AL MAJMOUA
المجموعة

ANNUAL REPORT

2023



LETTER FROM THE EXECUTIVE DIRECTOR



The year 2023 was marked by both continued adversity and quiet determination. As Lebanon remained gripped by economic instability and socio-political uncertainty, Al Majmoua once again stood by its clients, adapting to meet evolving challenges while upholding its mission of financial inclusion, empowerment, and community development.

Throughout the year, we focused on **enhancing the resilience** of the communities we serve. Our lending operations remained robust, supported by product refinement and risk mitigation strategies that responded to an increasingly volatile environment. With our liquidity constraints we prioritized underserved populations—including women, youth, and refugees—ensuring that they could access the tools and resources needed to sustain their livelihoods.

One of our key achievements in 2023 was the expansion of our **Green Finance and Agri-Financing portfolios**. These efforts were reinforced through strategic partnerships, including the launching of the **ILO** and **BASATINE** projects, targeting cooperatives, smallholder farmers, and food producers. By supporting more climate-smart agriculture initiatives and sustainable energy solutions, we not only promoted economic stability but also environmental responsibility.

Our **Non-Financial Services department** continued to play a vital role, delivering business development, financial literacy, and vocational training to thousands of beneficiaries. These services provided critical support to entrepreneurs navigating a challenging economic landscape.

At the institutional level, 2023 saw the effective implementation of the **Standstill Agreement with our lenders**, a critical step toward financial stabilization. With renewed support from our funding partners, we were able to regain our operational footing.

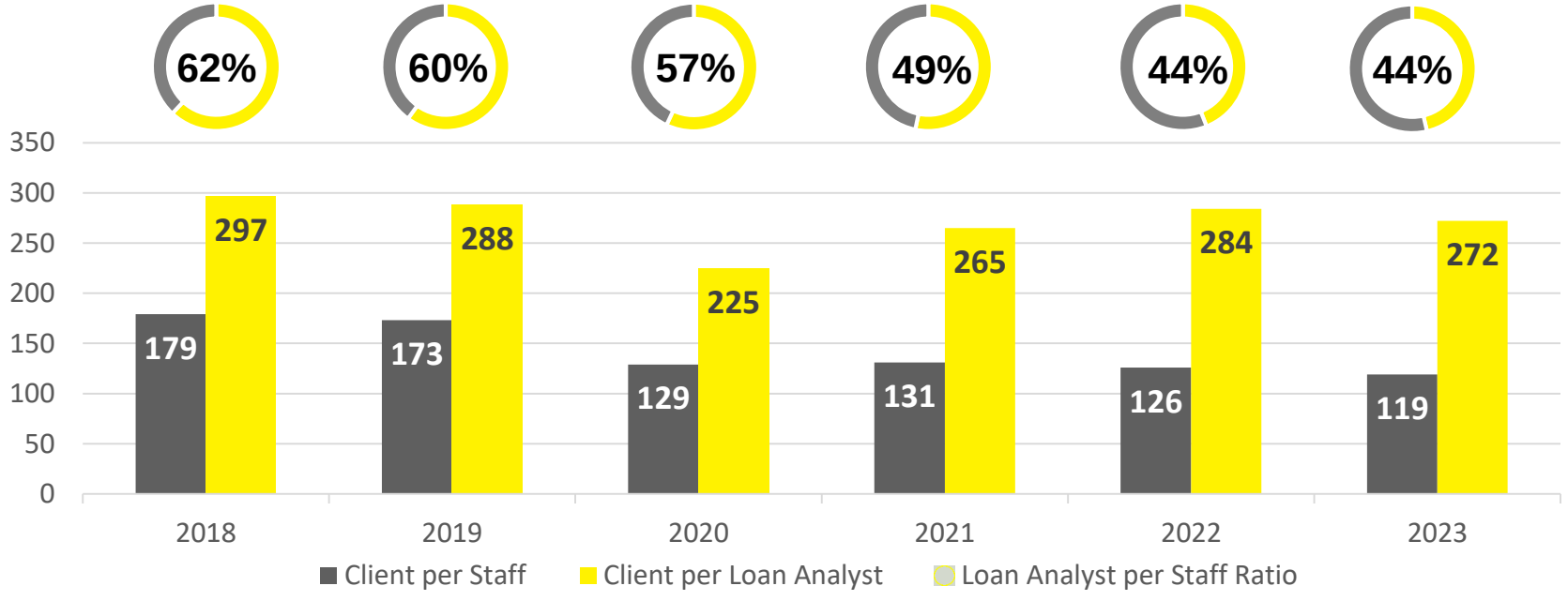
To our Board of Directors, staff, partners, and clients—thank you. Your commitment to our shared purpose enabled us to continue serving with integrity, courage, and innovation.

As we look ahead, we do so with a renewed sense of purpose. We remain committed to providing inclusive financial services, fostering economic opportunity, and contributing to Lebanon’s recovery through sustainable, people-centered development.

SOCIALLY RESPONSIBLE LENDING

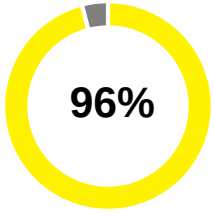


EFFICIENT OPERATIONS

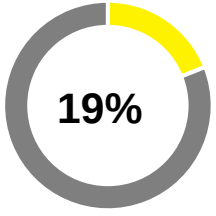


BOTTOM-LINE RESULTS SOCIAL PERFORMANCE

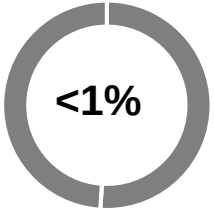
SMALL LOANS *USD*



LOANS WITH SMALL INSTALLMENT *USD*



PERCENTAGE OF DATA ERRORS



NUMBER OF REPAYMENT OUTLETS

2,754

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

SUCCESS STORY

Name: Elie Barakat Jirjis
District: Beka, Ferzol

Project: BASATINE
Loan amount: 5,000 USD

Elie Barakat Jirjis, a passionate young entrepreneur from Ferzol, always dreamed of achieving financial independence through his expertise in poultry farming and agriculture. However, like many aspiring business owners, Elie faced a significant obstacle—limited capital. Despite his knowledge and dedication, the lack of financial resources held him back from expanding his farm and realizing his full potential

Elie's turning point came when he connected with Al Majmoua through the BASATINE project. There, he received valuable financial education trainings and access to a $5,000 loan at a very low interest rate. This support was transformative. With the funds, Elie purchased a new batch of chickens for egg production and rehabilitated an abandoned agricultural plot, breathing new life into his business.



Elie Barakat Jirjis tending to his poultry farm, a sustainable source of income made possible through the support of Al Majmoua and the BASATINE project

Today, Elie's farm stands as a testament to what determination and the right support can achieve. His agricultural and poultry ventures now generate sustainable income, giving him not only financial stability but also renewed confidence in his future.

Elie's journey is a powerful reminder of the impact financial literacy can have. Through education and access to resources, he transformed his challenges into opportunities—and inspired others to do the same.

"With the support of Al Majmoua, I was able to expand my business, manage my finances wisely, and build a more stable future. This experience has given me confidence and a renewed sense of purpose."

TAILORING SOLUTIONS & IMPROVING ACCESS



NEW PRODUCTS & SERVICES

Financial Services

IL- Agri Loan (USD)- ILO

Al Majmoua launched its new USD loan to respond to the financing needs of farmers and workers in the agriculture sector, with the aim of supporting their projects, whether through the purchase of multi-spam greenhouses or any other commercial investment to increase their productivity and enable them to maintain or expand their agricultural activities. This, in turn, helps preserve existing jobs, especially for refugees, & creates new job opportunities

IL- Agri Loan (USD)- BASSATINE

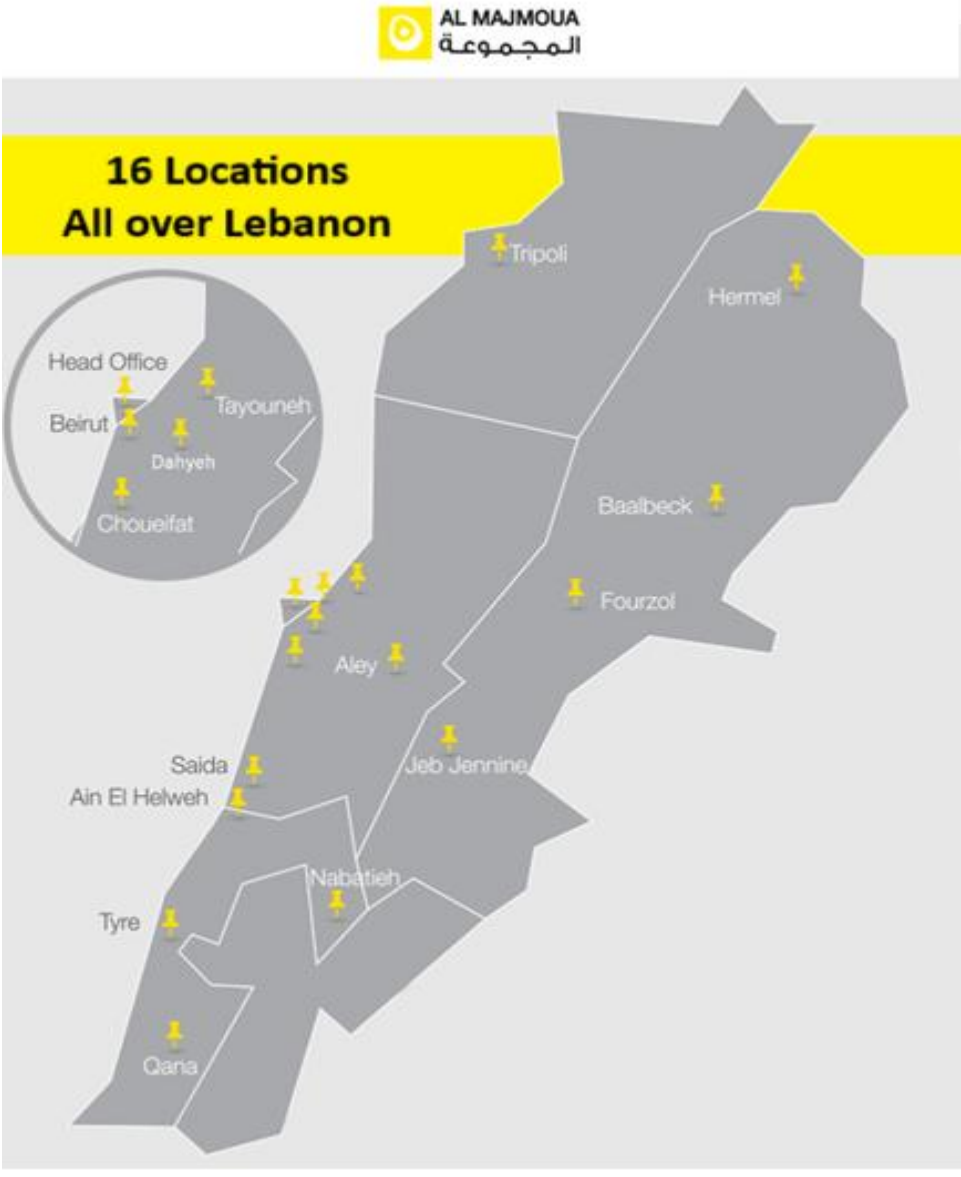
Al Majmoua launched its new USD loan to respond to farmers' financing needs with the aim of enhancing the ability of Lebanese agriculture to produce food for the local market and create and maintain jobs. As well as generating social cohesion and promoting gender equality.

Non-Financial Services

There was a substantial increase in the number of participants. The NFS department delivered non financial services to a total of 10,334 beneficiaries.

AL MAJMOUA'S BRANCHES

16 Locations All Over Lebanon



AL MAJMOUA OFFERS FINANCIAL SERVICES TO LOW-INCOME INDIVIDUALS

- Women & Men
- Entrepreneurs (Micro, Micro Plus)
- Workers with/out NSSF
- Contractual employees with NGOs
- Cooperatives
- Vulnerable Populations (Palestinians, Poverty Pockets, Disabled…etc.)

AL MAJMOUA المجموعة



INDIVIDUAL GREEN ENERGY LOAN — القرض الفردي للطاقة الخضراء

Purpose of the Loan
Respond to the borrowers' needs to generate renewable energy, use clean transportation and/or install energy conservation and efficiency products, whether at their businesses or homes. The aim is to improve individuals' living standards by securing sustainable energy and reducing fuel consumption and cost, as well as, promoting the societal transformation to the use of environmentally friendly systems and tools.

Who Can Benefit From This Loan?
- Females & Males
- Of all nationalities, legally residing in Lebanon for at least 12 months (6 months for females)
- Owners of micro enterprises that have been in existence for at least 12 months (6 months for females)
- Employees (with or without NSSF) for at least 12 months (6 months for females)

Advantages of the Loan
- In USD
- No fees
- Up to $7,000
- Disbursement in 24 hours
(if applicant's file is complete)

Other Loans
- Individual Micro Loan
- Individual NANO Loan
- Group NANO Loan
- Group Loan
- Individual Agriculture Loan

هدف القرض
الإستجابة لإحتياجات ذوي الدخل المحدود لتوليد الطاقة المتجددة أو استخدام آليات النقل النظيف أو تركيب منتجات حفظ وكفاءة الطاقة سواء في المشروع أو المنزل. يهدف المنتج الى تحسين المستوى المعيشي للأفراد من خلال تأمين طاقة مستدامة وخفض استهلاك وتكلفة الوقود وكذلك تعزيز التحول المجتمعي الى استخدام أنظمة وأدوات صديقة للبيئة.

من يستطيع الإستفادة من هذا القرض؟
- للنساء والرجال
- من مختلف الجنسيات، المقيمين بصفة شرعية على الأراضي اللبنانية منذ 12 شهر على الأقل (منذ 6 أشهر للنساء)
- أصحاب المشاريع الصغيرة القائمة منذ 12 شهراً على الأقل (منذ 6 أشهر للنساء)
- الموظفين (مع أو بدون ضمان إجتماعي) منذ 12 شهراً على الأقل (منذ 6 أشهر للنساء)

مواصفات القرض
- بالدولار
- دون رسوم
- لغاية 7,000 دولار
- القبض خلال 24 ساعة
(بعد استكمال مقدم/ة الطلب للملف)

قروضنا الأخرى
- القرض الفردي الصغير
- القرض الفردي المجهري
- القرض الجماعي المجهري
- القرض الجماعي
- القرض الفردي الزراعي

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AL MAJMOUA المجموعة



GROUP LOAN — القرض الجماعي

Purpose of the Loan
Respond to the needs of Filipino borrowers for financing in Dollars, whether to support their businesses or meet the living and social needs of themselves and their families.

Who Can Benefit From This Loan?
- Filipino women who have been legally residing in Lebanon for at least 6 months
- Female owners of micro enterprises who have been in existence for at least 6 months
- Female employees (with or without NSSF) for at least 6 months

Advantages of the Loan
- In USD
- No fees
- Up to $700
- Disbursement in 24 hours
(if applicant's file is complete)

Other Loans
- Individual Micro Loan
- Individual NANO Loan
- Group NANO Loan
- Individual Green Energy Loan
- Individual Agriculture Loan

هدف القرض
الإستجابة لإحتياجات المقترضات الفلبينيات للتمويل بالدولار، سواء لدعم مشاريعهن أو لتلبية الإحتياجات المعيشية والإجتماعية لهن ولأسرهن.

من يستطيع الإستفادة من هذا القرض؟
- للنساء الفيليبينيات، المقيمات بصفة شرعية على الأراضي اللبنانية منذ 6 أشهر على الأقل
- صاحبات المشاريع الصغيرة القائمة منذ 6 أشهر على الأقل
- الموظفات (مع أو بدون ضمان إجتماعي) منذ 6 أشهر على الأقل

مواصفات القرض
- بالدولار
- دون رسوم
- لغاية 700 دولار
- القبض خلال 24 ساعة
(بعد استكمال مقدم/ة الطلب للملف)

قروضنا الأخرى
- القرض الفردي الصغير
- القرض الفردي المجهري
- القرض الجماعي المجهري
- القرض الفردي للطاقة الخضراء
- القرض الفردي الزراعي

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AL MAJMOUA المجموعة



INDIVIDUAL MICRO LOAN — القرض الفردي الصغير

Purpose of the Loan
Respond to the needs of low-income people for financing in Dollars, whether to support their businesses or meet the living and social needs of themselves and their families.

Who Can Benefit From This Loan?
- Females & Males
- Of all nationalities, legally residing in Lebanon for at least 12 months (6 months for females)
- Owners of micro enterprises that have been in existence for at least 12 months
(6 months for females)
- Employees (with or without NSSF) for at least 12 months (6 months for females)

Advantages of the Loan
- In USD
- No fees
- Up to $1,500
- Disbursement in 24 hours
(if applicant's file is complete)

Other Loans
- Individual NANO Loan
- Group NANO Loan
- Group Loan
- Individual Green Energy Loan
- Individual Agriculture Loan

هدف القرض
الإستجابة لإحتياجات ذوي الدخل المحدود التمويلية بالدولار، سواء لدعم مشاريعهم أو لتلبية الإحتياجات المعيشية والإجتماعية لهم ولأسرهم.

من يستطيع الإستفادة من هذا القرض؟
- النساء والرجال
- من مختلف الجنسيات، المقيمين بصفة شرعية على الأراضي اللبنانية منذ 12 شهر على الأقل (منذ 6 أشهر للنساء)
- أصحاب المشاريع الصغيرة القائمة منذ 12 شهراً على الأقل (منذ 6 أشهر للنساء)
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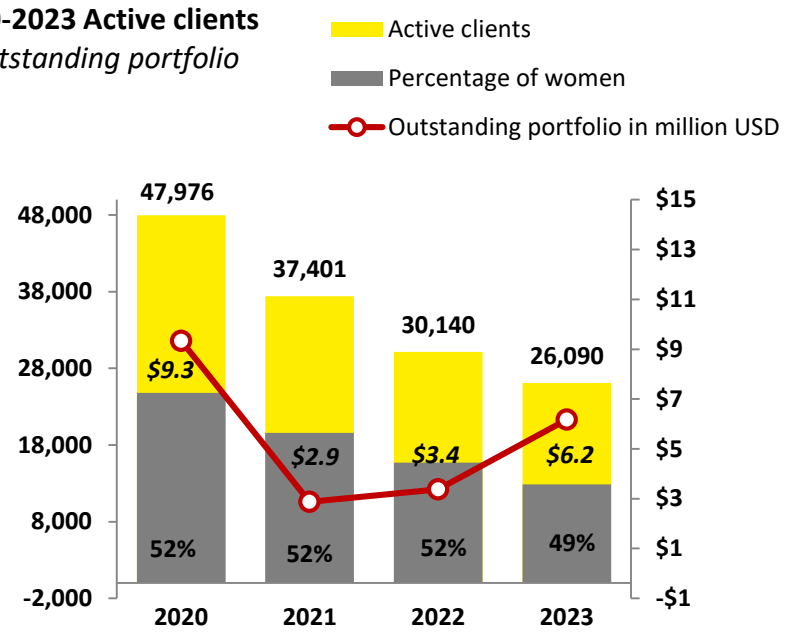
مواصفات القرض
- بالدولار
- دون رسوم
- لغاية 1,500 دولار
- القبض خلال 24 ساعة
(بعد استكمال مقدم/ة الطلب للملف)

قروضنا الأخرى
- القرض الفردي المجهري
- القرض الجماعي المجهري
- القرض الجماعي
- القرض الفردي للطاقة الخضراء
- القرض الفردي الزراعي

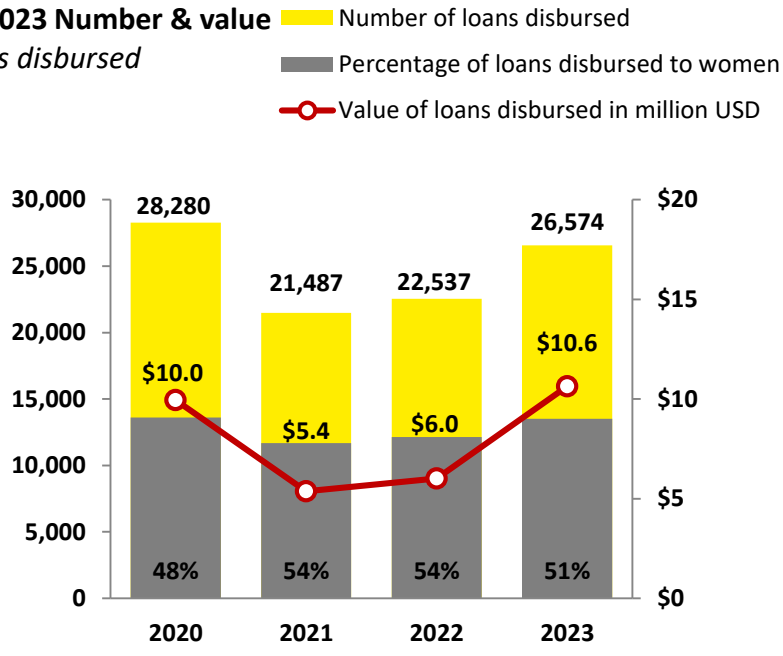
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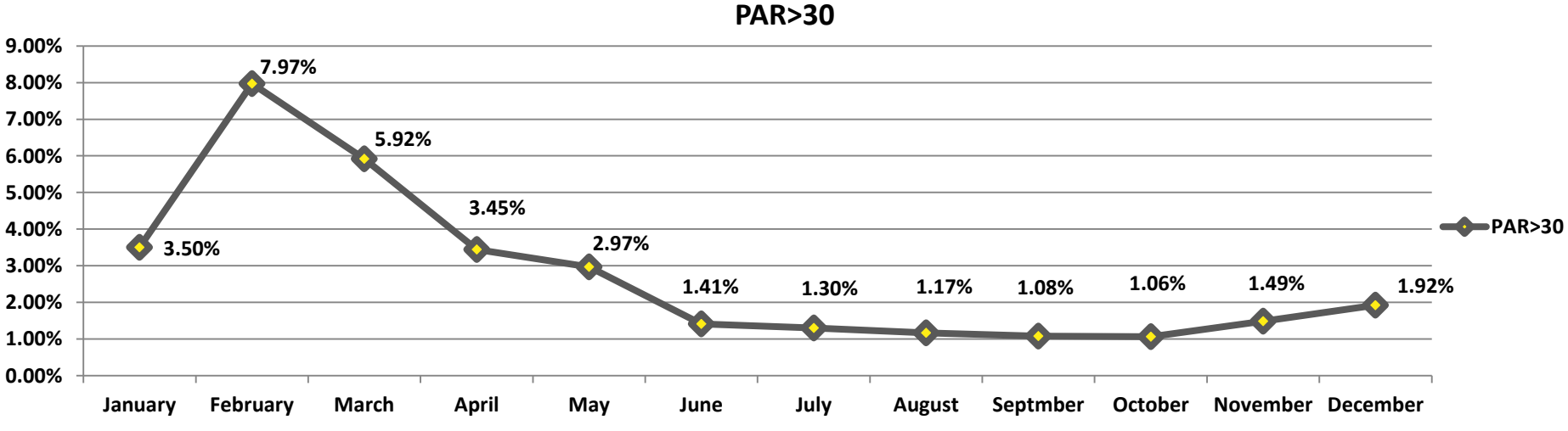
ADVANCING FINANCIAL INCLUSION

2020-2023 Active clients
& outstanding portfolio



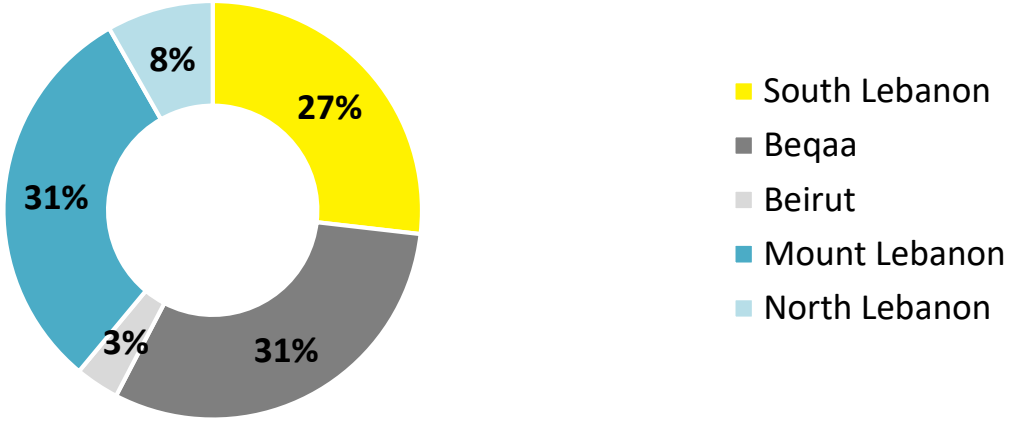
2020-2023 Number & value
of loans disbursed



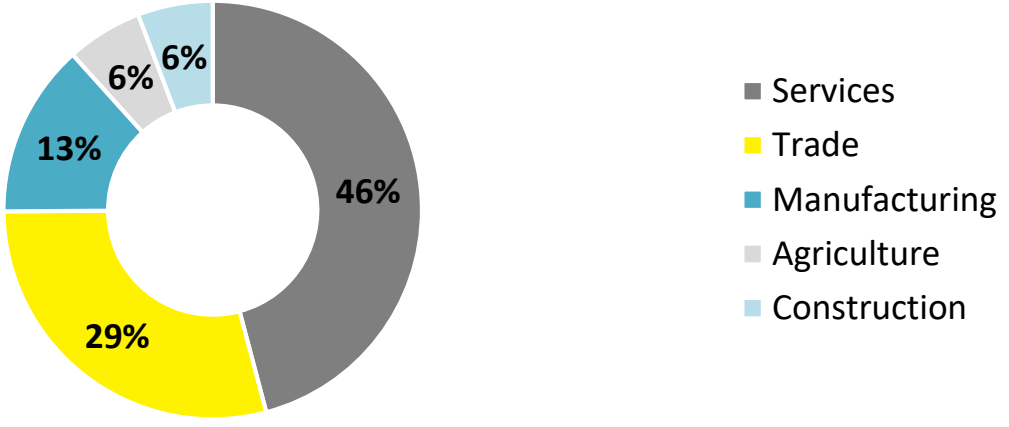


CLIENTS' GEOGRAPHIC & SECTOR DISTRIBUTION

CLIENTS' GEOGRAPHIC DISTRIBUTION



CLIENTS' SECTOR DISTRIBUTION

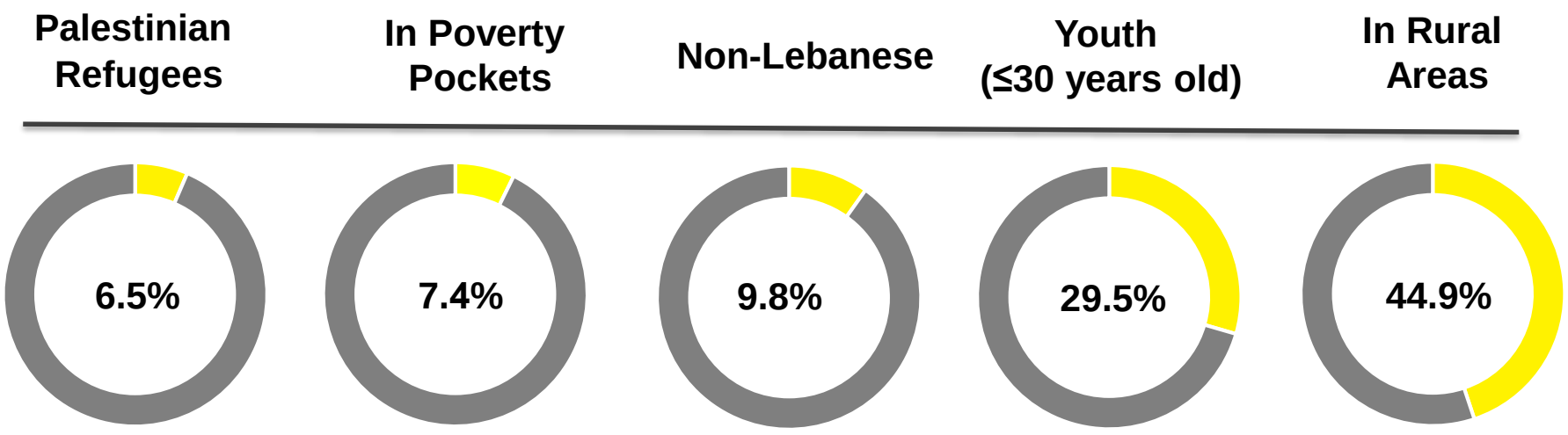


GUIDED BY A STRONG SOCIAL MISSION

CLIENT GENDER DISTRIBUTION

Men 51% | **Women 49%**

VULNERABLE CLIENTS' SEGMENTS



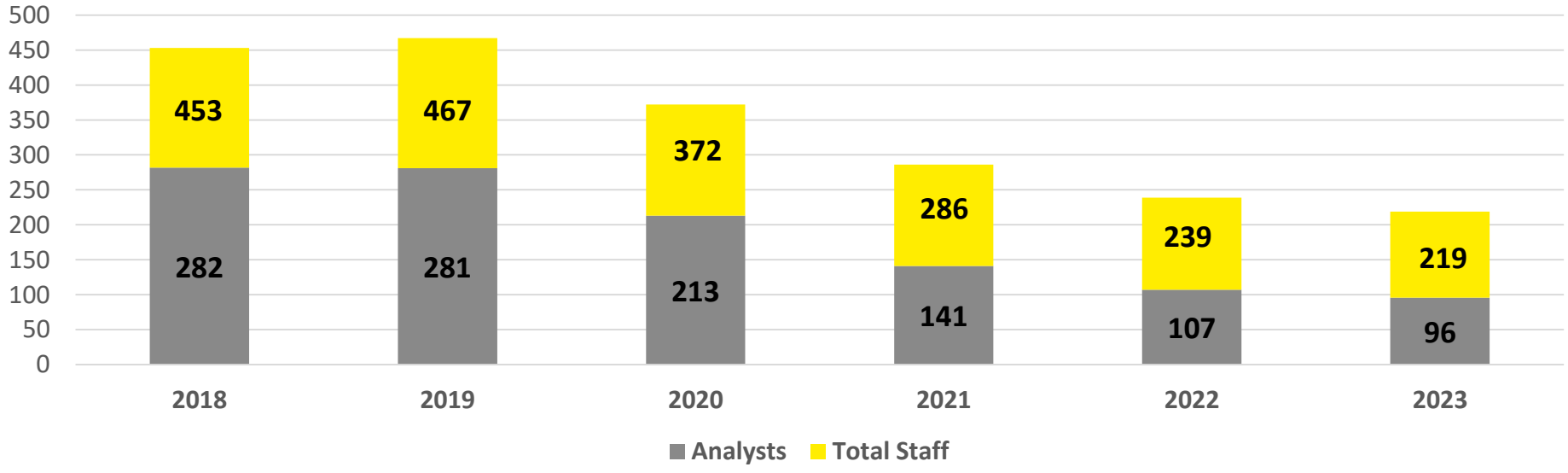
Non-Lebanese include: 0.7% **Syrians**, 6.4% **Palestinians**, 2.5% **Filipinos**, 0.3% **Other**

63.3% OF OUR CLIENTS ARE **MICRO-ENTREPRENEURS**

HUMAN CAPITAL DEVELOPMENT

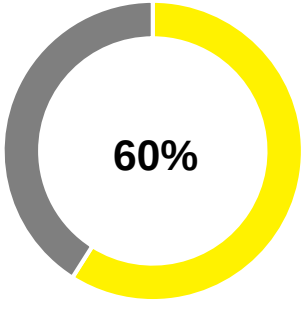


TOTAL NUMBER OF EMPLOYEES

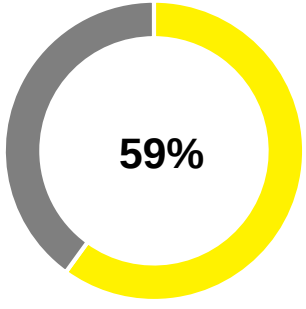


EQUAL EMPLOYMENT OPPORTUNITY

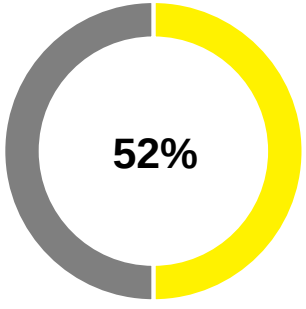




Employees



Loan Analysts

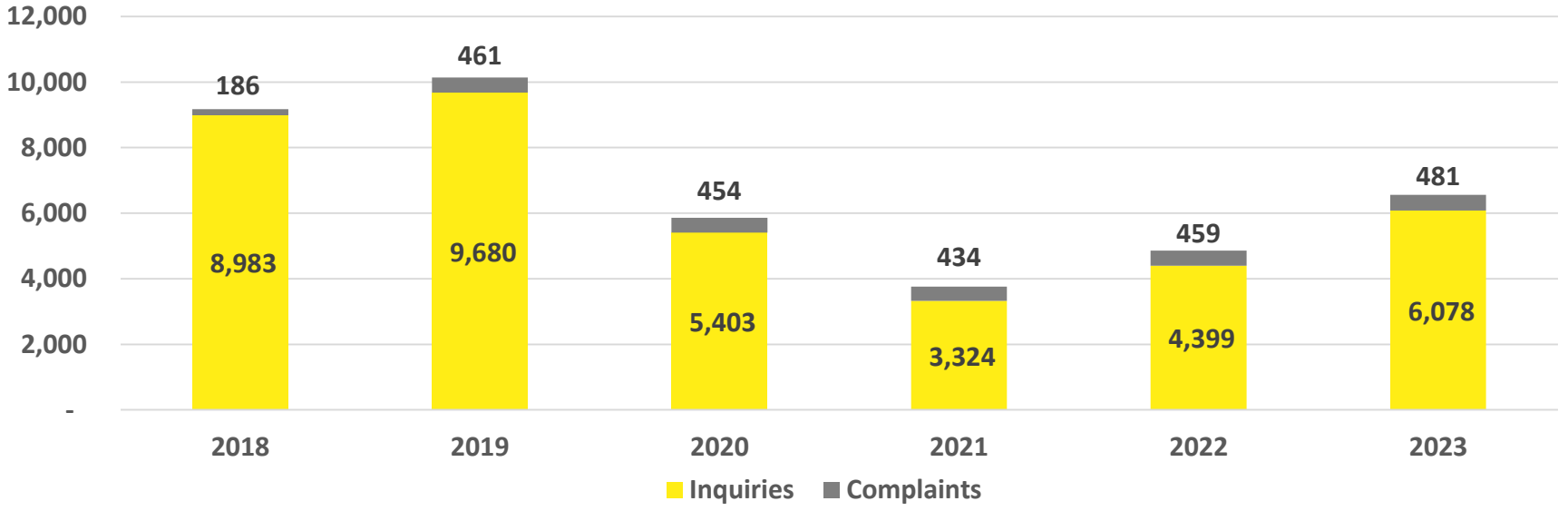


Senior & Middle Managers

AL MAJMOUA’S CUSTOMER CARE



CUSTOMER CARE HOTLINE



LISTENING TO OUR CLIENTS - HIGHLIGHTS OF 2023

Accountability- PSEA-Safeguarding:

- Finished updating the PSEA Policy, PSEA & Child Safeguarding policies Official Approval
- PSEA Policy & Child Safeguarding Training, a total of 4 trainings done
- PSEA Posters and rollup banners

Other Activities:

- ALEB Project closing May 2023
- 2023 B5 quarterly reporting

Customer Care:

- 2022 Exit Survey Report
- 2023 Satisfaction Survey Report

SOCIO ECONOMIC EMPOWERMENT



AL MAJMOUA OFFERS NON-FINANCIAL SERVICES FOCUSING ON MICRO ENTREPRENEURS, WOMEN & YOUTH

NFS Beneficiaries	Highlights of 2023
10,334	▪ 2% benefited from Business Management Trainings ▪ 10% benefited from Mentoring and/or Coaching ▪ 4% benefited from Agri-culture and/or Agri-food ▪ 80% benefited from Financial Education ▪ 1% benefited from Product Improvement, Marketing, and Networking ▪ 1% benefited from Technical Expertise ▪ 1% benefited from Legal Consultancy ▪ 1% benefited from Provision of In-kind assistance

2023 NFS BENEFICIARIES

BY CATEGORY

A total of 9,058 NFS beneficiaries benefitted from Business Development Services

Refugees	Women	Youth(≤30)	Non-Borrowers
10%	33%	19%	96%



2023 NFS BENEFICIARIES

BY SOCIAL TOPIC

% of beneficiaries from NFS who received **Capacity Development** (includes Business Management, Personal Development, Coaching and Mentoring and Financial Education)

80%

% of beneficiaries from NFS who received **Technical & Legal Assistance**

1%

SOCIAL PERFORMANCE MANAGEMENT (SPM)



SOCIAL PERFORMANCE MANAGEMENT (SPM)

Customer Service Line "03009004"

The customer service line "03009004" serves as a key communication bridge between current or potential clients and the organization, especially the head office, for the following purposes:

1. Inquiries about payment locations, renewal conditions, loan officer contact numbers, programs, and more
2. Submitting complaints related to programs or services
3. Conveying customer suggestions, which are taken into consideration and forwarded to the relevant party

Benefits of Customer Service

1. **At the Client Level:**
    - Enhancing the protection of clients and their rights
    - Listening to their needs and adjusting products and services accordingly
    - Providing the ability to inquire, file complaints, or receive effective and prompt resolution of issues
2. **At the Level of Loan Officers and Area Supervisors:**
    - Saving time by having the Customer Service Unit handle inquiries and complaints
    - Strengthening communication within the team, especially between branch offices and the head office
    - Increasing the number of clients in the medium and long term by improving the organization’s programs and reputation

SOCIAL PERFORMANCE MANAGEMENT (SPM)

Implementation of the Third Standard of the Universal Standards for Social Performance Management-USSPM

The customer service line is a clear demonstration of the organization's commitment to implementing the **third standard** of the Universal Standards for Social Performance Management, which emphasizes responsible treatment of clients.

The third standard of the USSPM	Al Majmoua Practices in 2023
The institution has an effective mechanism for handling borrower complaints	• Number of incoming calls: **6,835** • Number of complaints: **481**
The institution has a clear policy stating that complaints must be taken seriously, investigated thoroughly, and resolved in a timely and unbiased manner	• All complaints were handled efficiently and wisely • **3** complaints were referred to the audit department for follow-up
Staff are trained to inform borrowers of their right to file complaints, how complaints are handled, and how to refer them to the appropriate person	• When filling out the application, the loan officer informs the borrower of the customer service number and their right to inquire or file a complaint • Upon loan disbursement, the field office assistant reminds the borrower of the hotline number printed on the payment card • The assistant also provides the borrower with a "Rights and Responsibilities" document that outlines their rights, including the right to file a complaint
Borrowers are informed of their right to file complaints and are guided on how to do so appropriately	• This practice is implemented as described above

TIMELINE OF ACTIVITIES 2023



2023 ACTIVITIES AT A GLANCE

- Launched ***Agri Loan - ILO*** to respond to the financing needs of farmers and workers in the agriculture sector, with the aim of supporting their projects, whether through the purchase of multi-spam greenhouses or any other commercial investment to increase their productivity and enable them to maintain or expand their agricultural activities. This, in turn, helps preserve existing jobs, especially for refugees, & creates new job opportunities
- Launched ***Agri Loan - BASSATINE*** to respond to farmers' financing needs with the aim of enhancing the ability of Lebanese agriculture to produce food for the local market and create and maintain jobs. As well as generating social cohesion and promoting gender equality
- Signed a Standstill Agreement with all our lenders who renewed their commitment to see al Majmoua remain a going concern
- Partnered with Lutheran World Relief **(LWR)** to work on AMAL Project. AMAL is a pilot project that aims to present digital financial services and e-wallet in Lebanon as an opportunity and a path to accelerate financial inclusion, promote responsible access to finance, raise awareness on financial literacy, and reach more low-income entrepreneurs in remote and underserved areas
- AMAL project is targeting an initial 400 Lebanese entrepreneurs to empower them, foster economic growth, promote cashless society and an inclusive economy through three main components:
    - Enhancing financial literacy and raise awareness on digital financial services
    - Providing access to finance for microentrepreneurs
    - Disbursing the loans through the mobile e-wallet
- Signed new partnerships with:
    - **CHASE – NNF**
    - **ECHO-SAFER Mercy Corps**
    - **Raedat - LWR**
    - **Lebanon ARE**
    - **Tarik Akhdar - ACTES**
    - **EIB Grant**
    - **B5 grants**

2023 NFS ACTIVITIES AT A GLANCE

- Provided business management trainings in entrepreneurship, marketing, pricing, costing, and selling skills
- Conducted Focus Group Discussions (FGDs) and informative sessions
- Delivered coaching and mentoring programs
- Supported agri-food and agriculture-related initiatives
- Provided financial education on budgeting, savings, and debt management
- Offered support in product improvement, marketing strategies, and networking opportunities
- Delivered technical expertise and legal consultancy
- Distributed in-kind assistance including tools, equipment, raw materials, and food parcels

Al Majmoua
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