

The background features a complex, abstract pattern of thick, magenta-colored lines. These lines form a series of interconnected, rounded, and somewhat geometric shapes that resemble a stylized maze or a series of overlapping loops. The pattern is dense and covers the entire page, creating a vibrant and modern aesthetic.

LAL

Lebanese Alternative  
Learning

ANNUAL REPORT

THE ANT YEAR

2022

## EDITORIAL



*“Nothing resists the relentlessness of an ant”. Victor Hugo*

In 2022, the LAL team has been tirelessly working to transform the Tabshoura platform.

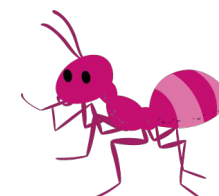
Like a colony of ants, we have diligently added new units, revised and improved existing ones, and upgraded our user experience. Additionally, we have been supporting teachers through our Lalmoudaress initiative and working on offline solutions, culminating in the introduction of the Tabshoura offline App.

Our partnerships have played a significant role in our success this year, with each project being a continuation of previous efforts through renewed partnerships. Our collaboration with GIZ, and the support of the German Federal Ministry of Economic Cooperation and Development, BMZ, has enabled us to make strides on many levels, from completing Tabshoura content to developing an offline App and launching the Lalmoudaress initiative and website.

Furthermore, our collaboration with Right to Play has allowed us to focus on shaping the Elementary cycle I level. Following the successful completion of Grade 1 and 2, we are currently piloting and collecting data on Grade 3.

With the support of Their World, we have been able to continue our focus on a digital support program for early childhood education, working in partnership with Ana Aqra. Additionally, we have established a new partnership with Skild, which helped us ensure the inclusion component in our program.

Overall, the year 2022 has been a year of remarkable progress for the LAL team, as we have continued to build on our successes and partnerships to achieve our goals.



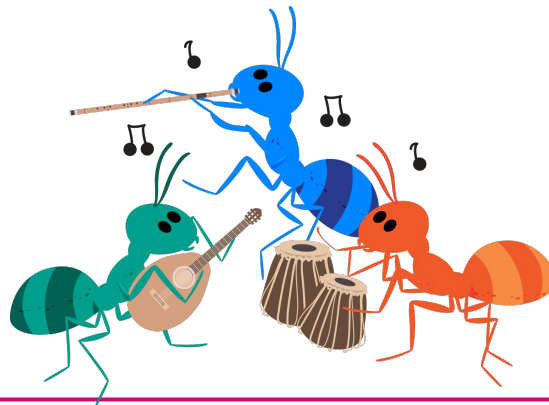
The remarkable progress made by the LAL team is a testament to the dedication and hard work of our team of experts. We have diligently worked towards our goals, just like ants, not only with patience and perseverance but also with a model of social cooperation. In this analogy, we see the ant as a symbol of the greater good, where each ant works selflessly for the benefit of the colony.

However, we must also acknowledge that we are like cicadas in the office, laughing, singing, playing, and dancing at the slightest thing. Our joyful spirits are reflected in every unit we create, and we strive to make our beneficiaries happy. We firmly believe that learning is not just about skills, competencies, problem-solving, or a conceptual approach. It is also about happiness.

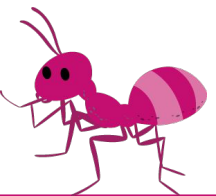
Therefore, let us add happiness as an essential component to all our projects, and let us think of it as an important milestone.

As a team, we must remain happy, keep learning from our successes and failures, and continue to share our learnings with those who need it the most.

**So, to the LAL team, let us stay happy, continue to work towards our goals with passion and enthusiasm, and create a positive impact on the education of our beneficiaries.**



Nayla Fahed – Co-founder & CEO



## A WORD FROM OUR CTO



*“No Country for Young Men”*

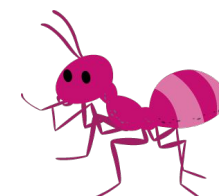
“

Due to the Economic collapse, Lebanon is being drained of its teachers, of its students and most importantly of its youth. It is increasingly difficult for us to find competent people who want to live and work in Lebanon.

But our team is determined to adapt to the situation and is dedicated to the dreamers who want to believe in a better future. We are committed to work with the people who do not want to leave and also, sadly, with those who cannot leave.

It is getting harder and harder to believe in a future recovery of our country, but for those believers, we are still here trying to overcome all the obstacles, whether economic, technological, educational or human.

Nagi Ghorra – Co-founder & CTO





المدرسة  
LALMOUDARESS

طاشورة  
TABSHOURA

LAL Lebanese Alternative Learning

# PROJECTS

LAL Solutions



1



## SUFA

Our ongoing partnership with **GIZ** and with the support of the German Federal Ministry of Economic Cooperation and Development, **BMZ**, our participation in the SUFA projects reached new heights.

### TABSHOURA

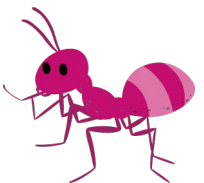
We continued our work on Tabshoura's platform improvement in terms of content and visuals, completing Middle School, adding co-curricular projects.

### LALMOUDARESS

Lalmoudaress platform was published. On Lalmoudaress you can find content to support teachers varying from how to use Tabshoura, to how to use free digital tools, lesson plans to teach using WhatsApp or any other messaging App.

### OFFLINE APP

We also successfully launched the first version of our offline App!  
Download the App, select content, downloaded it and use it anytime, anywhere offline.



# SUFA – MIDDLE SCHOOL

The objective was to complete and upgrade our Middle School program.

Many subject matter experts developers worked hand in hand to achieve an amazing work.

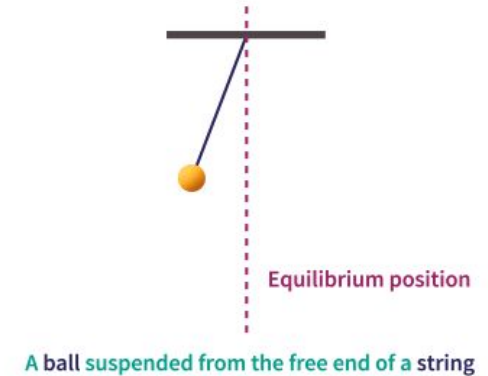
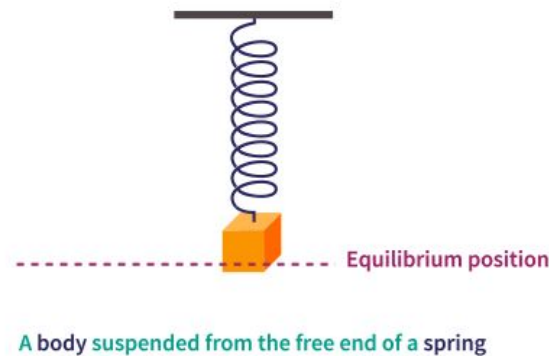
Arabic, French, Math, Physics, Chemistry, Earth and Life Sciences were tested, edited, completed. A diverse team of subject matter experts developers collaborated to achieve this challenge.

**60 +**

Chapters  
completed

**12**

Developers





GPToulé  
إخرتي!

يا ربّي  
دخلك!



“Life will almost never go as planned. It's simple to find reasons not to succeed when plans are derailed. It's considerably more difficult to persevere and adjust.

When fuel prices were rising, schools were on strike and nothing seemed to be working, we at LAL found opportunity in the midst of the chaotic state in Lebanon and worked on creating, restructuring and translating more than 60 chapters on the Middle School Tabshoura Platform.

It might not have been the perfect educational tale, as we faced many difficulties, varying from technical issues to finding competent and devoted teachers. But, we overcame it all through a group of devoted individuals committed to providing high-quality work and learning from their mistakes.

No, it might not have gone as planned; it might not have been the perfect story either, but it surely was a successful one.”

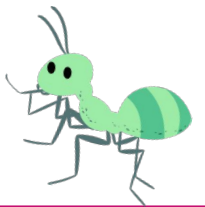
Muriel Albina - Content Manager



## SUFA – Lalmoudaress & Co-curricular

Lalmoudaress aims to support educators as they transition to a remote model of education. It accompanies them with creative strategies to teach in areas with very little infrastructure. They will find resources to teach through messaging applications and mobile phones.

These education resources were developed by educators for educators. Teachers from all over Lebanon contributed to produce lesson plans and diverse methodologies adapted to their challenges aiming to support other teachers facing the same difficulties.



## PROJECT MANAGER SAYS



## Lalmoudaress & Co-curricular

“

“Some testimonials are simply unforgettable. They brim the heart with hope and make us more intentional in making changes, maybe small changes at the beginning yet with the aim of growing these fractal changes into big structures that shall transform our corrupted system of education.

While asking community enablers about the influence of Lalmoudaress project on them and their communities, Zeina said, “[at the beginning of the project] some teachers thought that they were using project-based learning, but they weren’t. They thought that what they did was inquiry-based learning, but it wasn’t. They believed that it was the students’ fault, but it wasn’t. They blamed the parents, but the parents could do nothing. Yet, a lot of other teachers were quite aware that the problem was in their teaching practices, asked for help, and showed readiness to change...

The diversity, collaboration, and interaction of the teachers sparked a sense of belonging not only to a community of educators but also to a great country of superheroes who are ready to teach/fight for Lebanon!” –

Souhaila Nassar - Project Manager - January 2021- July 2022





## PROJECT MANAGER SAYS



## Lalmoudaress & Co-curricular

“

“Take a front row seat to a typical Lebanese school day, and you would be startled at the myriad challenges that teachers in Lebanon face. Despite this, you’d watch them galvanize the floor dynamically with hearts pounding out of their chests with passion towards their students.

LALmoudaress capitalizes on this specific passion to build a library of free educational resources created by teachers for teachers. These resources stand out not only because they intentionally employ pedagogical methods that engage students, track their progress, and promote learning and understanding, but also because they capture the resilient nature of the Lebanese teacher.”

Haigo Dolmayan - Project Manager - December 2022 - Actual



# SUFA – THE OFFLINE APP



Nagi Ghorra



Hussein Al Lahham



Joelle Mahfouz

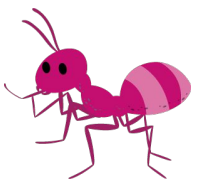


Naim Abou Darwish

In addition to the ability to log in to the Tabshoura online platform, LAL's Tech Team now offers an App available for Android or IOS devices.

The Tabshoura App allows the student to connect and download the chapters they want on their tablet or cell phone. They can then use the content in offline mode (without an Internet connection).

When, the student reconnects to the Internet, the App will synchronize his work and grades on the online platform. He can also delete the chapters he has finished from his tablet and then download new ones.





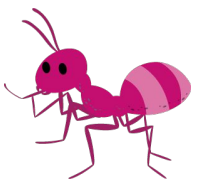


# Mawaridy Integration

In collaboration with the CRDP we have developed a double integration of the Tabshoura platform's pedagogical contents with the CRDP's official portal, Mawaridy, which includes all the students in Lebanon (Public, Private, Free Private and UNRWA schools) as well as all their teachers.

The first integration consists in giving access to Tabshoura content via their official Mawaridy identifiers.

The second integration consists in sending back to the Mawaridy platform the grades obtained by the students on the different Tabshoura activities.



# ELEMENTARY CYCLE II

Great ants, great work.

We succeeded in completing French, English, Arabic and a big chunk of Math and Sciences thanks to the dedication of a great team.





“Let me prove to you how 2022 was the ant year indeed.

When I first was appointed as the math coordinator by the end of 2021, a miniscule improvement was done in regard to the math chapters in grade 4 and 5 combined. We ended 2021 with 4 math chapters published in these two levels only.

I can assure you we faced many obstacles along the way, but Nayla’s resilience is contagious and pushed us to thrive even higher. Our fierce determination and continuous work and collaboration with the best people, allowed us to create, edit, restructure, adapt, review, translate, finalize, a great portion.

Through 2022 we managed to publish 52 math chapters in total between grades 4 and 5.”

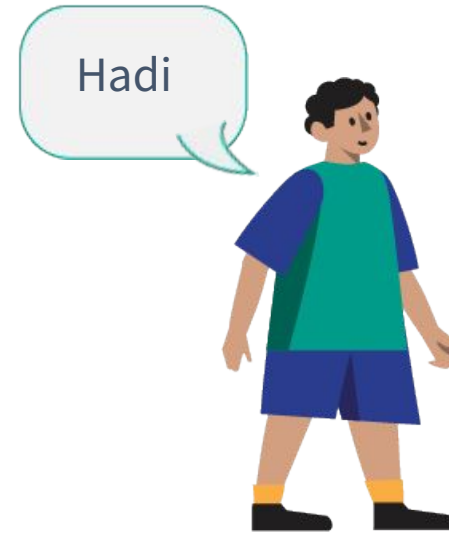
Reine Sakr | Math Coordinator | August 2021 - Actual



# ELEMENTARY CYCLE I

With the support of **Right to Play**, we achieved the development of Grade 1 and 2 in Arabic, English, Math and Sciences. We also, launched a pilot phase and gathered some data. We started the Grade 3 development, building a scope and sequence and creating new characters that will accompany the students during their Grade 3 year.







“Thinking about the students who do not have access to schools, regardless of the reasons, made us work with all our hearts to ensure that they receive quality education wherever they are. The challenge is more pronounced when dealing with young children who care most about playing.

Right to Play is a project in which we developed content for elementary grades 1, 2, and 3. Our main objective was to create lessons that are interactive and fun for the learners in order to make them feel that they are playing. We want learners to cover the required objectives and at the same time enjoy the education journey. One of the things that make the project special is the characters we developed for each grade level. As developers, we got attached to the characters we created. We lived with them, day by day, and watched them narrate the lessons for the learners and ask for their help in solving questions. Festok, the parrot, is my favorite. He will always have a special place in my heart!”

Ruba Mehdi, English Content Developer





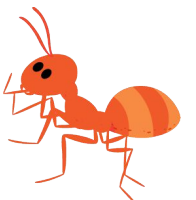
# EARLY CHILDHOOD EDUCATION

## My Best Start 2

MBS2 project was conducted in collaboration with Ana Aqra Association and SKILD. (supported by TheirWorld)

SKILD team joined us in Phase 2. The team is specialized in providing support for students with individual learning differences!

In phase 2, SKILD developed support units that target executive functions, psychomotor skills and oral skills. A simplified version of each unit will be added for the students on Tabshoura and a more detailed one will be added for teachers and parents on Lalmoudaress.



# EARLY CHILDHOOD EDUCATION

## MBS2 - Project Goal:

To develop a digital literacy program aligned with the Lebanese curriculum giving the underserved community (public schools & refugee students) access to quality digital educational resources.

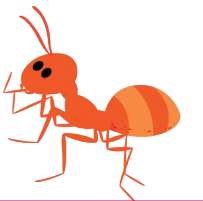
## Accomplishments (January 2023):

- 10 Math Units
- 14 Arabic Units
- 10 English Units
- 4 Units in SKILD ToolKit



To be finalized by June 2023:

- 10 Science & Vocabulary Units
- 14 Arabic Units
- 16 English Units
- 11 Units in SKILD ToolKit

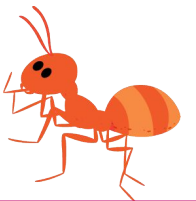




# EARLY CHILDHOOD EDUCATION

“We are learning, growing and cherishing beautiful moments with the team....”

Grace Najjar – Project Manager

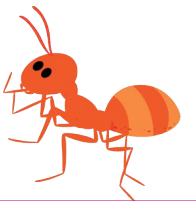
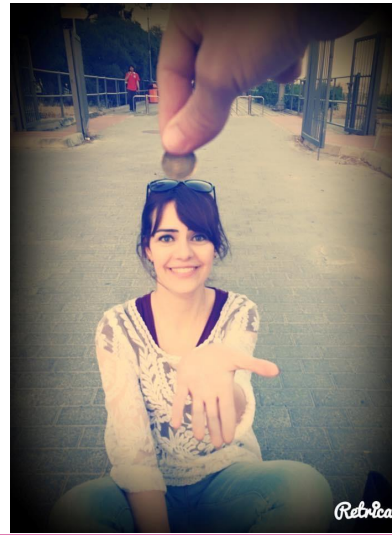




# EARLY CHILDHOOD EDUCATION



The real “us”!





# SAT 7

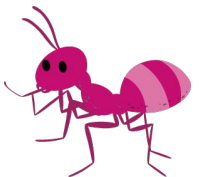
**Project Goal:** Design and execute the assessment component of the Sat 7 Academy Program “My School / Madrasati”. ..... *in 2 months ;)*

## Accomplishments:

Writing & Digitizing 60 Assessment Challenges

12 Arabic – 12 English – 12 Math – 12 Science –  
12 French (including the SEL component)

You've successfully completed this challenge!





# BASIC LITERACY AND NUMERACY

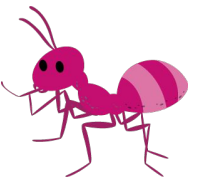
Subcontracted by the Back to the Future consortium composed of War Child Holland, AVSI and Terre des Hommes-Italy, we digitalized the official BLN curriculum and piloted it. An impact report was published.

**300 +**

Number of users  
During the pilot

**30 +**

Number of  
Teachers trained



# MONITORING, EVALUATING, ACCOUNTABILITY & LEARNING

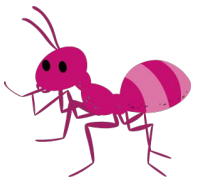
The **MEAL** Department at LAL not only sounds delicious but our menu is exquisite!

One of our primary functions includes creatively designing project logframes to facilitate the tracking of progress and achievements.

We collaborate harmoniously with Project Managers and stakeholders to identify the main ingredients for every project and carefully select our measuring tools.

## **Time for a taste test!**

At the end of each project, all the collected data and beneficiaries' feedback will be analyzed to translate to the overall program accomplishments and lessons learned in order to reflect on the activities and methods that were positive and effective, and determine the challenges faced during the program implementation. Proposed solutions and alternative methods will be discussed to optimize workflow as a stepping stone to reaching our goals.



# MONITORING, EVALUATING, ACCOUNTABILITY & LEARNING

## **Menu is ready to be shared!**

Generated evidence is analyzed and is ready to serve. A narrative report with tempting visuals will be issued at the end of each project detailing the project overview and objective, implementation experience, feedback and findings, key learnings, and the impact.

## **Free samples available!**

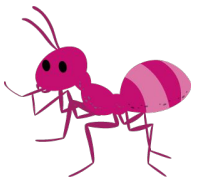
### **BLN Pilot Program - Teacher Feedback**

**“What did you enjoy most about the platform?”**

*“The fun stories, activities mostly the fun ones, illustrations and of course Tabshour the avatar that became highly popular among kids.”*

### **My Best Start Pilot Program - Overall Teacher’s Feedback**

**“89% of the teachers would recommend Tabshoura platform to others”**



## MEAL



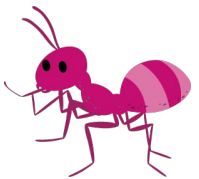
No department can take shape without the combined efforts and support of a great team. Cross-departmental collaboration is of the essence for the MEAL Department! LAL's team is driven by passion, compassion and success, three key elements that make us look forward to tomorrow and say BONJOUR Nagi!

Mona Ebsim – MEAL Manager

"I fell in love with LAL because of its mission and the exceptional team it has assembled. LAL tackles in an innovative way one of the pillars of society; Education. LAL's objective is not only to introduce digital learning in the country, but also to ensure it is accessible and inclusive to everyone. The genuine intention behind LAL's work is apparent in every aspect of its operations, from its leadership to its team members. The positive atmosphere at LAL is infectious, as everyone on the team is intelligent, friendly, and eager to lend a hand."



Taymour Kanaan – Senior Research Analyst



# CREATIVE DEPARTMENT



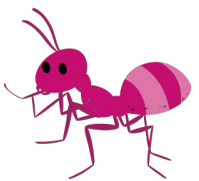
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In 2022, the graphic design team have reached a superior level of understanding of the teachers' needs in addition to those required by the different platforms thus producing various types of illustrations, creative layouts and enlightening animations to create immersive experiences, drawing the learners in and making them want to explore the digital lessons further.

We have set and reached the goal of ensuring optimal visual awareness for Tabshoura within the digital academic world, namely through the successful launch event that was held on January 24, 2023.

The graphic design team were therefore able to communicate the different departments' achievements, challenges, and goals.

Danielle Namour - Graphics Coordinator





# CREATIVE DEPARTMENT



Working with LAL as a designer have been a fantastic experience. It's the absolute freedom that is encouraging me to think outside the box and work creatively with all the ideas I have in mind. With all the appreciation given, LAL family loves to witness creativity and pushes me to do what I love.

Mariam Al Lahham - Illustrator

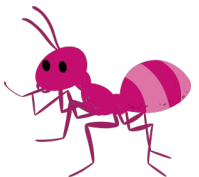
During this year, I watched LAL bloom, expand, and upgrade. It didn't affect the workflow at all. It was smooth, and always positive. Even though a lot of changes were happening, the quality of the work stayed consistent, without it getting too overwhelming. As an illustrator, it was a great experience filled with growth, learning, and development.

Nour Haidar - Illustrator



Working as an Illustrator with the dedicated team at LAL was a rewarding position. The content of the books sent to me was always well thought out and interesting. LAL was encouraging and appreciative of my illustrations. Their guidance and critique allowed me to create illustrations that would best serve to teach the children the lessons. And this is the most important part, which makes me proud to have been a part of this team.

Nancy Salamouny - Illustrator



## Problems? We got Solutions!

2022 was a great year for LAL Solutions despite the challenges and the ups & downs.

So...what did we do in 2022? Well, great projects!

Digitalization was our super star service. You might think what can we digitalize?

Briefly: everything! LAL Solutions is not your traditional solutions provider, it is your partner if you are looking to take any learning experience to another level; yes, any. Still having doubts?

### Let's walk you through our digitalization projects for 2022:

- We digitalized a clowning curriculum for Clown Me In. Yes, you read that well, clowning! Who wouldn't enjoy a good laugh after all?
- We also care about health and well being :D and we partnered with Fair Trade Lebanon to digitalize a curriculum on this topic.
- For CLS we developed a MOOC program and with IECD, we worked on 2 projects about leadership and life skills and transformed them into a highly interactive digital experience.
- We have also developed a full Learning Management System for IECD to host their content on it.



So whatever your interest is, LAL Solutions will support you and take it to the next level.  
But this is not everything LAL Solutions does.

We care about making **learning accessible to everyone, everywhere**. We do this through our offline solutions.  
In 2022, 6 boxes were purchased by our partners: Al Carmelia School, AVSI, TDH, WCH. The boxes were loaded with some of Tabshoura's content and were used as a support in the learning journey.

In 2022 we have also launched a new service which is capacity building. So if you are worried about your staff not being ready to use the digital tools, deal with emergencies, or any other topic that might interest you, we got you covered!

We are very proud of what we have achieved in 2022...but we're just getting started!  
We are looking forward to a fruitful and exciting 2023!

Myriam Turk – Business Developer



People for development





“

I can attest to the excellence of the Solutions Department at LAL. The team is made up of highly skilled professionals who are dedicated to finding innovative solutions for complex challenges. Their approach is always collaborative and they go above and beyond to ensure that the client's needs are fully understood and addressed. Working with the Solutions Department has been a true delight, from designing programs to implementation, they truly are EdTech experts!

Patrick Habib – Head of LAL Solutions



# OPERATIONS



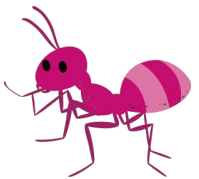
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In close collaboration with the finance officer and the HR and office manager, the Project and Operation manager makes sure that the progress of the projects is going well and all the needed documents and reports are being submitted by project managers and heads of departments, in addition responding to the projects' and departments needs.

In the ant year the focus was on coordinating the ongoing projects and building the documentation system that helped a lot in defining the workflow.

Responding to the needs and coordination between departments became a smooth process. We also worked on collecting progress reports that support us with the data and efficiency of each project, working closely with the MEAL manager to monitor the performance.

Ahmad Shaiban - Projects & Operations Coordinator



## HR AND OFFICE MANAGER SAYS



“

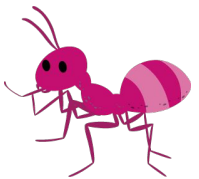
I love helping the team to improve their performance and keep growing up.  
**Positive attitude is our strength.**

I listen, I support, I make everyone life easier.

AT THE END OF THE DAY WE BET ON PEOPLE DEVOTION AND PROFESSIONALISM NOT ONLY STRATEGY  
EVERYONE HAS HIS UNIQUE WAY TO DO IT RIGHT.

I LOVE LAL'S FAMILY SPIRIT!

Romy Melki – HR & Office Manager



# INTERNS JOINING THE TEAM

JOELLE, NAÏM AND NOUR CAME FOR AN INTERNSHIP BEFORE JOINING THE TEAM FOR A PART TIME JOB.



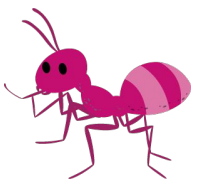
Joelle Mahfouz



Naim Abou Darwish



Nour Kaddeche





# INTERNS JOINING THE TEAM

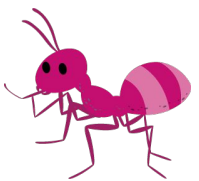
## TESTIMONIAL

" For me, linking education and technology is a major challenge and a necessary approach in today's education. I joined LAL as a summer intern. It was the perfect opportunity to combine my background as a software engineering student and my passion for education. LAL was a real eye-opener. Not only do I get to learn about digital learning and more everyday, but I also get to be part of a team that pushes me to be my best while working in a warm and very friendly atmosphere. I can only be grateful to this new family, to LAL. »

Joelle Mahfouz - IT Officer

“LAL is a beehive of queen/worker bees. Everyone is working on problems that make sense using open source tools. There's no C-level management, no office politics. There's trust and transparency.”

Naim Abou Darwish - IT Officer





# 2022 PARTNERS

## SUPPORT



Implemented by



## PARTNERS



## DIGITAL TRANSFORMATION SERVICES

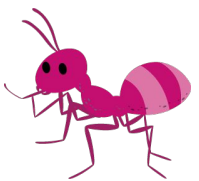


## CO-CREATION SERVICES



# LESSONS LEARNED

- Keep the positive spirit. Even when you are tired and the country around us is on a verge of collapsing, smile because your smile lift you and lift the one around you. Be thankful to what each day brings, enjoy working with others and feeling supported.
- Communication between different departments should be reinforced. When we are running after deadline, some information get lost in the loop.
- Encourage research as part of our quality development.
- Organisation, planning, strategic thinking are the keys to succeed.





# THANK YOU

Click on the icons below to follow us

