



CALL FOR APPLICATIONS

Modification 002

Ref Number: SITSD014

Description: Call for Applications to receive support under the “USAID/ARE Technical Assistance Facility Supporting the Growth of Lebanese Agrofood MSMEs.”

Release Date: November 21, 2022

Modification #1 Date: April 12, 2023 – modifications are highlighted in yellow throughout the call for application and annexes.

Modification #2 Date: June 7, 2023 – modifications are highlighted in blue throughout the call for application and annexes.

Due Date: Rolling Basis until funds are exhausted. Last application due by November 1, 2023

For: Lebanon Agriculture and Rural Empowerment Activity (ARE)

Funded By: United States Agency for International Development (USAID),
Contract No. 72026820C00001

Implemented By: Chemonics International Inc.

Contents of the Call for Application Package:

Cover Letter

Section 1: Instructions to Interested Parties

Section 2: Application Form

Section 3: Qualified BDS Firms

Dear Applicant,

The USAID-funded Agriculture and Rural Empowerment (ARE) activity, implemented by Chemonics International, is seeking applications from *Agriculture and Agrifood-related businesses interested in receiving Technical Assistance (TA) to Support the Growth of their MSME.*

ARE intends to support at least **18** Micro, Small, and Medium Enterprises (**MSMEs**) with technical assistance services. The total amount is **\$150,000** for this intervention with **maximum \$8,100 or 90% of contribution for each award.**

ARE will support Lebanese agriculture and agrifood-related businesses to 1) Seize local and export market opportunities; 2) Build leaner, stronger and more resilient business structures (including improved supply chains and primary production), and 3) Incrementally grow their businesses with the objective of increasing incomes along the value chain and realizing more Lebanese employment.

ARE shortlisted several Business Development Service (BDS) provider partners on this activity. MSMEs are encouraged to contact the BDS that represent the specific activity theme that is most appropriate for their business. The details of the BDS providers and contact information are in Section 3. Only BDS providers listed in Section 3 are eligible to qualify to provide technical assistance under this activity. All BDS firm not listed are not eligible.

ARE will hold a pre-application workshop on MS Teams starting on Monday, December 5, 2022, from 10AM to 11AM. This workshop will allow eligible and interested applicants the chance to ask questions about this call and receive guidance on how to complete the application form.

Interested applicants must confirm their attendance by sending the participant's name and the organization's name to aretafacility@lebanonare.org. Up to two persons may attend from each organization. No reimbursement for costs of attendance will be met. Applicants may also submit questions to aretafacility@lebanonare.org prior to the virtual workshop. The deadline for confirming attendance of the pre-application workshop and submission of clarification questions is

ARE will hold a pre-application workshop on **MS Teams starting on Wednesday, April 26, 2023, from 10AM to 11AM.** This workshop will allow eligible and interested applicants the chance to ask questions about this call and receive guidance on how to complete the application form. Interested applicants must confirm their attendance by sending the participant's name and the organization's name to aretafacility@lebanonare.org. Up to two persons may attend from each organization. No reimbursement for costs of attendance will be met. Applicants may also submit questions to aretafacility@lebanonare.org prior to the virtual workshop. The deadline for confirming attendance of the pre-application workshop and submission of clarification questions is **April 24, 2023.**

Note: Additional pre-application workshops will be scheduled as needed during the course of this call.

Applications will be accepted on a rolling basis and reviewed bi-monthly until the funds are exhausted. Applicants are encouraged to submit their applications as soon as possible.

ARE Activity and Chemonics employees may not ask for, and applicants are prohibited from offering, any money, fee, commission, credit, gift, gratuity, thing of value, or compensation to obtain or reward improper favorable treatment regarding this solicitation. Any improper request from an activity employee should be reported to the chief of party or BusinessConduct@chemonics.com.

The Technical Assistance application along with related Sections/Annexes shall be requested from USAID/ARE at aretafacility@lebanonare.org. Please enter “TA Facility Application Request” in the subject line.

Section I: Instructions to Interested Parties

I.1 Technical Requirements and Specifications

I.1.A. ARE Activity Background

The Lebanon Agriculture and Rural Empowerment (ARE) activity, funded by USAID and implemented by Chemonics International, has a three-year base period, two Option Years, and One Increased Quantity Option. Both option years have been activated, bringing the activity implementation period to five years, and the IQO has been exercised in order to enable the incremental funding for scale-up of interventions in support of both of ARE's expected results (objectives). ARE supports Lebanese rural and peri-urban communities to obtain technical and financial resources in order to facilitate increased productivity, sales, and exports, improved business income, while also ensuring livelihood sustainability. To support this purpose, ARE will increase jobs; improve incomes; improve female participation and employment opportunities; increase domestic and export sales; increase private sector investment; improve access to finance; link value chain actors to domestic and international markets; and improve production through improved practices, technology, increased volume, and/or decreased cost. ARE supports two key expected results (objectives), each with their own intermediate result (IR):

1. Increased domestic and export sales at both firm and farm levels (Result 1)
 - 1.1. Increased enterprise competitiveness (IR 1.1)
2. Livelihoods improved, especially in rural areas and for women (Result 2)
 - 2.1. Improved productivity of MSMEs, including farmers (IR 2.1)

I.1.B. ARE Activity Context

While the importance of agriculture to Lebanon's overall GDP has diminished over the past 30 years according to World Bank, about 22 percent of the active workforce rely on this sector for their livelihoods¹. For its size, Lebanon is a large consumer of fresh agricultural products and continues to be one of the highest per capita consumers of dairy products globally². Historically, Lebanon's small market size, lack of logistical and cold storage infrastructure and poor economies of scale make it difficult to compete with neighboring countries like Jordan, Egypt and Syria, in the fresh market for dairy, fruits and vegetables. For many years, the only real opportunity for Lebanese agri-food MSMEs to compete was in high-value, innovative, value-added products.

However, with the steep devaluation of the lira, an opportunity emerged for agri-food processors to take advantage of the lower costs of labor and subsidized fuel and power to gain international market share. For the most part, this opportunity was broadly not realized, and the export window quickly closed as fuel subsidies were removed, Government of Lebanon-supplied electricity became almost non-existent, and raw material costs sharply increased with supply chain and geo-political events.

¹ The role of food and agriculture for job creation and poverty reduction in Jordan and Lebanon, World Bank 2018

² Small Ruminant Dairy Value Chain Assessment, Mercy Corps 2014

However, the growth opportunity quickly shifted to manufacturers producing products for the local market to substitute imports, while still seeking to marginally seize export opportunities. This is especially apparent now that food insecurity in Lebanon is a real threat.

Many Lebanese MSME's lack appropriate organizational structure (Human Resources, Finance, Marketing, and Sales) and adequately established supply chains which make realizing new market opportunities difficult and/or make them resilient to emerging challenges. For many MSME's, taking advantage of market opportunities and overcoming rising challenges requires transforming their internal departments or going outside of their normal operational structures to seek out expertise. This expertise is an added financial burden that many MSMEs cannot fully bear in the current economic climate. Therefore, it's imperative for development programs to support MSMEs in improving their operating conditions, build resilience, and gradually move toward growth. Under the USAID/LED program, which focused on providing technical assistance to Lebanese companies, beneficiaries reflected positively on what they saw as strong growth in job, sales, and investment; most saw the increases as a direct result of involvement with LED. Beneficiaries reflected on a wide variety of positive changes in the ways they do business. Although many had existing plans to grow and improve, most said that LED had "accelerated" these by adding strong expertise³.

I.I.C. Activity Approach and Application Process

ARE is implementing a \$150,000 technical assistance facility to support Lebanese *Agriculture and Agrifood-related businesses* to 1) Seize local and export market opportunities; 2) Build leaner, stronger and more resilient business structures (including improved supply chains and primary production), and 3) Incrementally grow their businesses with the objective of increasing incomes along the value chain and realizing more Lebanese employment.

Thus, ARE envisions about \$9,000 on average for each technical assistance package with ARE supporting 90% of the cost, up to \$8,100 maximum. **MSME contribution of 10% must go towards the actual Technical Assistance and be paid upfront to the selected BDS firm.** ARE will support at least 18 MSME's under this initial round of funding. The duration of each TA assignment is expected to be 4 to 6 months.

ARE employs a functional approach for providing technical assistance within the agri-food sector for effective MSME development. The functional approach aims to tackle the **specific, identifiable, and addressable constraints** to business stabilization and growth and hiring related to export, replacing an imported product, or to cater to under-serviced local demand.

Functional approach refers to assistance that is directed to specific functions of a business, like HR, marketing and sales and operations, rather than providing generalized technical assistance such as export or business growth strategy. The focus on a functional approach ensures that tangible (eg.

employment, sales increases) and direct outcomes will result from the technical assistance during the assignment period.

³ USAID/LED Mid-Term Evaluation

Application Process

ARE shortlisted several local specialized consulting Business Development Service firms (BDS firms) to provide technical assistance to MSME's across the spectrum of business development services, this includes but is not limited to agricultural production, food processing, food technology, new product development, business process engineering, food safety, HR development, and marketing and sales. The BDS firms were qualified based on previous Lebanon consulting experience, staff expertise, rates, professional references, and availability. Each specialized sub-sector will have multiple BDS firms (eg. marketing, HR, Product Development) for the MSME to choose from. The complete list of shortlisted BDS firms including their respective area of expertise can be found in Section 3.

Prospective MSME applicants shall review the list of the shortlisted consulting BDS firms to interview, select and collaborate with for the application process. The MSME and their selected BDS firm will deliver a comprehensive application (Section 2) that defines the business activities, diagnosis of the constraints and market opportunities, terms of reference (ToR), implementation plan, budget, financial contribution and expected results to ARE. The MSME application (Section 2) will then be submitted to ARE that will hold an evaluation committee meeting to assess and evaluate the proposals received and validate the technical content.

After approval, a Memorandum of Understanding (MOU) will be signed with the MSME outlining the agreement and the assistance offered along with the deliverable and payment schedule (including cost share expectations) in alignment with the resulting contract being issued to the selected BDS firm. The MSME will then be given the appropriate technical assistance under the contract.

MSMEs may also submit their applications directly to ARE, in which cases ARE will work with the beneficiary to select a BDS provider from among the qualified list in Section 3. ARE will conduct the necessary due diligence to ascertain the utility, cost reasonableness and impact of the suggested approach. Not all requests for assistance to select a BDS provider will be approved.

MSME partners under this TA mechanism will be required to contribute a minimum of 10% of the total cost of TA services provided by the BDS firm in each respective SOW developed, which must be paid to the BDS provider directly. Any further investments, such as physical or equipment upgrades/rehabilitations, additional Lebanese hiring, or certifications that come as an outcome of the TA support will be counted towards ARE's leveraged investment indicators.

Applications will be accepted on a rolling basis and reviewed bi-monthly until the funds are exhausted. Applicants are encouraged to submit their applications as soon as possible.

Technical Assistance Financing Examples

TA Cost	Applicant Contribution	ARE Contribution
\$5,000	\$500	\$4,500
\$9,000	\$900	\$8,100
\$12,000	\$3,900	\$8,100

I.1. D. ARE Expected Results and Related Indicators

ARE's goal and objectives are divided into sub-purposes and sub-results each linked to a set of indicators to adequately capture intervention's progress towards results. These are tracked in the below table:

1. (PSD IRI.a) Number of for-profit enterprises, producer organizations, water users' associations, women's groups, trade and business associations, and community-based organizations that applied improved organization-level technologies or management practices as a result of USG assistance
2. (PSD IR 1.b) Number of MSMEs, including farmers, and other organizations benefiting from new horizontal & vertical linkage
3. (PSD IR 2.2.a (IR 2.1a)) Number of farmers and microenterprises who have applied improved technologies or management practices with USG assistance
4. (custom) Increase in volume (and/or decrease in cost) of production at the farm level as a result of USG assistance
5. [PSD 2a] Number of people with improved incomes as a result of USG assistance
6. Percentage of YOUTH participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) [IM-level]
7. Proportion of female participants in USG assisted programs designed to increase access to productive employment resources
8. Number of full-time equivalent (FTE) jobs created with USG assistance
9. Number of Jobs preserved as a result of USG assistance (PMP)
10. Number of USG-assisted organizations with improved performance [IM-level]
11. Value of incremental sales (domestic and export) collected at the farm level for small holders as a result of USG assistance [contractual]
12. Number of people with improved incomes as a result of USG assistance
13. Percentage change in volume of production at the Firm and Farm level attained as a result of USG assistance [contractual]
14. Percent change in cost of production at the Firm and Farm level attained as a result of USG assistance [contractual]
15. Number of individuals participating in USG food security programs [IM-level]

I.2 Opportunity for Questions and Clarifications

The intervention will hold a pre-application workshop on **December 5, 2022, on MS Teams from 10AM to 11AM**, and **every 2 months** until funds are exhausted. This workshop will allow eligible and interested applicants the chance to ask questions about the call for application and receive guidance on how to complete the application form. Interested applicants that meet the eligibility requirements

defined in Section 1.3 below and would like to attend this workshop must confirm their attendance by sending the participant's name and the organization's name to aretafacility@lebanonare.org. Up to two persons may attend from each organization. No reimbursement for costs of attendance will be met. Applicants may also submit questions to aretafacility@lebanonare.org prior to the virtual workshop. The deadline for confirming attendance of the pre-application workshop and submission of clarification questions is **December 2, 2022**.

The intervention will hold a pre-application workshop on **Wednesday, April 26, 2023, on MS Teams from 10AM to 11AM**, and every 2 months until funds are exhausted. This workshop will allow eligible and interested applicants the chance to ask questions about the call for application and receive guidance on how to complete the application form. Interested applicants that meet the eligibility requirements defined in Section 1.3 below and would like to attend this workshop must confirm their attendance by sending the participant's name and the organization's name to aretafacility@lebanonare.org. Up to two persons may attend from each organization. No reimbursement for costs of attendance will be met. Applicants may also submit questions to aretafacility@lebanonare.org prior to the virtual workshop. The deadline for confirming attendance of the pre-application workshop and submission of clarification questions is **April 24, 2023**.

All questions or clarifications regarding this call for application must be in writing and submitted to aretafacility@lebanonare.org no later than **April 24, 2023**. All correspondence and/or inquiries regarding this solicitation must reference the “TA Facility Application Request” number. No phone calls or in-person inquiries will be entertained; all questions and inquiries must be in writing.

Questions and requests for clarification, and the responses thereto, will be circulated to all recipients who have indicated an interest in this call for application.

Only written answers from Chemonics will be considered official. Any answers received outside the official channel, whether received verbally or in writing, from employees or representatives of Chemonics International, the Agriculture and Rural Empowerment (ARE) project, or any other party, will not be considered official responses regarding this call.

1.3 Eligible Applicants

Established Lebanese organizations working in the agricultural sector, specifically, crop production, agrifood production, animal production, etc., fulfilling the below requirements are considered eligible.

To be determined eligible, an application must include all of the documents and sections included in Section 1.4 and in the Technical Assistance Application found in Section 2.

An eligible organization must be legally registered and recognized under the laws of the Lebanese Republic and in compliance with all applicable civil, fiscal, and other applicable regulations. Companies and organizations that submit responses to this call for application must meet the following requirements:

- (i) Companies or organizations must be legally registered under the laws of the Lebanese Republic upon award of the support.
- (ii) Companies or organizations must have a local presence in Lebanon at the time the MOU is signed.

Applicants may only submit ONE application

1.4 Submission Information

As per Section 2, grant applications shall be submitted in English. The application must be signed by the applicant or the authorized agent of the applicant.

The Applications and relative supporting documents specified in the Annexes should be submitted in electronic format ONLY to the following email address: aretafacility@lebanonare.org and should

reference in the Subject Line: “Call for Application No.001”. ARE will continue to accept applications through **05:00PM local time**, on **November 1, 2023**, or until funds are no longer available. Late or unresponsive applications will not be considered. ARE reserves the right to extend or curtail the application period at its own discretion. In addition to the application forms, applicants should submit the following attachments to the submitted application:

- **For Registered MSMEs**, a copy of their valid legal registration (Commercial Circular, Commercial Register, and Ministry of Finance Registration OR equivalent from other ministries based on nature of legal entity)

I.5 Application Merit Review Criteria

Eligible applications will be reviewed by an internal review panel comprised of ARE technical implementation staff, and recommendations may be vetted by a larger group. Applications will be evaluated and rated against the criteria below. A **passing grade of at least 70** is required for applications to be approved. ARE reserves the right to revise the passing grade as necessary to ensure quality and timely interventions.

Merit Review Category	Rating (Points)
Business Soundness, Financial Stability, TA Practicality and Sustainability	40
Expected Results and Impact on ARE Objectives and Indicators	45
Timeline and Budget Reasonableness and Alignment with Requirements	15
Total	100

These merit review criteria elements are described below:

A. Business Soundness, Financial Stability, TA Practicality and Sustainability – 40 Points

Applications will be assessed on the strength of their business in terms of sales, operations, age, scale and finances. The proposed technical assistance will be assessed according to the practicality for the business type, operations, and size. Finally, the sustainability of the proposed technical assistance will be assessed including any ability of business to integrate the proposed TA into its operations.

B. Expected Results and Impact on ARE Objectives and Indicators – 45 Points

Applications will be assessed based on their relevance and impact on ARE objectives and indicators including, youth and gender improvements of the proposed TA.

C. Timeline and Budget Reasonableness and Alignment with Requirements – 15 Points

Applications will be assessed based on the budget and timeline guidelines provided in the call for applications.

I.6 Response Deadline

Applications must be submitted in electronic copy to the following email address aretafacility@lebanonare.org no later than 5:00 PM Beirut local time, on Rolling Basis until funds are exhausted. Last application due by **November 1, 2023**.

Respondents are responsible for ensuring that their responses are received in accordance with the instructions stated herein. Late responses may be considered at the discretion of Chemonics, but Chemonics cannot guarantee that late responses will be considered.

Interested Parties must submit the responses electronically **with up to 5 attachments** (8 MB limit) per email compatible with MS Word, MS Excel, readable format, or Adobe Portable Document (PDF) format in a Microsoft XP environment. Interested Parties **must not** submit zipped files. Those pages requiring original manual signatures should be scanned and sent in PDF format as an email attachment.

I.7. Award and Administration Information

Applications will be negotiated, denominated, and funded in USD. In any time throughout the life of the MOU, if USAID revokes the right to pay in USD, the contract or remaining amount of the contract will be paid in local currency per Lebanon's Central Bank official exchange rate.

All costs funded must be allowable, allocable, and reasonable. Applications must be supported by a detailed and realistic budget.

Issuance of this call for application and assistance with application do not constitute an award or commitment on the part of ARE, nor does it commit ARE to pay for costs incurred in the preparation and submission of an application. Further, ARE reserves the right to accept or reject any or all applications received and reserves the right to ask further clarifications from the offerors. Applicants will be informed in writing of the decision made regarding their application.

I.8 Source of Funding, Authorized Geographic Code, and Source and Origin

Any RFPs for work related to this EOI will be financed by USAID funding and will be subject to U.S. Government and USAID regulations. All goods and services offered in response to this EOI or supplied under any resulting award must meet USAID Geographic Code **937** in accordance with the United States Code of Federal Regulations (CFR), 22 CFR §228, available at: <http://www.gpo.gov/fdsys/pkg/CFR-2017-title22-vol1/pdf/CFR-2017-title22-vol1-part228.pdf>

A. Definitions:

1. **Cooperating Country:** "Cooperating country" means Lebanon.
2. **Source:** "Source" means the country from which a commodity is shipped to the cooperating country or the cooperating country itself if the commodity is located therein

at the time of purchase. However, where a commodity is shipped from a free port or bonded warehouse in the form in which received therein, “source” means the country from which the commodity was shipped to the free port or bonded warehouse.

3. **Nationality:** “Nationality” refers to the place of incorporation, ownership, citizenship, residence, etc. of suppliers of goods and services.
- B. Application: The source and nationality of all goods and services in response to this EOI must meet the USAID geographic code 937 requirements in accordance with 22 CFR §228.

Section 2 – MSME Application

A. Applicant Information			
Name of firm:			
Name of Person Applying			
Name of firm owner(s):			
Firm owner(s) gender:	Total	Male	Female
Governorate:			
Casa:			
Village:			
Address:			
Phone number:			
Website/ Social Media Page Addresses			
Email:			
B. Applicant Activities			
Primary Ag/Agfood Value Chain Activity: Eg. Ag Production, Input Supply, Food Processing, Marketing, Logistics, IT			
Describe what your company does			
Owned Primary Business infrastructure and Assets including size (e.g.: 3000 M2 factory, 20 HA farm, 5 trucks):			
Rented Primary Business Infrastructure/Assets with rental duration and size (Eg. 1000 M2 Packhouse until Sept 2025)			
List of main product(s)/service(s) that the firm provides:			
Where do you sell you products? (Eg. Online, Supermarkets, Wholesale Markets)			

Who are you direct, primary customers? Briefly describe them (Eg. Individuals – Students, Retailers – International, Distributors - Domestic					
What is the business' production capacity? (eg. Tons, number of bottles etc.)					
At what percentage production capacity is the business operating at?					
Total current employment-Lebanese:	Total	Males		Females	
		Full-time	Part-time	Full-time	Part-time
Total current employment-Non-Lebanese:	Total	Males		Females	
		Full-time	Part-time	Full-time	Part-time
Total 2021 LBP/USD sales:	Total	Domestic		Export	
Total 2022 LBP/USD sales:	Total	Domestic		Export	
Total 2023 LBP/USD sales (till date of submission of application):	Total	Domestic		Export	
C. Technical Assistance Results					
What is the business problem that the Technical Assistance seeks to solve? Answer should highlight specific and identified issues that your business faces.					
What type of technical assistance are you applying for?					
How will the technical assistance (TA) solve the above problem(s)?					
List any technical assistance received in the since 2018 including donor or self-funded assistance.					
Dates and Duration	Donor inc.name or self-funded	Type of TA inc general tasks undertaken	Results of TA		

- Please note the **USAID/ARE** will screen applications and expected results against **USAID/LED** database of technical assistance for complementarity.

Describe how the proposed technical assistance builds upon any of the past technical assistance received, if any

Which theme does the TA fall in?

- **Agricultural production**
- **Supply Chain and Supplier development**
- **Food processing**
- **Food technology**
- **New Product Development**
- **Business Process Engineering**
- **Food Safety**
- **HR development**
- **Marketing and Sales**
- **Certifications**
- **ISO**
- **HAACP**
- **FFSC**
- **GMP**
- **Other (Please Specify)**

What is the estimated period/month and duration of TA implementation? (Eg. December/Winter for 3 months)

Would you increase your sales with this TA and if so, by how much?

How will the sales increase as a result of TA received? Provide specific details.

If you are able to increase your sales, would you increase the number of local suppliers and by how many? Describe the type of supplier.

<p>If you are able to increase your sales, would you increase the amount of locally provided raw materials and by how much (eg. tons)? List the type(s) of raw material.</p>			
<p>If you are able to increase your sales, would you increase the number of customers/beneficiaries and by how many and to where? (eg. 4 to Europe/GCC. List any and all potential customers that will be targeted.</p>			
<p>Would this TA result in lower cost of production? If so, how, and by how much in percentage terms?</p>			
<p>By 2025, will there be any asset investments directly as a result of this TA? If yes, what and the value? How will the equipment be used?</p>			
<p>Approximate employment creation (new jobs) after technical assistance, if any:</p>	<p>Total Lebanese</p>	<p>Male</p>	<p>Female</p>
	<p>Total Non- Lebanese</p>	<p>Male</p>	<p>Female</p>
<p>D. Technical Assistance Administration</p>			
<p>Who will be acting as the focal point at the firm for TA coordination?</p>			
<p>Which BDS firm will you work with?</p>			
<p>Did the BDS firm assist you with preparing the application?</p>	<p>Yes/No</p>		
<p>Are there any required actions to be taken by the firm before TA implementation?</p>			
<p>What is the cost of the requested TA?</p>			
<p>How many person-days of TA are required? <i>(split by labor category, should match SOW breakdown)</i></p>			
<p>What is the Contribution of the firm in the expenses of TA? <i>(percentage of total expenses, contributions related to specific expenses)</i></p>			
<p>Do you expect any environmental impact as a result of the technical assistance and additional asset investments, if any? Describe. Eg. Yes. Additional water use, additional raw material waste etc.</p>			
<p>Please attach the SOW, implementation plan, deliverable schedule, and budget that you developed with the chosen BDS firm.</p> <p>Please be sure to: Break down LOE by task/consultant including</p>			

rate. Provide CVs.
List and detail the deliverables with expected
delivery dates in the SOW.

Dated at _____, this _____ day of _____, 20 _____

(Name of Organization)

By _____

(Title)
(If corporation, seal)

Section 3 – Qualified BDS Providers

	Company name	Focal Point name	Focal Point email address	Focal Point mobile number	Company Website
1	Professional Financial Consultancy- PFC S.A.R.L dba PFC International	Jill Barakat	jill.barakat@pfc-international.com	71/ 448146	www.pfc-international.com
2	Euromena Consulting	Céline Khalil	c.khalil@euromenaconsulting.com	03/369863	www.euromenaconsulting.com
3	Venus Consultancy	Michel Naufal	michel@venus-consultancy.com	03/968960	www.venus-consultancy.com
4	Saber Middle East	Maria Sawaya	Info@saber-mena.com	01/288 785 03/977 280	https://www.saber-me.com/
5	Global Management Consulting Services	Anet Arakelian/ Joseph Bou Samra	j.bousamra@gmcs-mena.com	70/487878	gmcs-mena.com
6	Chamber of commerce, industry and agriculture of Zahle and Bekaa	Gloria Hanna Jabbour	g.hanna@cciaz.org.lb / gloriahanna@hotmail.com	70/925918	www.cciaz.org.lb