINANCIAL SERVICES**







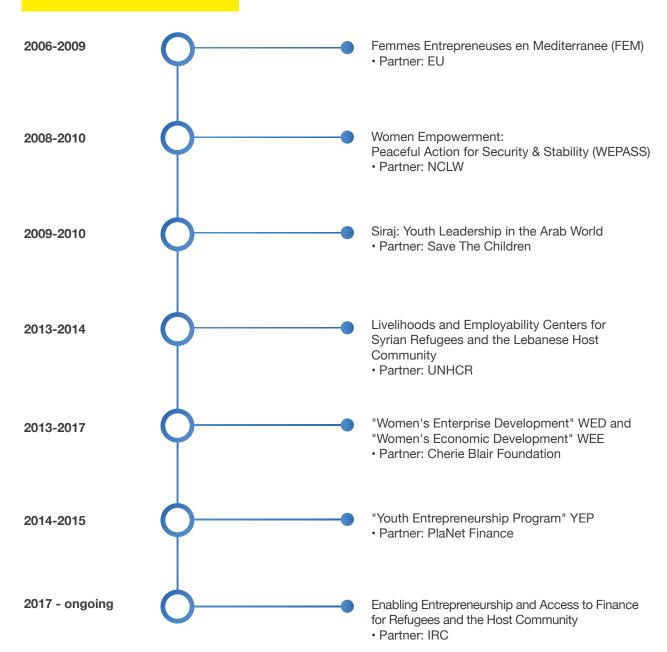


PERSONAL DEVELOPMENT **TRAININGS** >1000

**BUISNESS MANAGEMENT TRAININGS** >8.500

**VOCATIONAL TRAININGS** >2.200

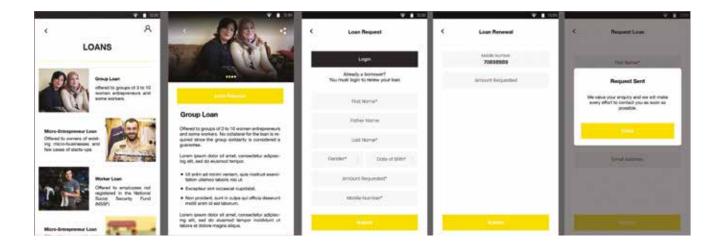
#### **MAJOR NFS PROJECTS**



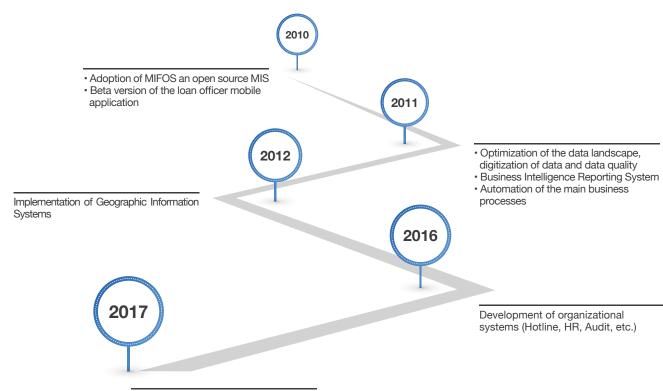
## **TECHNOLOGY USAGE AND EFFICIENCY**



Since 2010, Al Majmoua has taken various steps to embrace technological innovations in order to improve our clients' experience, increase their access and reduce costs. Our tech driven R&D team have automated many processes, digitized data and developed geographic information systems for better customer insight and analysis. We are also leveraging mobile technology with the development of two mobile apps, one for clients and one for loan agents.

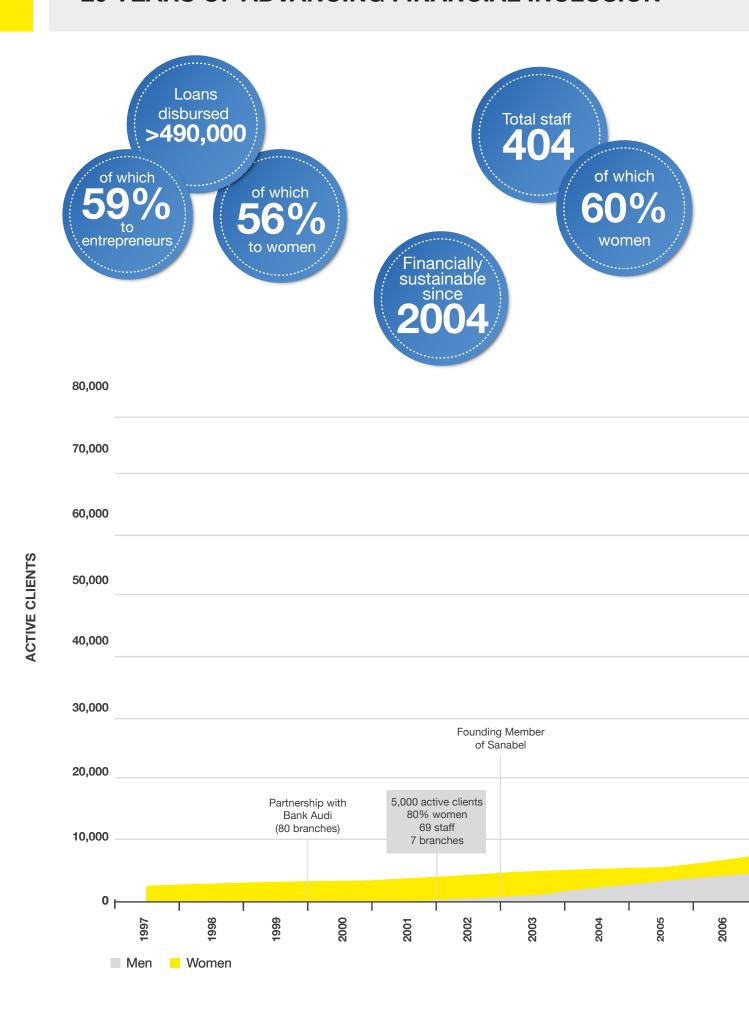


#### **INTRODUCTION OF TECH CHANGES**

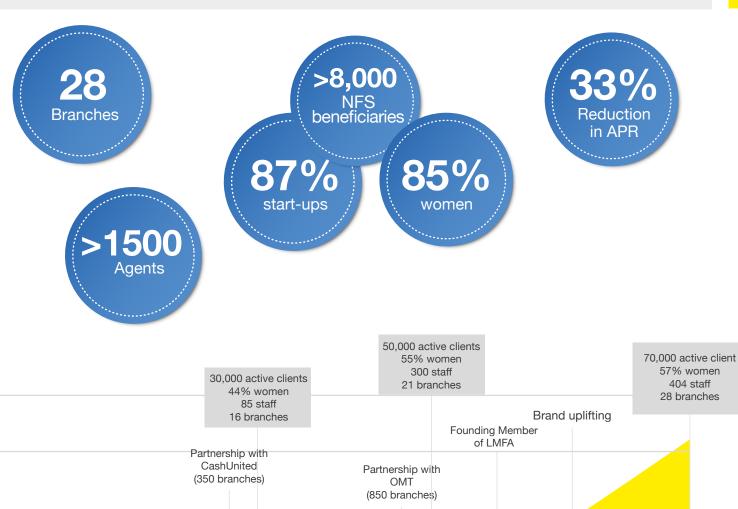


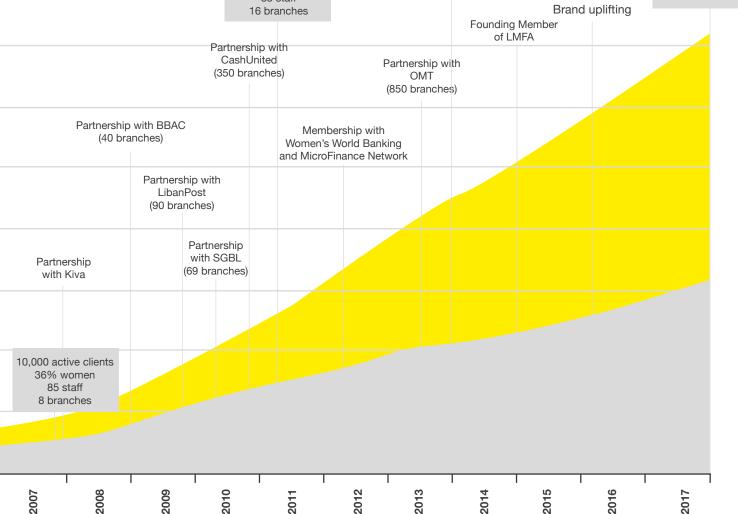
- Migration to MIFOS X a free open source technology platform
- Starting the development of the clients' mobile application
- · Installation of inter-branching

## 20 YEARS OF ADVANCING FINANCIAL INCLUSION







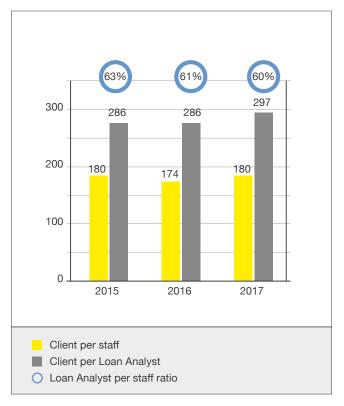




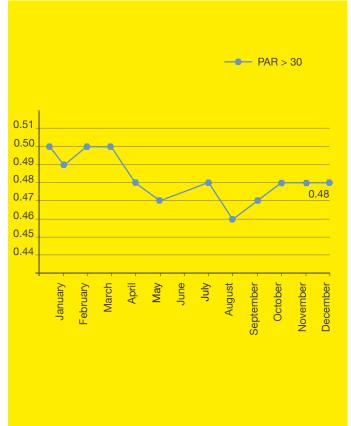


# SOCIALLY RESPONSIBLE LENDING

#### **FEFFICIENT OPERATIONS**



#### **▶ HIGH PORTFOLIO QUALITY**

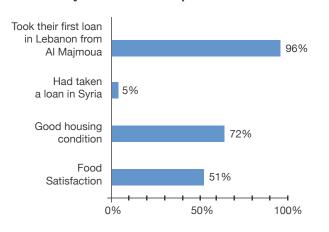


#### **SOCIAL RESPONSIBILITY**

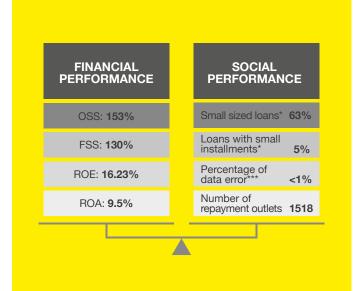
Al Majmoua and CoopMed have commissioned a study over 12 months to assess how Al Majmoua's loans to Syrian refugees impacted their livelihoods.

In 2017, 150 Syrian borrowers who fled Syria to Lebanon between 2010 and 2017 were interviewed at length. The final results are expected for the end of 2018 after completion of the second round of interviews.

#### Preliminary results: % of respondents



#### **DOUBLE BOTTOM LINE RESULTS**



- \*Small loans are those ≤20% of GNI per capita
- \*\*Small installments are those <0.5% GNI per capita
- \*\*\*Percentage of data errors= number of errors/ number of data fields

# AUDITOR'S REPORT

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

	2016   USD	2017   USD
INCOME		
Interest income	16,053,687	18,727,374
Revenue from service fees and penalties	997,587	1,223,498
Funds from donors	957,535	2,123,411
Income from prof trng	10,600	175,068
	18,019,409	22,249,351
EXPENSES		
Employee Benefit Expenses	6,774,716	8,525,724
Depreciation and Amortization	61,346	80,930
Professional Fees and Consultancy	443,707	790,771
Other external services	153,654	178,728
Transportation, PTT, Electricity and Water	168,722	182,890
Consumables	228,035	269,463
Rent	244,767	271,865
Training Expenses	70,101	727,622
Field expenses, lodging and travel expens	es 162,477	144,103
Impairment on loans to customers	437,123	574,094
Reversal of Impairment on loans to staff	-	(197,299)
Other operating expenses	533,018	479,600
	9,277,664	12,028,491
Profit from operations	8,741,744	10,220,860
Finance costs – net	(1,189,324)	(1,468,754)
Profit for the year	7,552,420	8,752,106
Other comprehensive income		
Total comprehensive income for the year	7,552,420	8,752,106

#### **BALANCE SHEET AS AT 31 DECEMBER 2017**

2016 | USD 2017 | USD

	2010   030	2017   030
ASSETS		
Non-current assets		
Property and Equipment	237,679	365,437
Intangible assets	19,683	34,164
Loans to customers	6,082,293	8,121,305
Staff loans	125,187	133,587
Total non-current assets	6,464,842	8,654,493
Current assets		
Prepayments and other receivables	581,789	1,212,940
Loans to customers	53,089,192	63,641,977
Staff loans	231,526	231,306
Cash and cash equivalents	8,565,160	8,102,630
Bank deposit	1,031,285	3,030,480
Total current assets	63,498,953	76,219,333
Total assets	69,963,795	84,873,826
NET ASSETS		
Funds from donors	12,578,883	14,702,294
Accumulated surplus	28,325,430	34,954,123
Total net assets	40,904,313	49,656,417
LIABILITIES		
Non-current liabilities		
Borrowings	19,139,407	19,918,020
Retirement benefit obligations	1,171,063	1,486,438
Total non-current liabilities	20,310,470	21,404,458
Current liabilities		
Trade and other payables	1,955,821	1,880,725
Deferred revenue	401,044	482,463
Borrowings	6,392,519	11,449,763
Total current liabilities	8,749,384	13,812,951
Total liabilities	29,059,854	35,217,409
	69,964,167	84,873,826



Independent auditor's report to the directors of The Lebassie A

to the directors of The Leftonore Association for Development - A Majmona

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Responsibilities of mestagement and those charged with generalize for the financial statements

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In preparing the Tomoral statements, management is responsible for assuming the Organization shally in continuous as a going converts, distributed, as applicable, pattern related to going concern and until the going commit force of accounting unitermentagement of the introduct in highlight the Organization or to cross equations, as has a management of the introduct in highlight the Organization or to cross equations, as has a

These charged with processors are expossible for everyoning the Organism out Status area for a service.

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## **NEW PARTNERS**











































# TAILORING SOLUTIONS, IMPROVING ACCESS



#### **ALTERNATIVE ENERGY PRODUCT**

Tailored to finance the purchase of alternative energy system equipment.



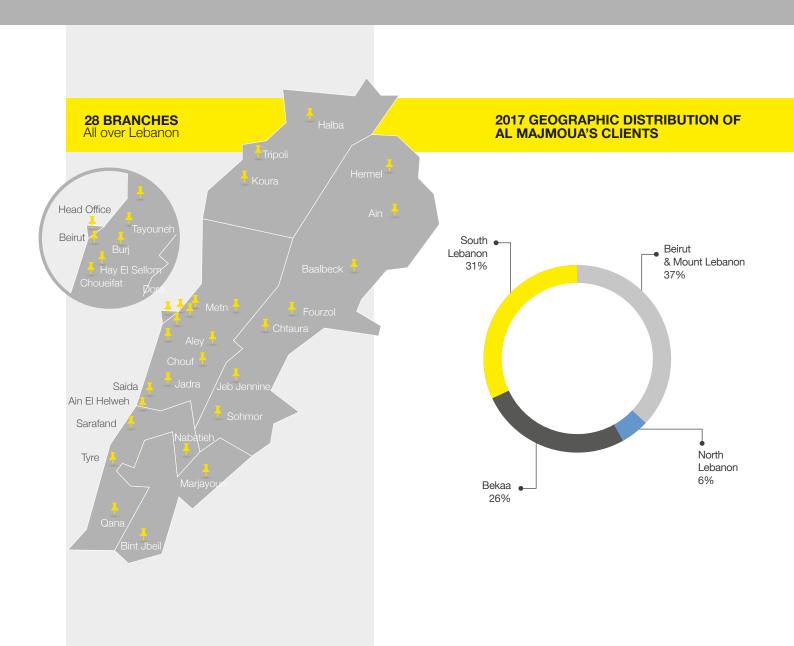
#### **GROUP LENDING**

Reviewing and adapting to the terms and conditions of this product: introduction of the 'Groups of 2 Participants".



#### DISTRIBUTION OF PRODUCTIVE EQUIPMENT TO LEBANESE COOPERATIVES

Supplying 19 cooperatives with necessary productive gear and tools in collaboration with Fair Trade Lebanon.

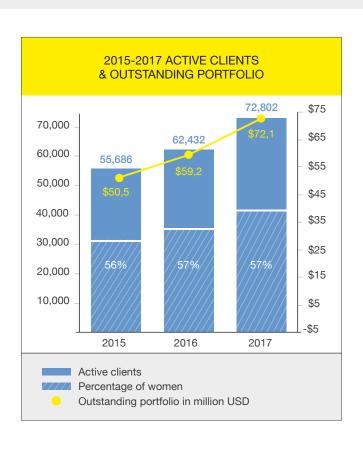


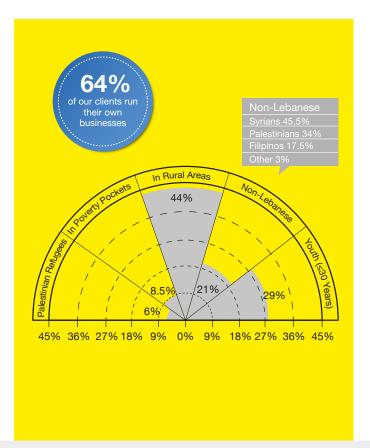


# ADVANCING FINANCIAL INCLUSION

#### **EXPANDED OUTREACH**

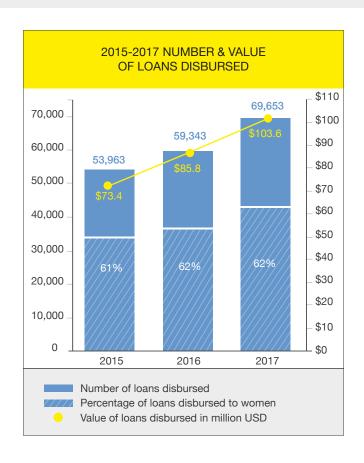
#### ► VULNERABLE CLIENTS' SEGMENTS

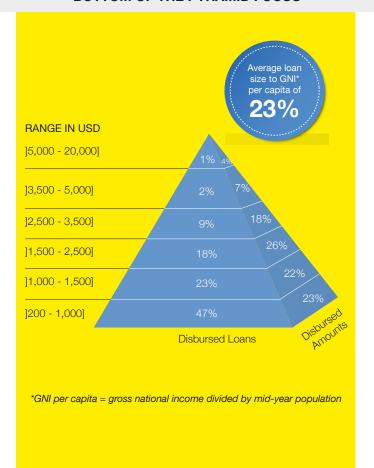




#### **FINANCIAL INCLUSION**

#### **BOTTOM OF THE PYRAMID FOCUS**

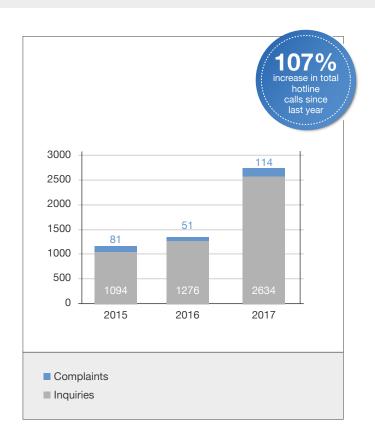


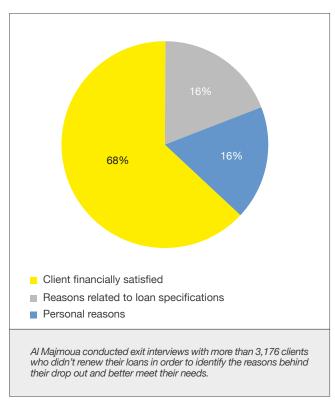


# LISTENING TO OUR CLIENTS

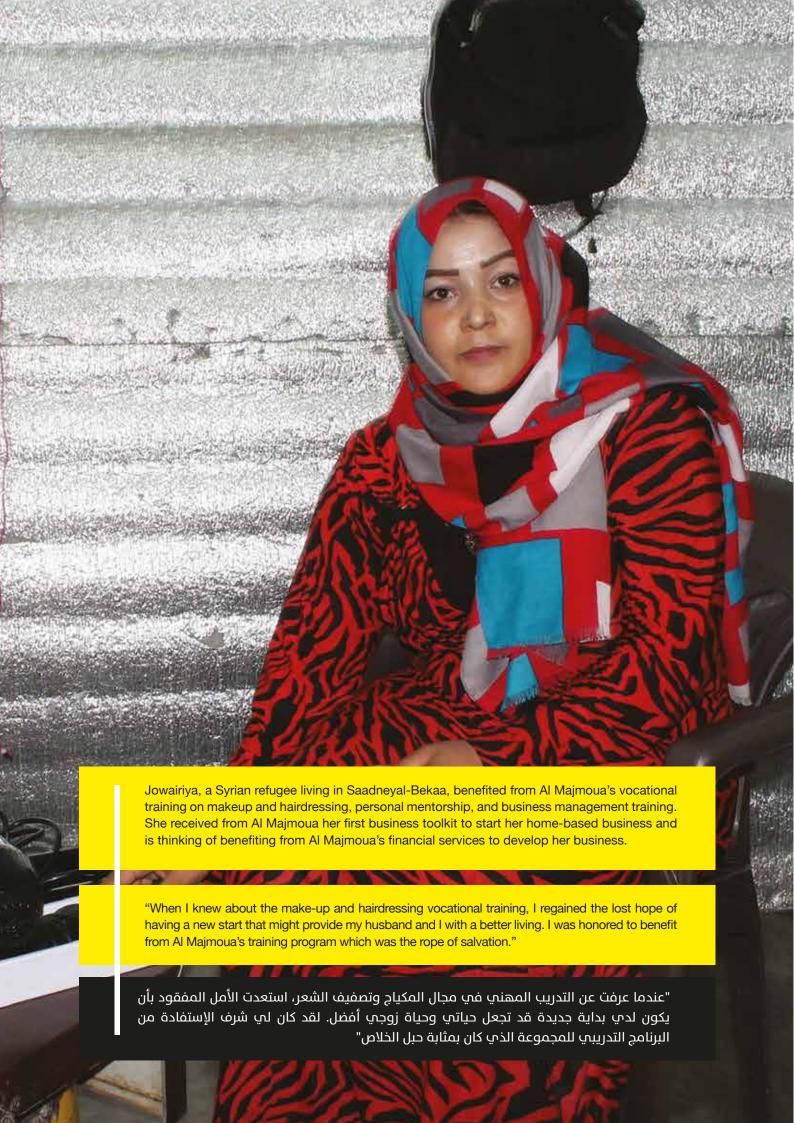
#### **▶ CUSTOMER CARE HOTLINE**

#### **CUSTOMER EXIT INTERVIEWS**







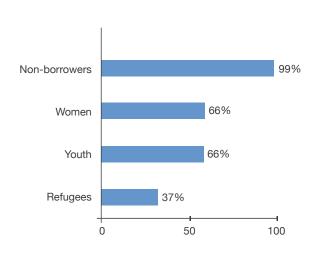


# SOCIOECONOMIC EMPOWERMENT

2017 NON-FINANCIAL SERVICES (NFS)	BENEFICIARIES	HIGHLIGHTS
BUSINESS DEVELOPMENT	4,286	Business management trainings: Entrepreneurship, basic accounting and bookkeeping, business English
SERVICES		<ul> <li>Financial education: household budget, insurance, savings and debt management</li> </ul>
		Technical skills trainings
		Apprenticeship trainings
		Provision of toolkit
		<ul> <li>Individual business coaching and business planning</li> </ul>
		Mentorship
		<ul> <li>Legal counseling and support for business registration (i.e. brand registration, trade license, fiscal number at the Ministry of Finance)</li> </ul>
PRODUCT IMPROVEMENT, MARKETING AND NETWORKING	649	<ul> <li>Development of business branding and marketing tools (i.e. business cards, labeling, stickers)</li> <li>Provision of marketing and networking opportunities for MENA women entrepreneurs in Spain - Barcelona</li> </ul>
		Registration of business trade identities for the entrepreneurs at the Ministry of Economy and Trade for national & international market
PERSONAL DEVELOPMENT	120	<ul> <li>Awareness sessions on gender, training sessions about self-confidence and the development of soft skills, economic rights and decision making</li> </ul>
TOTAL	5,055	

DISTRIBUTION OF 2017
NFS BENEFICIARIES BY CATEGORY

#### DISTRIBUTION OF 2017 NFS BENEFICIARIES BY SOCIAL TOPIC





# 2017

# 2017 TIMELINE OF ACTIVITIES

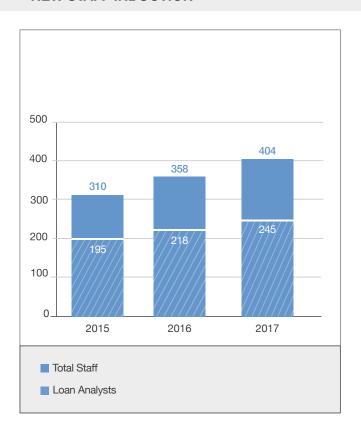
- · Crossing the 70,000 active clients mark
- · Opening a new branch in Koura
- · Launching the Alternative Energy Loan
- · Signing new partnership agreements with:
- UNICEF
- Cherie Blair 2 WEE
- UNIDO
- UNFPA
- UNDP
- UN WOMEN
- ACTED
- Danish Refugee Council
- Right to Play
- IRC
- OXFAM
- AVSI
- Dar Al Amal Association
- Safadi Foundation
- COSV
- Fair Trade Lebanon
- Signing new loan agreements with:
- Whole Planet
- PIF
- Microbuild
- Triodos
- IFC
- · Non-Financial Services activities:
- Legal counseling for 60 beneficiaries and trade name registration for two businesses
- Apprenticeship of 153 beneficiaries at the businesses of SMEs borrowers
- Networking opportunities for MENA women entrepreneurs in Barcelona-Spain
- Global Money week for 65 youth on financial education
- Provision of equipment for 79 women beneficiaries
- Testimonial of three women beneficiaries in "Enhancement of the Business Environment in the Southern Mediterranean" workshop
- Supplying 19 cooperatives with necessary productive gear and tools in collaboration with Fair Trade Lebanon
- Reaching the finals at the MetLife Competition on financial inclusion for the development of a mobile app that targets the unbanked in Lebanon
- Developing Al Majmoua's brand book that explains the brand's identity and standards
- Participating in the Citi Microentrepreneurship Awards where four of Al Majmoua clients won valuable prizes



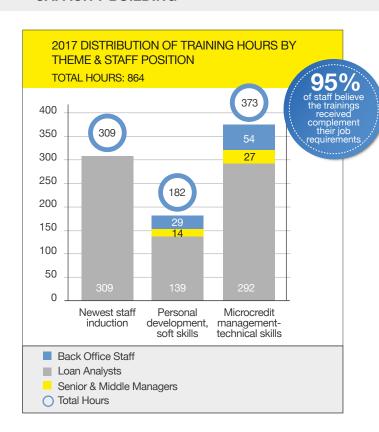


# HUMAN CAPITAL DEVELOPMENT

#### **▶ NEW STAFF INDUCTION**



#### **CAPACITY BUILDING**



#### **► EQUAL EMPLOYMENT OPPORTUNITY**

#### WITH WOMEN CONSTITUTING

60% OF TOTAL STAFF

43% SENIOR & MIDDLE MANAGERS

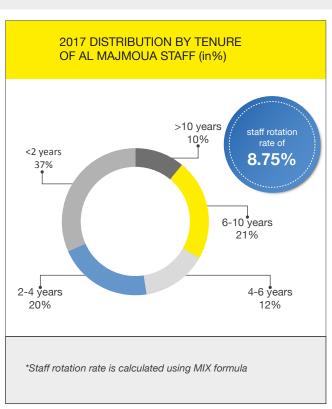
53% OF LOAN ANALYSTS

AND A DIVERSE STAFF OF

13% FORMER CLIENTS

11% NON-LEBANESE

#### **► HIGH EMPLOYEE LOYALTY**



## TEAM SPIRIT

#### BAALBECK BRANCH, Bekaa | Best Performing Branch for 2017

"I would like to thank the team of Baalbeck who worked hard to achieve Al Majmoua's mission reaching the highest results. We are also very grateful for the support, good spirit, and fair competition between the branches, which helped us progress and develop. We are proud of Al Majmoua for its commitment to its social mission and business ethics."

Abdallah El Masri Baalbek Branch Manager

## فرع بعلبك، البقاع | أفضل مكتب لعام 2017

"لا يسعني إلا أن أشكر فريق عمل مكتب بعلبك الذي عمل جاهداً وسعم بكل ما أمكنه بجد وتفاني لتحقيق رسالة المجموعة وتقديم الأداء الأفضل. كما أننا ممتنون علم الدعم والمنافسة الراقية والبناءة بين الفروع مما يساعد علم التقدم والتطور الدائم. نحن فخورون بالمجموعة لتميزها عن جميع مؤسسات التمويل الأصغر والتزامها برسالتها الإجتماعية وأخلاقيات العمل."

> عبدالله المصري مدير فرع بعلبك

During 2017, Baalbek branch disbursed a cumulative value of 4.8 million USD through more than 2,800 loans.



#### Al Majmoua

The Lebanese Association for Development

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