



# **PRIORITIES OF WOMEN ENTREPRENEURS AMIDST LEBANON'S POST-WAR RECOVERY**

**MSME/SME Leaders +100 Inputs from  
and Entrepreneurs in navigating  
conflict and 2024 business during the  
insights on the way forward**

# ***Priorities of Women Entrepreneurs Amidst Lebanon's Post-War Recovery***

***Inputs from 100+ MSME/SME Leaders  
and Entrepreneurs in navigating  
business during the 2024 conflict and  
insights on the way forward***

February 18, 2025

## **Acknowledgments**

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## **Disclaimer**

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***“I survived mentally  
and physically. I  
managed to serve  
clients no matter what.”***

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***“2024 was a difficult year...  
but we continued to work in  
the olive, lemon and  
pomegranate fields because  
it is our source of livelihood  
despite the war and  
intimidation in the South.”***

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# 1. EXECUTIVE SUMMARY

In November 2024, the Lebanese League for Women in Business (LLWB) launched a needs assessment of 100+ women business leaders from across Lebanon to better understand their successes and challenges—particularly in navigating their businesses during the war—and to identify priorities for technical and financial assistance required to move forward amidst Lebanon’s post-war recovery.

Building on the recommendations from LLWB’s policy brief “*Shaping the Future of Lebanese Labor Law and Ensuring Diversity, Equality, and Inclusion in the Workplace in Times of Crisis and War*”<sup>1</sup>, LLWB designed and distributed an online survey via its social media platforms which resulted in a total of 122 women leaders (95% business owners) responding from all eight governorates. LLWB then held in-depth focus groups with 30 respondents from six governorates. This report captures demographic and business profile data followed by a summary of the successes, challenges, and steps that women leaders took to mitigate security as well as recommendations on what is required to advance their work in the future.

Respondents highlighted the financial and operational difficulties they faced given Lebanon’s economic downturn and security challenges, with many struggling to access funding, markets, and raw materials. A significant gap was identified in how respondents use digital marketing and e-commerce tools, with most relying on social media for sales but lacking knowledge and professional skills to drive their businesses forward.

The survey and discussions also underscore the need for targeted capacity-building initiatives, particularly in the areas of digital marketing and e-commerce, business continuity planning, financial literacy and marketing and sales strategies, followed by leadership training, creating networking opportunities, and offering tailored follow-up coaching to help participants strengthen training outcomes. These topics align closely with the immediate and strategic requirements of these entrepreneurs and offer practical solutions to their pressing concerns.

Despite the challenges, the resilience of these women leaders is evident, with many actively pursuing innovative solutions to sustain and grow their

## ASSESSMENT METHODOLOGY

**Online Survey:** Launched on November 27, 2024, this survey aimed to collect quantitative data on demographics, business profiles, successes, challenges, and training of women business leaders from across Lebanon. LLWB received a total of 122 responses. (See Annex A for full survey questionnaire)

**Focus Group Discussions:** Following the survey, LLWB selected 30 respondents to participate in in-depth discussions on December 3-4, 2024. Participants represent diversity of women business leaders from across sectors and regions: 10 from Mount Lebanon, 10 from the South, and 10 from Bekaa. (See Annex B for list of participants.)

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<sup>1</sup> This study directly responds to a key recommendation from LLWB’s policy brief “*Shaping the Future of Lebanese Labor Law and Ensuring Diversity, Equality, and Inclusion in the Workplace in times of Crisis and War*” (Makhlouf Youmna, September 2024) which includes “*Targeted assistance for small and medium-sized businesses: Offering targeted support to small and medium-sized businesses will help them plan for business continuity, secure financing, and ensure their survival and growth in the post-crisis economy.*” ([Inclusive workplaces and policies](#), page 6) as well as inputs from

businesses. Building on the preliminary results of this study, LLWB responded to the assessment findings by designing and delivering 9 online workshops for 30 women business leaders (3 sessions for each group of ten) from South, Beqaa and Mount Lebanon. Currently, LLWB and its partners are building on the results and learning from this pilot initiative to develop customized technical assistance programs that further the resilience and growth of women-led businesses in responding to the ever-evolving context in Lebanon.

## 2. BACKGROUND ON PARTICIPANTS

### 2.1 Profile of Survey Respondents and Focus Group Participants

Category	Overall Survey Respondents (122)	Focus Group Participants (30)
Respondents	122 females	30 females
Age	22-67 years of age	42 average years of age
Business Owners	95.1% (117 respondents)	29 business owners 1 cooperative president
Education Level	74% completed a higher education degree (93 of 122 as follows: 40 BA, 42 MA, 8 PhD)	39% BA; 35% MA; 19% secondary; 6% technical
Experience in Sector	<b>0-4 Years:</b> 23% (28 respondents) <b>5-10 Years:</b> 31% (38 respondents) <b>11-20 Years:</b> 26% (32 respondents) <b>21+ Years:</b> 20% (24 respondents)	<b>0-4 Years:</b> 43% (13 respondents) <b>5-10 Years:</b> 37% (11 respondents) <b>11-20 Years:</b> 17% (5 respondents) <b>21+ Years:</b> 3% (1 respondent)

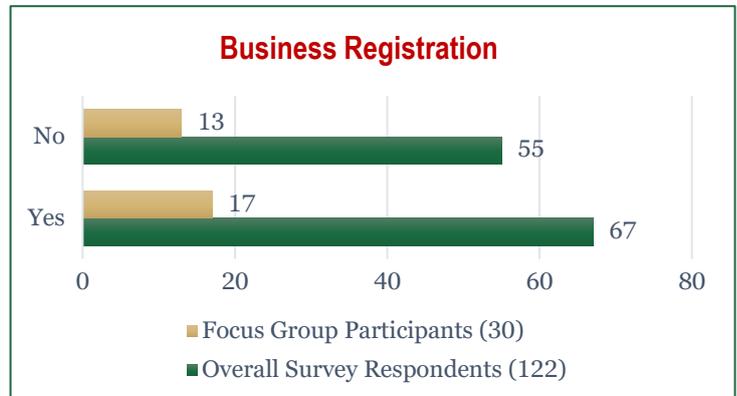


### 2.2. Profile of Participating Businesses

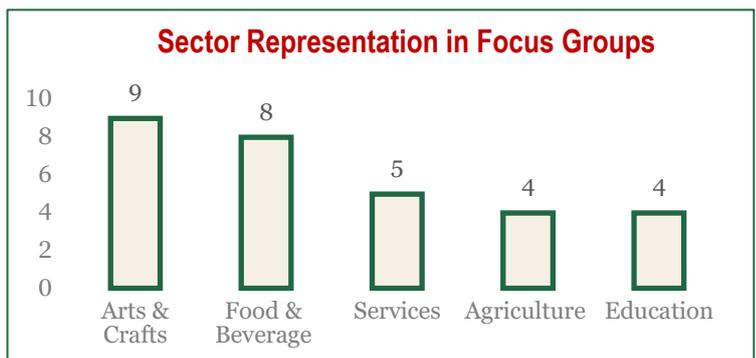
Category	Overall Survey Respondents (122)	Focus Group Participants (30)
Type of Ownership	Individual: 81 (66%) Partnerships: 29 (24%) Cooperatives: 6 (5%) Associations/CSOs: 6 (5%)	Individual: 22 Partnerships: 3 Cooperatives: 3 Associations/CSOs: 2
Target Markets	Local: 66; Regional: 9; International: 9; Multiple Markets: 38	27 focus on Local Markets; 8 operate in Regional Markets; 8 also serve International Markets
Business Premises	Owned: 66; Rent: 45; Other: 12 (including online only)	Owned: 17; Rent: 9; Other: 4
Employees	Self-Employed: 16 (13%) 1-2 Employees: 34 (28%) 3-4 Employees: 23 (19%) 5-10 Employees: 30 (25%) 11-40 Employees: 15 (12%) 41+ Employees: 4 (3%)	Self-Employed: 1 1-2 Employees: 9 3-4 Employees: 8 5-10 Employees: 9 11-40 Employees: 0 41+ Employees: 3

- **Business Tenure** - Among the 122 participating businesses, 12 were established between 1968-1999; 50 between 2001-2019 and 55 between 2020-2024 (five stated that they have been operating for less than one year). Four respondents did not provide a date of establishment. Companies of focus group participants ranged from 39 years to 8 operating for at least a year.

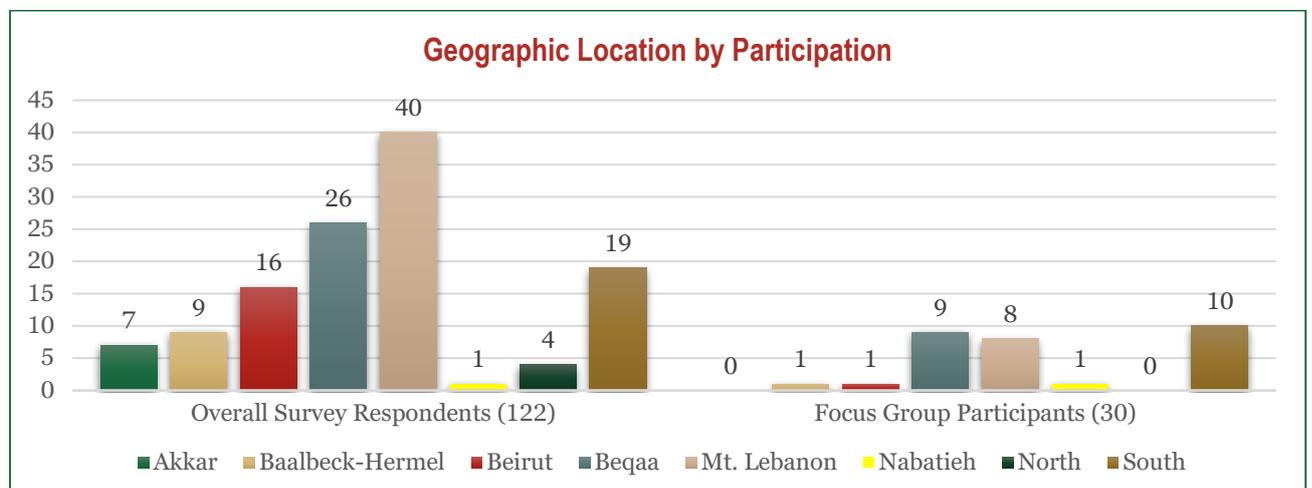
- **Business Registration** – Sixty-seven respondents (55%) confirmed their businesses are registered while 55 (45%) are not. Survey respondents pointed to bureaucracy, high fees, and insufficient legal knowledge as the primary obstacles to business registration, with focus group participants echoing these same sentiments.



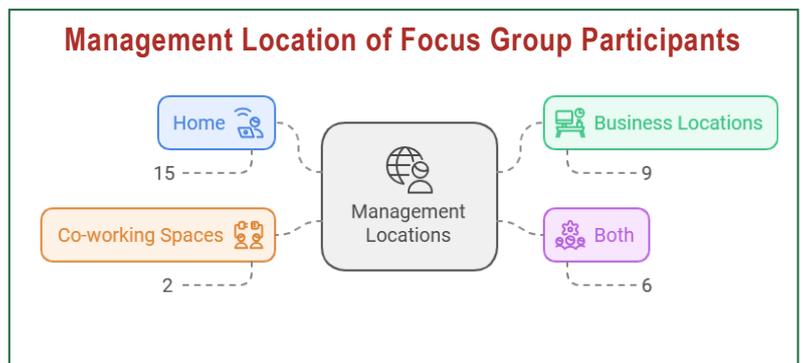
- **Sector Representation** - Respondents represented a variety of business sectors including but not limited to: Agriculture and Livestock; Services; Food and Beverages; Science, Technology, Engineering and Mathematics (STEM); Arts, Entertainment and Crafts; Consultancy, Research, and Financial Services; Health Sector; Communication and Telecom; Education; Construction; Fashion; among others. Arts and crafts (9) as well as Food and Beverage (8) dominated the focus group discussions, followed by services (5), agriculture (4), education (4).



- **Geographic Representation** – The highest geographic representation of survey respondents came from Mount Lebanon (40), followed by Beqaa (26), South (19) and Beirut (16) with focus groups including participants from the South (10), Mount Lebanon (9), Beirut (9), Nabatieh (1), Baalbeck-Hermel (1).

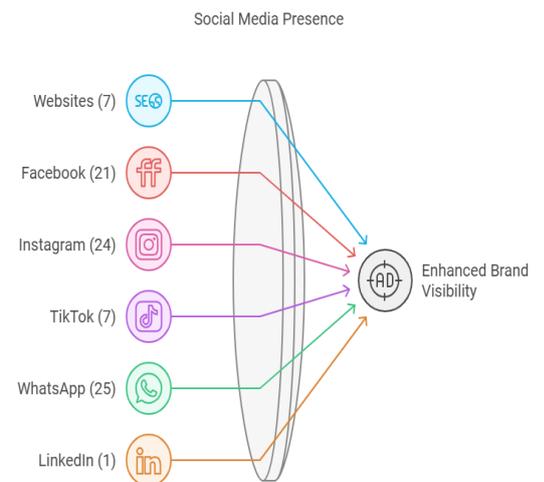


- **Management Location** – Survey respondents provided a variety of scenarios from which they manage their businesses, ranging from their business location or home or both as well as co-working spaces, with security constraints dictating the modality for some.



- **Diversity, Equity & Inclusion** – 100 of the 122 survey respondents employ women (exclusive of the female owner) and 29 reported that they employ at least one and up to 3 persons with disabilities.

- **Social Media Utilization** – Survey respondents and focus group participants alike reported their heavy reliance on one or more social media platforms to market their products and engage clients. A total of 58 of 122 respondents (47%) cited the use of three or more platforms where Meta’s “Instagram-Facebook-WhatsApp” bundle dominates (82%). A total of 62 of 122 respondents use either one platform (30 respondents) or two (30 respondents) with two stating not applicable. Ten included offline activities such as exhibitions, events, and direct engagement of clients.



<b>Utilization of Different Social Media Platforms by Survey Respondents (122)</b>						
Facebook	WhatsApp	Instagram	TikTok	LinkedIn	Offline Activities	N/A
76	85	90	20	9	11	1

Overall, respondents and focus group participants stated that they do not fully benefit from what these online platforms have to offer as they lack the in-house skills, have limited access to and/or cannot afford professional services for website development or e-commerce strategies and processes. Focus group participants emphasized the need for training in this field to improve brand visibility, implement more strategic marketing initiatives, and expand their client base.

### 3. KEY FINDINGS: SUCCESSES & CHALLENGES

#### 3.1. Successes

Respondents were asked to share their top three successes in 2024. The majority highlighted their ability to sustain their businesses despite the numerous crises faced this year, with other examples revolving around these common themes:

- Growth in sales, export, client base and employment
- Awards, new contracts, international exhibitions and conferences
- Brand visibility, trust and recognition among partners and clients

- Innovation and strategic collaborations to advance business goals
- Learning and skills development as a business leader
- Supporting communities, specifically in empowering women to expand their professional and personal development and in creating job opportunities

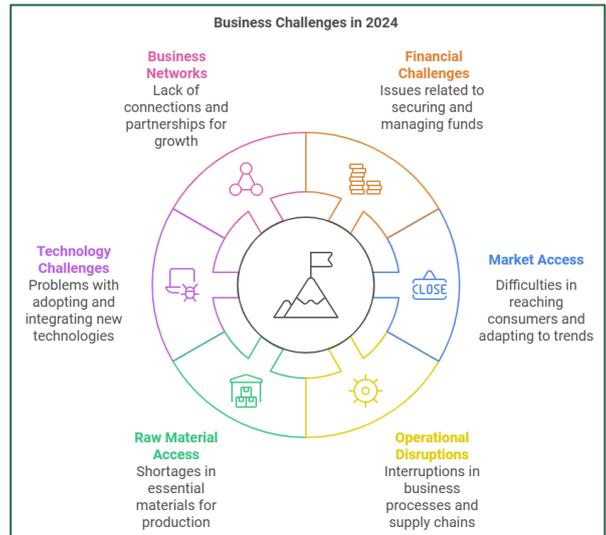
Specific examples were provided such as exporting internationally to different countries in Africa, Cyprus, Jordan and the Gulf; winning international and national awards that recognized their entrepreneurial journey; promoting inclusivity; achieving social and/or professional impact. Testimonials include:

- *“Establishing my business as a successful social enterprise stands as my proudest achievement. By connecting rural women artisans with a wider market through our app, we’ve empowered them economically, preserved cultural traditions, and reduced food waste through innovative solutions like sun-drying and sun-freezing machines. This has created a meaningful impact on communities and reinforced my commitment to sustainable entrepreneurship.”*
- *“Providing more than 10 workshops and trainings for more than 200 people of various ages to help them in their field of work, develop their ideas and plan for the labor market. We helped more than 100 people to get the right job and more than 8,000 people completing job interviews, and acquiring the best way to apply for the appropriate job. We helped the community and job seekers by publishing many job opportunities, courses and training courses in various fields through our WhatsApp groups and social networking pages.”*
- *“Despite the surrounding circumstances, the work has been done to the fullest and the women who work with us have benefited. Another success is the increase in the number of customers from last year in my town, and this is due to the quality of the product.”*
- *“We were able to grow our business by expanding into new markets, increasing revenue and customer base as well as establishing partnerships with regional and/or international distributors to boost sales and brand visibility. In addition, we focused on innovation, developing and launching new product lines that meet consumer demand for sustainable, affordable, and locally sourced products. Finally, we created opportunities for women in leadership roles within the company and implemented community initiatives that benefit vulnerable groups, including women and smallholder farmers.”*
- *“As a businesswoman in Akkar, I contributed to the rehabilitation and support of girls and women of different nationalities who left education at an early age, enabling them to successfully complete their studies and pass the official baccalaureate exams with outstanding grades. In addition, I provided them with the necessary practical skills, which provided them with real opportunities to enter the labor market and actively participate in accelerating the economic wheel in the region.”*



### 3.2. Overall Challenges and Impact of the War

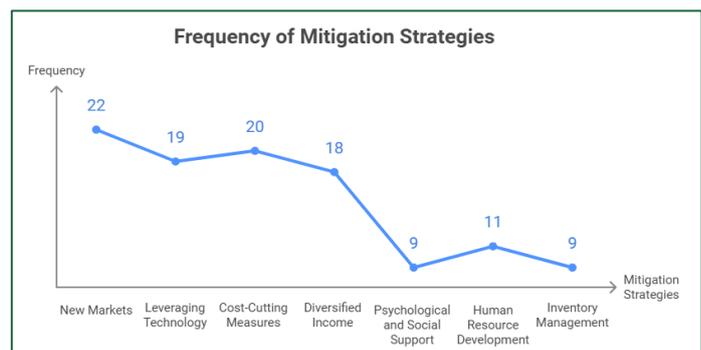
Top challenges reported by survey respondents include lack of access to funding (83%), operational disruptions due to war/turmoil (60%), high cost of living due to inflation (51%) followed by lack of financial access to loans, grants and cash flow (44%) and other examples such as market access/closures, access to raw materials, technology challenges, lack of safe transportation/roads, lack of childcare, etc.



When asked about how the war/turmoil has impacted their businesses, respondents cited multiple factors including revenue/funding decreased (64%); market demand decreased (63%); reduced motivation and productivity (44%); production/operations (40.7%); followed by supply chain issues, energy problems, infrastructure damage and security.

Specific examples from the survey and focus group feedback reflect the steps taken to mitigate overall challenges to sustain their businesses, such as:

- **Reduction in Labor Force** - 54 of 122 respondents (44%) reported that they were obliged to dismiss or lay off employees during the country's situation with 12 of the 30 focus group participants confirming this decision for their businesses.
- **Physical Damage** – Thirty percent (30%) of respondents reported that their business location was impacted by the war/turmoil with 6 destroyed, 13 partially destroyed, 3 uncertain due to lack of access, and 15 respondents reported that they relocated their businesses elsewhere.
- **Personal Relocation/Displacement** – Fifty-four (54) respondents reported that, due to safety concerns, they and/or their employees were displaced to different parts of Lebanon or had moved abroad during this period. Six of the 30 focus group participants were displaced due to security concerns and 9 reported having employees displaced during the war.
- **Mitigation Strategies** – Survey respondents shared how they mitigated challenges by undertaking cost-cutting measures, inventory management, and/or diversifying markets. Participants in the focus groups reiterated several strategies with the most frequently mentioned trends including trying and/or succeeding to enter new markets, leveraging technology, implementing cost-cutting measures and diversifying income, followed by human resources development and delivering psychosocial support.



- **Adaptations and Initiatives** – Many respondents provided examples of how they adapted their work to respond to community priorities during the war by delivering food rations and health supplies to women or delivering training skills for displaced women.
  - *“We felt it is time to give back to our community, so we created a set of webinars on ‘Empowering Shiny Day Attitude through Empathy, Compassion and Resiliency’ and spreading free webinars first for the open public and then customizable webinars for our client companies.”*
  - *“We have been displaced outside our city for a year and two months. In this period, we have worked to provide services to the displaced as intermediaries between the donor and targeted beneficiaries.”*
  - *“Due to the war and the inability of students to reach schools, we are working on the development of a different method of learning - a paradigm shift using augmented reality technologies in education. This initiative allows students to learn remotely, effectively, and easily, as they can access educational content flexibly from anywhere, at any time...contributing to the delivery of education innovatively and safely under the current circumstances.”*
  - *“Yes, we are currently working on penetrating local supermarkets with lower-costing products to address the economic crisis. Given that people no longer have high purchasing power, we aim to provide the same high quality but in smaller quantities, making our products more affordable.”*

## 4. PRIORITY RECOMMENDATIONS & NEXT STEPS

This section integrates the priorities emerging from the survey results and focus group feedback and outlines how LLWB has responded to these needs to date and its plans for the future.

### 4.1. Priorities for External Support

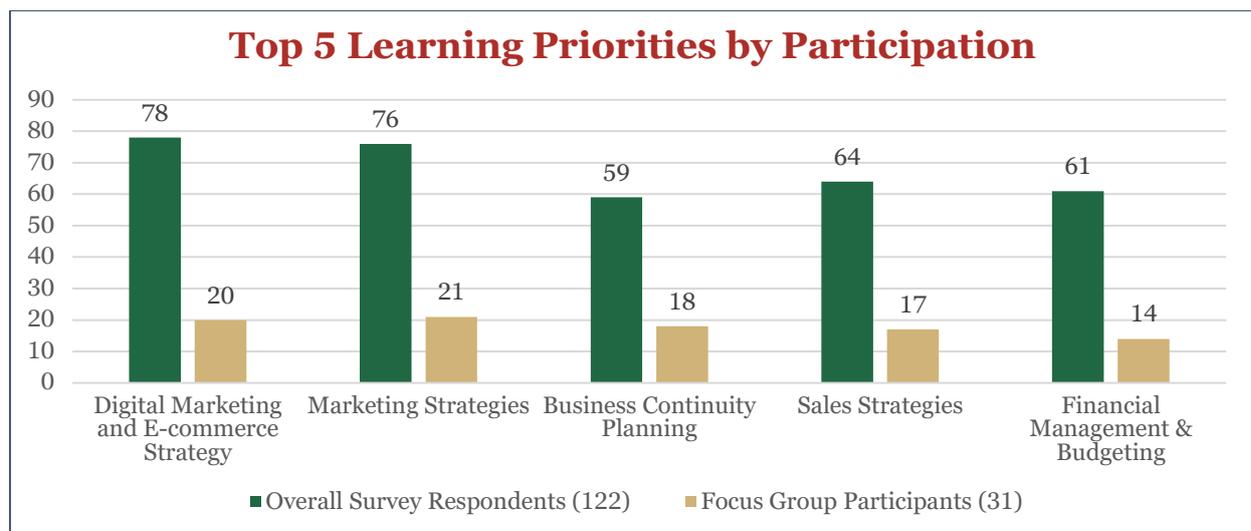
When asked the multiple-choice question *“what kind of external support would benefit your business the most”*, six categories emerged as the top choices among survey respondents, and this was further confirmed by focus groups participants.

<b>External Support Needed</b>	<b>Overall Survey Respondents (122)</b>	<b>Focus Group Participants (30)</b>
Financial Support	107	27
Access to Local Markets	65	22
Equipment/Technology support	65	16
Assistance with Exporting	51	18
Business Training	48	15
Access to Raw Materials	35	11

## 4.2. Priorities for Capacity Strengthening

Out of the 122 respondents, 80 (66%) reported having previously participated in management and/or technical trainings on a variety of topics including leadership, marketing, export, food safety, sales, financial management, business planning, human resources, and supply chain management, tailored to their field of operation and business maturity. During the focus groups, participants stressed the importance of leadership training as well as communication skills, particularly pitching skills.

Survey respondents were asked to rank their top five learning priorities with priority topics emerging as follows:



In reflecting on the overall findings and feedback, LLWB identified three key training topics to address the main challenges faced by respondents, including practical learning objectives for each as follows:

Challenges	LLWB Training Topics
Financial challenges and revenue decline	<b>Business Continuity and Financial Management</b> <ul style="list-style-type: none"> <li>✓ Explore the Business Model Canvas and strategies for financial planning and crisis management.</li> <li>✓ Learn pricing strategies, cost and expense assessments, and methods for cost reduction.</li> <li>✓ Understand how to sustain operations amidst economic and political instability, diversify income streams, and leverage opportunities/grants.</li> </ul>
Lack of skills, knowledge, and/or resources in utilizing online platforms for marketing and e-commerce	<b>Digital Marketing and E-Commerce (Basic &amp; Advanced)</b> <ul style="list-style-type: none"> <li>✓ Enhance skills and knowledge of social media marketing and online sales platforms.</li> <li>✓ Master content creation, including photography, videography, editing techniques, and crafting reels.</li> <li>✓ Develop strategies for optimal video length, posting schedules, hashtag and keyword strategies, and recommend posting frequency.</li> <li>✓ Learn to build contingency plans for social media hacks</li> <li>✓ Practical tips and tricks, website creation, and launching professional e-commerce platforms.</li> </ul>

<b>Challenges</b>	<b>LLWB Training Topics</b>
Need to expand into new markets and improve sales efforts	<b>Marketing and Sales Strategies</b> ( <i>Basic &amp; Advanced</i> ) <ul style="list-style-type: none"> <li>✓ Build effective sales pipelines and customer engagement techniques.</li> <li>✓ Develop market access strategies, including market expansion and identifying target audiences.</li> </ul>

Each session provides practical, actionable insights and hands-on tools to help participants overcome the identified challenges in their businesses. Given the short duration of each session, a focus on foundational skills ensures that all participants, regardless of prior experience, can benefit from the training. Follow-up materials, such as worksheets, reading materials, or recorded videos, reinforce learning after each session.

### **4.3. Next Steps**

LLWB is a dynamic community where leadership, mentorship, and professional growth intersect to create lasting impact. Through strategic partnerships and its four core pillars—Advocacy & Social Change, Community Development, Transformational Learning & Development, and Access to Business Networks—LLWB equips women with the resources and opportunities needed to overcome challenges, expand their businesses, and drive socio-economic change in Lebanon.

In December 2024, LLWB responded to the findings of this assessment by designing and delivering nine online training sessions for 30 women business leaders in South, Beqaa and Mount Lebanon areas as part of this project with Konrad-Adenauer-Stiftung. LLWB and its partners will continue to build on the results and learning from this study and is already applying the learning to ongoing initiatives such as the GIZ-funded “Ebda3 Building Resilience and Strategic Innovation Program” which aims to strengthen the crisis management capabilities of 25 MSMEs, with a focus on resilience, adaptability, and strategic planning.

With the appropriate resources, LLWB hopes to expand its existing program offerings to address the broader findings of this needs assessment to not only reach a broader audience but also provide more detailed and in-depth training that furthers the resilience and growth of women-led businesses in responding to the ever-evolving context in Lebanon.

<b>Additional Capacity Strengthening Priorities of Women-Led Businesses</b>		
<p><b>Strengthening Leadership Capacities of Women Entrepreneurs:</b> Conduct specialized sessions focusing on empowerment, confidence-building, and leadership development to strengthen participants' capacity to take on workplace responsibilities and drive business growth as well as their resilience.</p> <p>Scaling up the technical skills of startups, MSMEs, SMEs led by women and youth to include financial literacy, entrepreneurship, expert workshops, energy efficiency, employability sorting and recycling, financial sustainability, growth and cashflow optimization and</p>	<p><b>Networking Opportunities:</b> Facilitate connections with business networks, collaborators, and industry experts to combat isolation challenges and create opportunities for partnerships, mentorship, and market access.</p>	<p><b>Tailored Follow-Ups:</b> Offer one-on-one coaching sessions post-training to support participants in effectively implementing their learnings, addressing individual challenges, and optimizing their business strategies.</p> <p>Offering one-to-one coaching sessions on gender inclusion.</p> <p>Establishing an ILO-certified gender audit unit to conduct gender and inclusion audits of businesses as well as CSOs including syndicates, universities and others, as well as analyzing</p>

<i>Additional Capacity Strengthening Priorities of Women-Led Businesses</i>		
digital marketing during and after crises.		public policies and private sector policies from a gender perspective.

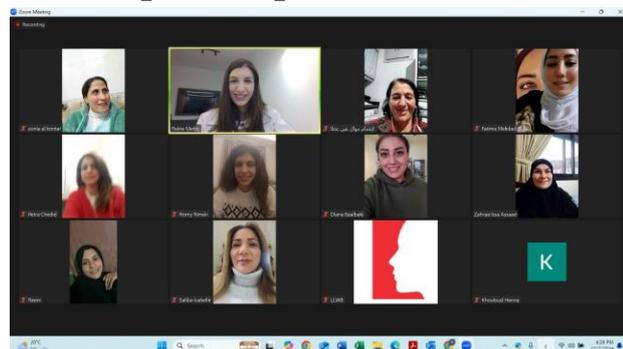
Given the devastating impact of war, the devaluation of the Lebanese currency, and the dollarization of the economy, previous studies and assessments have highlighted the urgent need to enhance cash-for-work initiatives and expand employability programs through a diverse and inclusive approach. With elderly and retirees desperately need to re-enter the workforce to sustain their livelihoods amid rising living costs, the need for financial inclusion has never been more critical. In response, LLWB remains dedicated to advocating for the financial inclusion of women across all ages, backgrounds, and socio-economic classes. To drive meaningful change, LLWB is actively working on policy reforms and legislative amendments, ensuring that its advocacy efforts are rooted in evidence-based research. This includes developing policy briefs, conducting studies, and proposing data-driven recommendations to support effective and sustainable financial inclusion policies.

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# ANNEX A. FOCUS GROUP PARTICIPANTS

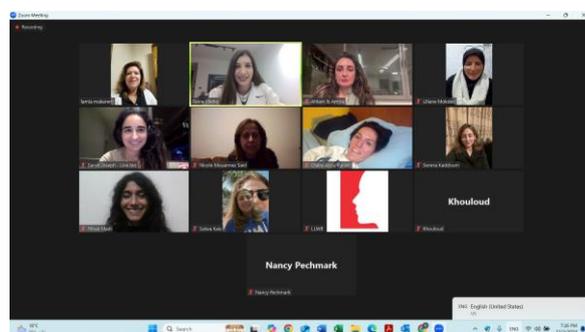
## Focus Group #1: Bekaa – December 3, 2024, from 2.30pm-4.30pm

1. Fatima Mekdad/KARIMA
2. Romy Nmeir/MOUNET NMEIR
3. Yara Ibrahim/Le Potager de Yara
4. Reem Alabbas/SmartLand
5. Sonia Alknotar/Le Mètier De Sonia
6. Zahraa Assaad/Women's Association for Social Development
7. Isabelle Saliba/Al Berdawni Trading
8. Diana Baalbaki/Meals on Wheels
9. Petra Chedid/Rooted
10. Ibtissam Mawal/Agricultural Cooperative Association for Food Processing Ain El Louz



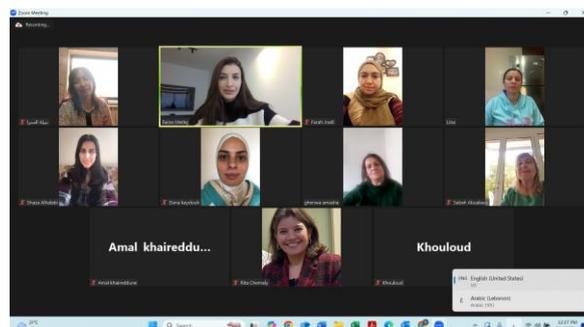
## Focus Group #2: Mount Lebanon – December 3, 2024, from 6pm-8pm

1. Liliane Mokdad Wazayef Recruitment Services
2. Nancy Assaf Pechmark Public Health SARL
3. Claire Abou karam Espace L
4. Nicole Mouannes Said Olive Leaf
5. Ahlam Sfeir Sole Sisters Project
6. Sarah Joseph Live bio
7. Lamiaa Makarem ladyenergy
8. Salwa Youssef Hilos de amour
9. Rihab Madi Zohour / Habke w 3e2de
10. Serena Kaddoum Statede - Integrating



## Focus Group #3: South Lebanon – December 4, 2024, from 10.30am-12.30pm

1. Shada Al Halabi/Macrame Art and Craft
2. Nabila Hamra/Hasbani Molasses Factory
3. Lina Sayagha/Karmi
4. Wafica Mohammad/Mograbi Learner Link Center
5. Farah Jaradi/Beads.and.Resin
6. Lina Elias El Alam/By Lina Chocolate
7. Dana Kaydouh/Dana.k Accessories
8. Sabah Abou Abbas/Khayyam Women Association for Development
9. Ghenwa Amasha/We Can
10. Amal Shehadi Khier Aldeen/Khairat al Hasbani



# ANNEX B. FULL SURVEY QUESTIONNAIRE

## Mapping Needs and challenges of Women-led MSMEs and SMEs / Assessment Survey

The Lebanese League for Women in Business (LLWB), established in 2006, is a socio-economic, apolitical, non-religious association uniting professional women. We provide a platform for: Sharing Experiences, Developing Competencies and Skills, Establishing Networks and Exchanging Expertise, and Accessing funds and Mentorship.

LLWB's mission is driven by building partnerships and collaborations with various stakeholders sharing similar socio-economic goals. For more information, visit: [www.llwb.org](http://www.llwb.org)

Thank you so much for taking the time to participate in this survey by the Lebanese League for Women in Business. This survey focuses on the challenges, and recommendations for women-led MSMEs, SMEs, and entrepreneurs/startups in 2024, in Lebanon in time of war. This year, we're especially interested in better understanding how the security situation and the ongoing war are affecting your business operations. Your input as women-led MSMEs, SMEs, and entrepreneurs/startups is incredibly valuable to us.

The survey will take no more than 7 minutes to complete. We'd also be grateful if you could share it with other women-led MSMEs, SMEs, and entrepreneurs/startups in your network and region. Thank you again for your participation!

- **Purpose:** To identify the needs, challenges, and of women-led MSMEs, SMEs, and entrepreneurs/startups across Agriculture, Industry, Services, STEM, and Agri-food, fashion, art. Jewelry, crafting, construction and other sectors in Lebanon, particularly during times of war and turmoil.
- **Confidentiality Statement:** Respondents' information will remain confidential and will only be used for the stated purpose of the survey . LLWB team could also use the personal information to invite you to be member at LLWB.
  - **Survey Duration:** Approximately 7 minutes

**1- Full Name**

**2- Gender**

- Female
- Male

**3- How old are you?**

**4- Phone number**

**5- Email address**

**6- Are you a Women Business Owner?**

- Yes
- No

**7- Level of education:**

- No degree
- Bachelor's degree

- Master's degree
- PHD
- Secondary
- Other:

**8- Professional Experience in Current Sector (Years)**

- 0-4
- 5-10
- 11-20
- >21

**9- What is your business name?**

**10- Business email address:**

**11- Website or social media**

**12- In what year was your business established?**

**13- Is your business registered?**

- Yes
- No

**14- If not, why?**

- Bureaucratic challenges
- I don't know how
- High fees
- Other:

**15- Specify the Ownership Type**

- Individual
- Partnership
- Cooperative
- Other:

**16- Where is your business located?**

- Beqaa
- North
- Baalbeck Hermel
- Beirut
- Nabatieh
- Akkar
- Mount Lebanon
- South

**17- Is your business location rented or owned?**

- Owned
- Rented
- Other:

**18- Where do you manage your business from?**

- I manage my business from home
- I manage my business from a co-working space
- I manage my business from a store, shop, outside of my home
- I manage my business from my family house. (family-owned business)
- I manage my business from my business location
- Other:

**19- What is the primary sector of your business?**

- Agriculture
- Services
- Food & Beverages

- STEM
- Art
- Consultancy, research, and financial services
- Health sector
- Communication and telecom
- Education sector
- Construction
- Jewelry
- Fashion
- Crafting
- Other:

**20- Main Target Market:**

- Local
- Regional
- International

**21- What platforms do you use to advertise your work?**

- Instagram
- Facebook
- Tiktok
- WhatsApp
- Other:

**22- Excluding yourself, how many employees do you have?**

- I work alone
- 1-2
- 3-4
- 5-10
- 11-40
- +41

**23- How many women employee is there?**

**24- How many seasonal employees are there?**

**25- How many employees with disabilities are there?**

**26- Were you obliged to dismiss or lay off an employee during the country situation?**

- Yes
- No

**27- In 2024, what are the top three successes you have achieved as a female entrepreneur? (Please select three answers in order of importance)**

**28- In 2024, what are the main challenges you have faced, select all the applicable answers to your business?**

- Lack of access to funding or other investments needed to expand my business
- Debt Issues
- Lack of financial access to loans, grants and cash
- Technical challenges, technology
- Changes in consumer behavior and market changes
- Operation disruptions due to war
- High cost of living due to inflation
- Limited Access to Raw Materials
- Limited access Market

- Certain Markets Have Closed Completely
- Lack of safe transportation roads
- Lack of experience in business management or business-related skills/knowledge
- Gender stereotypes, discrimination, or harassment that limit my opportunities as a business owner
- Difficulty in finding and retaining customers
- Difficulty in hiring
- Difficulty in retaining qualified employees صعوبة في الاحتفاظ باليد العاملة الكفوءة
- Difficulty in training the employees
- Lack of digital connectivity
- Lack of support for childcare/other caregiving responsibilities
- Lack of access to business networks
- Foreign competition or imported goods

**29- Has your business location been impacted by war**

- yes, totally destroyed
- not destroyed
- partially destroyed
- Don't know
- change of location because of the situation
- Other:

**30- Are you displaced because of the safety situation in Lebanon? If yes from where to where?**

**31- Do you have employees that were displaced? If yes from where to where?**

**32- Is there any new product or service you developed recently or you're working on because of the crisis?**

**33- Is there a new branch or chapter or department you opened recently or are you working on?**

**34- How has the war/turmoil affected your business?**

- Production/Operations
- Revenue/ Funding (Increased/Decreased)
- Supply Chain
- Market Demand (Increased/Decreased)
- Energy Issues
- Reduced Motivation & Productivity
- Infrastructure Damage
- Business Closure
- Other:

**35- What are the steps to be taken to Mitigate Challenges:**

- Leveraging technology
- Cost-cutting measures
- New markets/products
- Diversified access to raw material
- Human Resource Development
- Diversified Income Streams
- Inventory Management
- Psychological and Social Support
- Other:

**36- What external support would benefit your business the most?**

- Financial support
- Business training
- Exporting
- Access to local markets
- Equipment or technology
- Access to raw materials
- Other:

**37- Select the top 5 topics you are most interested in attending or learning about.**

- Financial Management & Budgeting
- Sales Strategies
- Marketing Strategies
- Digital Marketing and E-commerce
- Quality Assurance and Certifications (HACCP, ISO, etc.)
- Leadership and Team Management
- Awareness to People with Disabilities
- Supply Chain & Operations Management
- Innovation and Product Development
- Export and Trade Readiness
- Business Continuity Planning
- Legal and Regulatory Navigation
- Crisis Management
- Digital Transformation
- Increasing Productivity
- Other:

**38- Have you attended any type of management or technical training session before?**

- Yes
- No

**39- If yes, list them**

**40- Any additional comments or recommendations?**