Technical Assistance to Support
Promotion of Social Dialogue in Lebanon

المساعدة التقنية لدعم تعزيز الحوار الاجتماعي في لبنان

Promoting Social Justice in Lebanon

الجمهورية اللبنانية
وزارة العمل
Ministry of Labor

LEBANESE REPUBLIC
ECONOMIC AND SOCIAL COUNCIL

UNEMPLOYMENT IN LEBANON

FINDINGS AND RECOMMENDATIONS

Analysis for ECOSOC, prepared on behalf of GOPA by

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Table of acronyms

ALI	Association of Lebanese industrialists
CAS	Central Administration of Statistics
CERD	Center for Educational Research and Development
CGTL	Conféderation Générale des Travailleurs Libanais
DGVTE	Directorate General of Vocational and Technical Education
ECOSOC	Economic and Social Council
EU	European Union
F&B	Food and Beverages
FAO	Food and Agriculture Organization of the United Nation
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
GNP	Gross National Product
HR	Human Resources
ICT	Information and Communication Technologies
IDAL	Investment Development Authority of Lebanon
ILO	International Labor Organization
MEHE	Ministry of Education and Higher Education
MoL	Ministry of Labor
NEO	National Employment Office
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Co-operation and Development
RDCL	Rassemblement de Dirigeants et Chefs d'Entreprises Libanais
SGBV	Sexual and Gender Based Violence
SMEs	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Program

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Appendix 1 - Action Plan
Appendix 2 - Sector Scoring Rationale

I. Executive Summary

Background

Lebanon is suffering from cyclical and structural unemployment mostly driven by major political, social and other issues which have hindered economic growth and job creation in the past few years. Moreover, there is a growing gap between the labor supply and labor demand in the market which is further aggravating the situation notably in terms of youth employment, inclusion and new skills in demand. In light of this and according to its designated role, the Economic and Social Council (ECOSOC) in Lebanon has a major role to play in assessing the existing situation and in adopting a set of recommendations in order to contribute to solving the problems. This study aims at supporting ECOSOC in providing recommendations to the Lebanese government and playing a role in their implementation.

The study was conducted by a Team of Lebanese Experts, contracted by GOPA Consultants in the frame of the Project "Technical Assistance to Support Promotion of Social Dialogue in Lebanon". "Promotion of Social Dialogue in Lebanon" aims to enhance the capacity of the Government of Lebanon and the Lebanese Social Partners and Civil Society to be promoters of Social Dialogue in order to strengthen social protection and improve and enforce labour legislation. This project is funded by the European Union under the "Social Justice Programme" (SJP), which is comprised of eight projects. The SJP programme's objective is to advocate for democracy, human rights and social justice in Lebanon, promoting good governance and gender equality at its core. Overall, the SJP programme supports the strengthening of the institutional framework for the protection of human rights and the development of democratic governance in Lebanon.

Objectives

This study's objectives are to build mainly upon existing studies and reports in order to create a comprehensive description and understanding of the Lebanese labor market and the various productive sectors; to propose a set of recommendations on how to reduce unemployment; to provide ECOSOC with an in-depth understanding of the institutional set-up of the Lebanese labor market while creating a common understanding of the strengths, weaknesses, challenges, opportunities as well as required actions to tackle unemployment; and to provide ECSOC with a comparison of the current labor market situation in Lebanon to the situation in other countries from the region, in order to benefit from their lessons learnt.

Key Findings

One of the major findings of this study revolve around the clear absence of reliable data when it comes to employment and unemployment, whereby each institute or different organization has published different data depending on the methodology used for assessing the market. Moreover, many small and donor funded sectorial or other labor market studies have been carried out without being consolidated to provide a more comprehensive national vision. In reality, the presence of a large informal market and of a large number of refugees in the country makes it difficult to estimate the real numbers when it comes to employment.

The study also zoomed in on the labor law which is outdated and requires revisions and updating, and the education system which is often found to be inadequate and ineffective in helping to tackle unemployment in the country.

Moreover, while donors and international organizations are investing in helping to create jobs in rural and other areas, and while there is a fairly developed startup ecosystem in the city of Beirut, there are still many gaps to fill in order to take the Lebanese labor market to another level. Different studies have identified different priorities for future growth, including priority sectors which can be a starting point for any efforts geared towards improving the labor force's skills and capabilities and matching the labor demand with the supply.

Recommendations

The recommendations are threefold, focusing on the labor demand side, where the study explores the possibility of creating sector committees as an advisory board for skills development, creating an assessment and certification centre, launching mobile incubators, and highlighting quality control. From a labor supply perspective, the report looks into the approach to licensing universities and teaching institutions, introducing quotas within specialities, restructuring TVETs, and further developing the TVET strategy. Under matching demand and supply, the study highlighted the need to empower NEO through the creation of a national career guidance centre, a national job portal under NEO, HR practices training for the private sector and more.

All recommendations are based on international benchmarks drawn from best practices across the world, including a look into examples from regional countries like Morocco, Algeria and Turkey, but also a broader look at specific initiatives carried out in countries like Australia and Vietnam.

II. Methodology

This study was carried out through a combination of primary and secondary research capitalizing on the extensive work that has been done in the past few years in terms of covering the labour market as well as tapping into the knowledge and expertise of key stakeholders

- **Secondary research:** An extensive desk review of existing labor market and economic studies published in Lebanon in the past few years. Desk research was be carried out by the research team to identify and use all key information and insights in the analysis and formulation of recommendations. A mapping of all studies related to the labor market and different sectors of the economy in Lebanon has been developed to support this task. Sources include published reports by national and international organizations, banks, corporations and market intelligence companies.

- **Primary research:** Ten key informant interviews with key stakeholders including key players in the labor market including those holding a national perspective and a broader view of employment throughout the country and not in a specific region or sector. These stakeholders below have provided an overview of all major unemployment issues in different areas and explained opportunities and challenges within the low-productivity sector and the high-productivity sectors. Respondents have included the National Employment Office (NEO), the Ministry of Labor (MoL), Ministry of Economy and Trade (MoET), CGTL, Al Majmoua, CERD, ALI, GIZ and others.

III. Findings

A. Introduction

a. Economy

The Lebanese economy is service oriented, comprised mainly of business services, hotels and restaurants, health and education services as well as financial services. The service and banking sectors accounted for more than 76.67% of GNP in 2016, industrial sector 20.13% and agriculture 3.2%. Lebanon was classified as an upper-income country by the World Bank.

b. Education

Free primary education was introduced in 1960, yet private schooling remains an important element of education for a large segment of Lebanese children. Lebanon has the highest literacy rate (93.9%) for men and women youth among Algeria, Egypt, Syria and Tunisia in 2015. It has the second highest rate for adults following Jordan.
There is a large knowledge gap between the rich and the poor students of about 45% - one of the largest in the region. Only 5% of low-income families send their children to private schools. At a university level, there is only one public university which enrolls a large percentage of the country's college students. The Lebanese education system faces a challenge in generating sufficient numbers of graduates in fields required for the 21st century workplace, especially the high-technology reliant workplace. The number of university graduates has been increasing over the years with around 37% enrolled in the country's only public university[1].

c. Employment, unemployment & youth unemployment

"*In Lebanon there are no reliable statistics, there are good guestimates. For instance, 24-30 percent is an acceptable figure of unemployment*",
Oussama Safa, Head of the Lebanese Center for Policy Studies, The Daily Star (2007).

Table 1: Previously reported unemployment rates and labor force participation rates

Indicator	**Rate (%)**	**Source and most recent reporting year**
Unemployment (total)	25 6.7 10 6.4 9.2	Minister of Labor in Lebanon- 2017 World Bank- 2017 CAS- 2012 ILO- 2009 European Commission- 2007
Youth unemployment (total)	37 21.3	Minister of Labor- 2017 World Bank- 2016

[1] (ILO 2016)

Indicator	Rate (%)	Source and most recent reporting year
	35 22 21	Lebanon's National Youth Policy Document Arab Labor Organization- 2009 CAS- 2007
Labor force participation (total)	47.2 49.2 43.4	World Bank- 2016 CAS- 2009 European Commission- 2007

Labor market data are scarce, incomplete and outdated. Moreover, there is contradiction in some of the figures available. The Lebanese labor market is mostly characterized by low activity and high unemployment rates. There is low contribution of women in the labor force, a large informal sector, a large mismatch of skills, a high influx of foreign workers and a large number of skilled Lebanese people seeking and obtaining employment abroad. The youth spend a lot of time searching for jobs when entering the labor market and face challenges related to finding permanent work and fair wages. The average length of unemployment is one year, what is internationally classified as long-term unemployment.

The influx of Syrian workers has congested an already weak labor market, the poor job climate has affected the youth the most, the skills gap remains the main obstacle preventing economic growth and job creation[2]. Lebanon needs to create six times more jobs than the current situation to absorb the 23,000 yearly labor market entrants. There is a shift to the low-skill sector with a small wage increment between primary, secondary and tertiary education, with a low return on education, further stimulating brain drain. SMEs (over 90 percent of firms in Lebanon) place a major role in the Lebanese economy, yet need major support.

The labor force participation rate was 49.2% according to the Central Administration of Statistics (CAS). The labor market is male dominated with 67.8% male participants and 25.6% female participants (one of the lowest female activity rates in the world). This is attributed to social, cultural and economic reasons. Unemployment rates are mixed with the World Bank figure at 6.7% in 2016, CAS 10% in 2012, Ministry of Labor and the National Employment Office 25% for 2017.

Youth unemployment is high. The National Youth Policy Document states that youth unemployment rate is 35% and unemployment is higher among the higher-educated youth; 21.8% for secondary graduates and 36.1% among university graduates.

Female employees have a higher educational attainment level with 43% of employed women having a university degree. Educated people spend almost the same time to find a job as those who are less educated, with 1.4 years for secondary education graduates and 1.2 years for tertiary education graduates[3]. A World Bank study in 2016 found that 76% of those employed between 15 and 64 years of age were males while

[2] (UNDP 2017): UNDP. (2016). Mind the Gap- A Labor Needs Assessment for Lebanon
[3] European Training Foundation, 2015, Labor Market and Employment Policy in Lebanon

24% were females. There is a pay gap between males and females of 6% based on 2009 data.

The informal sector is quite large in Lebanon, which the World Bank estimated the level of informality to be 36.4% in 2011 with 66.9% of employees not contributing to any social security system. Informality ranges from farmers to high-level self-employed professionals.

The jobs created in the economy in recent years have been concentrated in low productivity sectors, hiring low skilled workers. Meanwhile, the demand for skilled labor remains lower than supply, creating a significant mismatch in the labor market. According to the World Bank, 41% of wage earners perform jobs that are not in their scope of education and skills. Moreover, employers claim that employees lack certain skills and technical abilities that are needed to perform their jobs.

Lebanon suffers from two types of unemployment namely; cyclical and structural. In order to reduce the cyclical unemployment, the State needs to boost economic growth which would help increase labor demand. However, in order to reduce structural unemployment, the State needs to work on the supply side as well which would help provide the labor market with the needed skills. This requires reforming the educational system.

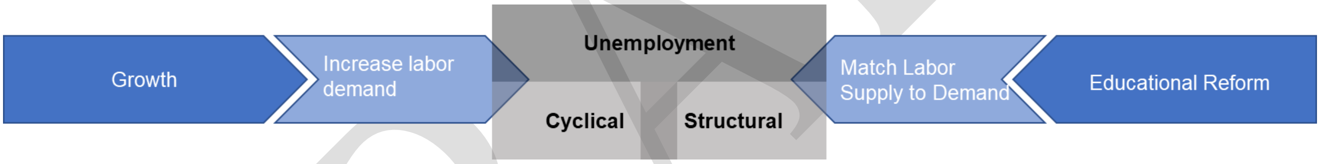

Figure 1: Tackling unemployment through labour demand and supply

d. Brain Drain

Lebanon has the highest level of brain drain in the Arab region. Since education and the cost of life is expensive, graduates expect and demand higher wages than those being paid and thus resort to seeking and obtaining work outside of Lebanon, widening the gap between job seekers and job givers. It was found that nearly 40% of the college-educated population in Lebanon emigrated, twice the rate of Morocco and Iran, who ranked second in 2000.

Lebanon exports high skilled workers and imports low skilled ones. Remittances were 7.4 billion USD in 2012, accounting for 17% of GDP[4]. Migrant workers are not covered by social and health insurance schemes and are therefore low cost to employers and represent unfair competition to Lebanese workers.

48% of Lebanese emigrants did not have a job prior to leaving the country and the main reason for the majority of them was to look for a job (66%). Of these, 44% have university degrees. 77% of these emigrants were under 35 years of age. Data between 2004 and 2009.

[4] The World Bank, Annual Report 2013

Liberal professions such as lawyers, doctors, engineers, dentists and pharmacists are the most common professions due to their social value and status. With more people working in these fields than what the market needs, some of these people find themselves facing low incomes with new graduates increasing each year and a small number of people retiring.

Lebanon has abundant skilled human resources, yet not enough available jobs for them. For every 20,000 new entrants to the labor force, only 4,000 new jobs are created. Consequently, this has led to the top 50% of Lebanese citizens in terms of average income who have received an expensive education, to emigrate and work elsewhere.

One in every five Lebanese citizens, mostly professionals and skilled workers left the country due to the civil war and about 250,000 emigrated permanently.

e. Summary of challenges and solutions

Summary of Challenges and Solutions	
Main Challenges	**Possible Solutions**
Refugee situation creating pressure on jobs	Enforce or change the regulation regarding the restricted employment of refugees in certain sectors
High unemployment among the youth	Provide better career guidance, internship and training opportunities to the youth
Brain drain	Introduce policies and government initiatives to boost the job market in Lebanon and encourage the youth to remain
Lack of thorough market information and statistics	Develop and a market information data portal or research department at NEO in charge of collecting and gathering all data
Large informal market	Introduce incentives for businesses to formalize and to register their employees, reform the NSSF
High concentration of workforce in medicine, engineering and other liberal professions	Provide better career advice based on market assessment of where job opportunities lie

B. Legislation and Policies affecting unemployment

a. Labor Laws

The labor law regulating the Lebanese labor market dates back to 1946. Moreover, Lebanon has no specific employment strategy or action plan for employment (ETF, 2015). Its labor market is described as being chaotic and data about it is scarce, outdated and sometimes contradictory. The problem is not only in a labor law that dates back to 1946, it is also in that the law is not being enforced especially regarding the restrictions to hire foreign labor.

Social policies have failed to bridge the gap between economic growth and social development, and to alleviate the different forms of poverty, vulnerability and social exclusion.

Adjustments of the minimum wage have consistently been followed by inflation in prices of goods which nullified the gains made, and where parliament occasionally agreed to minimum wage raises while at the same time granting itself even higher raises.

The ***Ministry of Labor*** drafted a new ***labor law*** in 2012 and submitted it to the parliament although the law has ***never been ratified***. Although the law was negotiated with both workers and employers organizations, both still have remarks concerning some issues.

Employers consider that the new law represents a barrier to hiring new workers and aspire for more flexibility in terms of hiring and firing procedures provided it preserves the rights of workers in working hours, leave, health and safety [5].
The minimum wage policy in the public and private sector is set by the government and was last raised in 2012. A new salary scale which applies in the public sector was approved in 2017.

b. Key Stakeholders

- **International Labor Organization (ILO):** Lebanon is a member of the ILO and has signed most of its core conventions. The ILO is in continuous consultation with the Ministry of Labor (MoL) in order to improve labor administration, labor inspection systems, as well as job placement services. It also focuses attention on the situation of foreign migrant workers in Lebanon, Palestinian and Syrian refugees, and issues of child labor that have surfaced. Progress on these issues, as for other policy fields, is hampered or delayed by political stalemates.

- **Conféderation Générale des Travailleurs Libanais (CGTL):** The CGTL includes 50 major trade unions which are made up of 450-500 smaller syndicates. CGTL represents employees from public and private sectors, including banks, social security, electricity and water, taxi drivers, airport and airline staff. The Confederation is partner on all tripartite associations and government is also represented on the CGTL Board (6 members). The main topics currently being discussed by CGTL include the pension scheme, health scheme, minimum wages and consumer prices. Among them, the pension scheme is the most intensely debated issue.

[5] European Training Foundation, 2015, Labor Market and Employment Policy in Lebanon

- **Syndicate Coordination Committee (SCC):** There is also a SCC that has a membership of about 150,000 persons who are organized in six committees, and that mainly represents teachers from both public and private schools as well as staff from state administration. Since there is no legal basis for public employees to establish a real syndicate, the employees of the public sector are organized in committees which have to be approved by the respective minister. The key points of social dialogue such as health coverage, retirement/ pension plans and wages are discussed between the six SCC committees and state institutions (mainly ministries).

- **Rassemblement de Dirigeants et Chefs d'Entreprises Libanais (RCDL):** At the employers' end, the RDCL was in established in 1986 and aims at providing Lebanese business men and women with a role in further developing the national political economy, and promoting economic liberalism. The RCDL is run by an Administration Board and is strongly involved in developing concepts and draft laws relating to, for example, wage and fiscal policies.

c. Social Protection

The ***social protection system*** does not provide sufficient coverage. The **National Social Security Fund (NSSF)** provides health insurance, an en-of-service indemnity and family allowances to ***formal*** workers in the private sector.
The current national social security system in Lebanon provided by the NSSF does not cover all population groups. Approximately half of the Lebanese people do not belong to any social security scheme, neither health insurance, nor pension fund or end-of-service indemnity. The fact that the elderly population is increasing, puts additional pressure on the dysfunctional social security system.
Private sector not covered by the NSSF or the civil service can obtain health coverage from the ***Ministry of Public Health***. However, the coverage is not sufficient[6].
Access to passive labor market and social protection policies and institutions, almost non- existent, has been one of the most contested issues in struggles between the social partners, i.e. employers and employees.

The main responsibility of the NSSF is to provide employees with
- End-of-service indemnity;
- Sickness and maternity insurance; and
- Family and education allowances as explained above

The NSSF has 35 offices throughout the country and also inspects enterprises and work sites to verify that companies contribute to social security. That said, a large number of companies either do not register their employees with the NSSF or only do so for a lower salary. The ***Informal sector*** therefore constitutes a large percentage of the labor market, be it employees that are unregistered and even businesses that are unregistered.

[6] World Bank (2012). World Bank: Lebanon Needs to Create 23,000 Jobs per Year

In contrast to the NSSF system, employees in the public sector as well as employees of the army and the Internal Security Forces (ISF), comprising the national police and security forces, and their families, benefit from lifelong social security, i.e. from a pension scheme and health insurance, which is one of the reasons for a strong tendency among the youth to join the army.

The remaining population (more than 50%) are not covered by any (national) social security scheme, neither pension, nor health insurance or end-of-service indemnity. In serious cases they have to apply to the Ministry of Health for health coverage, or they join private insurance providers (if they are able to afford it).

Moreover, because the youth, especially new entrants to the labor market, face a long period of unemployment ***Decree N.8691*** was issued by the Ministry of Labor providing incentives for employers to recruit first-time jobseekers such as covering the social security contribution and providing some tax reductions. The decree is ***not implemented.***

Moreover, the ***New Entrants to Work (NEW) Program*** launched in 2012 by the Ministry of Labor, to be managed by the National Employment Office (NEO) and funded by the World Bank, to improve the employment prospects of first-time jobseekers was ***suspended***.

d. Labor Market Policies and National Employment Office (NEO)

Lebanon has no established labor market information system. No official labor market needs analyses have been carried out for several years.
There are no structured and consolidated mechanisms in place to identify skills needs and to match skills supply. There is no labor market information system, there are no regular labor force surveys and there are no tracer studies that would have been completed. Most of the surveys and analyses that do exist are performed with the financial support of donors, particularly the ILO. Currently CAS is implementing a labor force survey in coordination with the ILO.

No labor market needs analyses have been conducted since 2004, although international organizations and donors - among them the ILO and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) have conducted labor market and sector studies within the frameworks of their projects.

NEO is a public institution under the responsibility of the Ministry of Labor. Its objectives include conducting studies and research to formulate employment policies for Lebanon, to improve the employability and skill level of new entrants to the labor force through accelerated vocational training, to find job opportunities for job seekers through the employment office in order to reduce unemployment rates and to build the capacities of people with disabilities in order to increase their employability.

By law, private labor intermediation services are not permitted. This, in theory, provides the NEO with a monpoly of labor market intermediation, and would allow for substantial expansion (full coverage, large outreach).

However, the NEO does not have the resources or institutional capacity to fullfill its mandate. It suffers the fate of many public services that not all of its vacancies are being filled. Of the foreseen 108 employees, only 27 vacancies are filled, out of which 12 positions are purely administrative. As only outdated information on the labor market is available, the office is largely unable to present relevant responses to labor market challenges in terms of skills provision and the matching of demand and supply.
Against this background, it is difficult for the education sector to assess and measure its own relevance to labor market needs, and many graduates enter the labor market with inadequate qualifications, attitudes, and little awareness of what employers are looking for.

According to CAS, 36% of all job seekers search their jobs by going through acquaintances, friends, or relatives while 32% present themselves directly at the offices of potential employers. 30% of the job seekers searched jobs using the internet or looking for job advertisements in newspapers. Only 2% made use of employment agencies, public or private. Whereas most of the small enterprises do not follow any specific recruitment procedures and mostly are guided by salary levels they can afford to pay, the majority of the medium-sized companies usually perform a search within their circle of contacts. After all, they are owned and family managed. It is only the large companies that advertise their vacancies and follow a set of conventional recruitment procedures.

e. Summary of challenges and solutions

Summary of Challenges and Solutions	
Main Challenges	Possible Solutions
Chaotic Labor Market	Updating and enforcing the labor law
Mismatch between demanded and supplied skills	Market analysis to identify needed skills New educational vision New curricula
Underleveraged institutions	Empower NEO to be able to fulfill its role efficiently
Poor social protection	Introduce measures for better social protection and to encourage companies to register their staff
Outdated Labor Law	Revise the labor law
Lack of enforcement of the law	Enforce the laws notably related to the employment of foreigners

C. Strategies and Roadmaps

a. Examples of Key Strategies

In order to help increase *labor demand*, the Lebanese government formulated or initiated the formulation of several policies focusing on various productive sectors. This includes strategies and roadmaps such as the following:

Strategy	Description	Objectives	Status
SME Strategy Roadmap for 2020	The **Ministry of Economy and Trade** proposed "Lebanon SMEs Strategy: a Roadmap to 2020" (MoET, 2014). It is a guideline strategy based on a holistic assessment of the current situation of the SMEs formulated to help stakeholders channel and coordinate policies, initiatives, and programs to enable SMEs to succeed. The interest in entrepreneurs and SMEs as one of the main drivers of economic recovery is growing internationally and stakeholders in Lebanon are encouraged to take a similar approach	• Grow SMEs through their next stage of development • Ensure the long-term sustainability of businesses • Develop innovative and creative SMEs to transition to a high-value economy • Transform SMEs into more productive, competitive and global players	Pending adoption by government
Central Bank's Circular 331	Circular No. 331 issued in August 2013 to encourage the financing of startups, accelerators, and incubators through banks and financial institutions (BDL (2), 2013). According to this circular, banks are allowed to invest as much as 3% of their own	• Stimulate the startup ecosystem. • Encourage tech. startups in order to position Lebanon as a digital hub for the region. • Create jobs and new opportunities for the youth.	Funds were given to startups via venture capitalists and banks, although there was no sustainability, few startups succeeded, and the majority were unable to scale.

Strategy	Description	Objectives	Status
	funds in startup companies, accelerators, and VCs. The banks wishing to finance such companies will benefit from interest-free loans from BDL guaranteeing up to 75% of banks' investment for a maximum period of 7 years.		
Central Bank's BDL Accelerate	**BDL Accelerate conferen**ce was organized by BDL in 2014, 2015, and 2016. Around 1600 local, regional and international entrepreneurs, investors, speakers and professionals from 25 countries gathered in 2014 in Beirut. The conference was attended by 6600 in 2015 and the number of attendees reached 25000 in 2016. The conference was the biggest in the MENA region in 2016.	• Attract foreign investments to Lebanon. • Provide a learning and networking platform to startups. • Stimulate the startup ecosystem. • Encourage tech. startups in order to position Lebanon as a digital hub for the region	The event was successful and attracted foreign and local companies, but did not take place since 2016 due to the weak economic situation.
Strategic and Operational Plans and 2025 Vision of the Ministry of Industry	The **Ministry of Industry supported by the European Commission** published in April 2016 the Strategic Plan 2016-2020, followed in June 2016 by the Operational Plan (2016-2017), then by the evaluation of the Operational Plan in 2018. Moreover, it published the Lebanon Industry 2025; an integrated vision for the Lebanese Industrial Sector.	• The expansion of the domestic market by increasing production and reducing imports • Increase of industrial exports • Increase of the competitiveness capacity of the national industry internally and externally • Increase of the investment and financing of the industrial sector • Encouragement of the green industries • Encouragement of new knowledge industries	The operational plan was evaluated in 2018[9] . The variance between the expected results and the effective results for the listed activities is mainly due to awaiting the government formation for the legalization files to take their legal course

[9] Ministry of Industry. (2018). Evaluation of the Operational Plans, Lebanon

Strategy	Description	Objectives	Status
	The Strategic Plan 2016-2020 describes the current status then compare it to a target status and proposes ways to bridge the existing gap[7]). The operational plan published by the Ministry is composed of 31 activities to be implemented between June 2016 and December 2017[8]).	• Media for the industry	and get approved by the Parliament.
A Country Programming Framework for Agriculture 2012-2015 And 2016 – 2019	A Country Programming Framework 2012-2015 was published in November 2012 by the **FAO in collaboration with the Ministry of Agriculture in Lebanon[10].** The report states that the agricultural sector faces institutional, policy, technological and financial resources constraints, resulting in the sector's low performance.	• Ensuring availability of safe and nutritious food and strengthening national capacity for improved food security • Fostering agricultural production, increasing competitiveness and improving food systems and livelihoods • Sustainable management of natural resources, fisheries and aquaculture resources for food security • Expand economic and livelihood opportunities benefiting local economies and the most vulnerable communities and • Improve the performance of the agricultural sector contributing to the economic, social, environmental and sustainable rural development.	The FAO and Ministry consider that this Country Programming Framework remains a policy statement of intent and requires the joint efforts of all stakeholders to attain its objectives. The agriculture sector has been targeted by donors and NGOs for a variety of development and investment initiatives, and this has allowed some SMEs to grow and some well established companies like Master Chips to develop and expand locally and internationally.

[7] Ministry of Industry, 2016, The Strategic Plan 2016-2020
[8] Ministry of Industry, 2016, The Strategic Plan 2016-2020
[10] FAO. (2012). Country Programming Framework Lebanon 2012-2015, November, Beirut, Lebanon

Strategy	Description	Objectives	Status
			Agriculture related TVETs like the Qob Elias TVET Institute have been supported and rehabilitated, and the association of food industrialists is effective in communicating its needs and creating jobs.
The Rural Tourism Strategy for Lebanon	The tourism and services sector is very sensitive to political instability. During the last few years, the turmoil that Lebanon and the region were passing through reflected negatively on tourism. The government took several initiatives throughout the years to revive the sector. In February 2015, the **Ministry of Tourism** launched the "Rural Tourism Strategy for Lebanon".	• Enable the regional and local communities to receive more tourists thus expand their income through offering visitors more competitive tourism products and services. • Institutionalize rural tourism at the level of local communities • Improve and enforce the protection of the environment and heritage • Diversify and modernize rural destinations, products and services • Improving the relevant regulatory framework • Spread the culture of rural tourism among the youth	Rural tourism has developed positively in recent years, with the increase in the number of guesthouses and accommodation facilities located in rural areas. The promotion of hiking as a form of rural tourism is also one factor positively affecting the sector. Rural tourism is growing thanks to the increase in the number of European visitors.
Lebanon Economic Vision	The Lebanese Government hired the **McKinsey Consultancy** firm to prepare an economic vision for Lebanon. The vision was published by the Ministry of Economy and Trade in January 2019. 6 sectors were described as having a lot of growth potentials namely:	• 370,000 additional job vacancies till 2025 • Reduce the unemployment rate from 15%-25% to 8% • Reach a 6% GDP growth rate	Pending government action.

<table>
<tr><th>Strategy</th><th>Description</th><th>Objectives</th><th>Status</th></tr>
<tr><td></td><td>Agriculture, industry, tourism, financial services, knowledge economics, and the diaspora.

160 Initiatives are to be launched in these sectors.
11 Cross-cutting legislations were identified for all sectors with priorities and 19 Sector specific legislations were identified as well.</td><td><table>
<tr><th></th><th>Increase in Job Vacancies</th><th>Increase in the contribution to GDP between 2017 and 2025</th></tr>
<tr><td>Agriculture</td><td>From 210,000 to 214,000</td><td>From 1.6 billion USD to 22 billion USD</td></tr>
<tr><td>Industry</td><td>From 185,000 to 240,000</td><td>From 4.6 billion USD to 8 billion USD</td></tr>
<tr><td>Tourism</td><td>From 89,000 to 185,000</td><td>From 1.6 billion USD to 3.7 billion USD</td></tr>
<tr><td>Financial Services</td><td>Constant at 50,000</td><td>From 4.8 billion USD to 7.8 billion USD</td></tr>
<tr><td>Knowledge Economics</td><td>From 44,000 to 105,000</td><td>From 1.4 billion USD to 3.8 billion USD</td></tr>
</table></td><td></td></tr>
</table>

b. Summary of Challenges and Solutions

Summary of Challenges and Solutions	
Main Challenges	Possible Solutions
Many unimplemented strategies and visions	Learn lessons from past experiences and build on them for future planning. Use existing strategies to launch action plans by sector and priority.
Low Economic Growth	Implementing the formulated policies to revive productive sectors with high potentials

D. Education in Lebanon

a. Background

Education in Lebanon is very much valued by the population, and parents invest great efforts to provide their children with the best input possible.

The educational structure in Lebanon is divided into general education, vocational and technical education, and higher education. The education sector constitutes one of the main contributors to Lebanon's GDP, with total expenditure on education rising due to increased awareness of its importance. Generally speaking, the general education curriculum all across dates back to 1997 and does not reflect the current trends in technology and teaching techniques anymore.

In terms of access to education, there are no reported gender gaps in Lebanon. The ratio of girls to boys in primary, secondary, and tertiary education are 0.97, 1.10, and 1.16, respectively, and female students account for 46% in TVETs. At the tertiary level, female students outnumber male students. Out of the total number of students in all universities 53% were women and 47% were men.[11]

The percentage of the population aged 15 or above that are considered literate stands at 93% in comparison to the average literacy rate for the MENA region (79%). However, gender disparity is apparent in Lebanon, whereas the literacy rate among adult females is 86.0% compared to 93.4% for male adults.

Education in Lebanon is regulated by the Ministry of Education and Higher Education (MEHE). English or French with Arabic are taught from early years in schools, and education is compulsory from the age of 6 to 14, corresponding to the basic education cycle.

Education is divided into 5 cycles, split in 3 phases:

- Pre-school cycle
- Primary cycle I (EB1, EB2, EB3)
- Primary cycle II (EB4, EB5, EB6)
- Complementary cycle (EB7, EB8, EB9)
- Secondary cycle (secondary, *baccalaureate* 1,and *baccalaureate* 2 or final)

According to the Center for Educational Research and Development (CERD), the total number of students enrolled in schools in Lebanon for the academic year 2016-2017 was 1,065,940 distributed among private schools (52.5%), public schools (30.8%),

[11] CAS (2010) Gender Statistics in Lebanon Current situation and Future needs Education.

private free schools (13.4%) and the UNRWA schools (3.3%). The total number of schools was 2,871 (1,257 public, 1,177 private, 370 private free, and 67 UNRWA).

In 2016/2017, the total number of technical students was 85,244 students: Mount Lebanon (25,44%), North Lebanon (24,7%), Bekaa (12,21%), Nabatiyeh (9.6%), South Lebanon (8,32%) and Beirut (1,82%).

Table 1: Most versus Least Studied Majors

Most studied majors (in TVET)	Least Studied Majors (in TVET)
Nursing Education Accounting IT (Programming) Topography Hotel Management	Banking Fashion Design Heating and Cooling, Phone programming Tourism

*Source: CERD 2016/2017 online report

b. Higher education

Historically, Lebanon has been the home of several higher education significant institutes. Currently, there are 42 higher education institutions in Lebanon, most of which were legalized in the late nineties. However, they most offer similar majors and direct government spending on higher education does not go beyond 0.5% of the GDP and only part of it is dedicated to fund researches. This percentage is below the average of 1% in OECD countries. The direct government spending is channeled mainly to the “Lebanese University”, the “Ministry of Education and Higher Education”, the “National Council for Scientific Research (CNRS)”, and to financing some bilateral programs with foreign countries.

There are 200,748 students enrolled in both private and public universities in Lebanon in 2016/2017 academic year. The split is as below:

Private Universities (around 47 universities) **124,792 students**:

- 105,522 BA/BS
- 17,103 Masters students
- 2,167 PhD students

Example from the Lebanese University **(75,956 students):**

Table 2: Distribution of Students by Faculty - Example from the Lebanese University

Major	Number of Students
Faculty of Letters and Human sciences	18,955
Faculty of Sciences	15,138
Faculty of Law and Political and Administrative Sciences	9,938
Faculty of Economics and Business Administration	7,486
Faculty of Social Sciences	4,290
Faculty of Public Health	3,943
Faculty of Fine Arts and Architecture	2,968
Faculty of Engineering	2,609
Faculty of Pedagogy	2,472
Faculty of Information	1,815
Faculty of Medicine	1,453
Faculty of Technology	992
Faculty of Agriculture	849
Faculty of Dental Medicine	448
Faculty of Pharmacy	422
Faculty of Tourism and Hospitality Management	390
PhD students in all majors	1,788

*Source: CERD 2016/2017 online report

c. Complementary and Secondary Education

At the end of EB9 students can pass an official examination to obtain a *brevet* certificate. In the end of the 3rd year of the secondary cycle students take another official exam in order to obtain a Certificate of General Education. Students who have successfully completed EB7 level can pursue professional education and after 2 years obtain a *Brevet Professionnel* (BP certificate).

Secondary education consists of three years education, composed of general education and technical/vocational education. Students holding a BP certificate or a *brevet* certificate may continue to technical education and obtain a *Baccalaureate Technique* (BT) or the Dual System (DS) certificate after sitting for an official examination. When students complete the three years of education, they take official Lebanese baccalaureate exams in their respective tracks. BT students who finish examinations successfully obtain the Lebanese baccalaureate certificate of secondary education or the technical baccalaureate.

The BT or general education certificate grants success to higher technical education. Additionally to their DS exam, DS graduates may take the official test in the general subjects in order to be entitled to continue with higher education. The studies take two years and end in the title of *Technician Supérieur* (TS). The *Licence Technique* (LT) takes one more year of studies and an official examination.

Poor infrastructure and bureaucracy in many public schools is reflecting on the quality of education and driving students away towards private schools which are rather expensive. Moreover, public schools are under pressure from the increasing number of Syrians who have been integrated either in regular school hours or during afternoon shifts.

d. Technical and Vocational Education and Training (TVET)

Lebanon has 163 public and 398 private TVET schools[12] many of which have a low enrollment rate. There is a large number of small and not adequately equipped schools which often leads to education in these schools taking a more theoretical approach. Moreover, teachers are often underqualified and not well trained. This has reinforced negative perceptions of TVETs among Lebanese youths and families, and a tendency to always choose universities rather than technical education.

In terms of students, the proportion of males at the BT level exceeds the proportion of females. This is because most occupations offered in vocational education are in professions that are socially considered male-oriented. Meanwhile, female students exceed male students in higher technical degrees like Superior Technician (TS) and

[12] ILO, National Strategic Framework for Technical and Vocational Education

License Technique (LT), where females account for 57.8% of total students enrolled in that level, while males account for the remaining 42.2%.[13]

The regional distribution of students enrolled in vocational and technical education shows that Beirut's suburbs accommodate the highest proportion of students in TVET with 30%. Similarly, 27% of total enrolled students in Lebanon are located in the North region. It is followed by the Beqaa region where 14% of students are enrolled. The South and Mount Lebanon regions account for about 9%and 6%of total enrolled students. As for Beirut, it accommodates the lowest share of students in vocational and technical education with 4%.

Approximately 71% of all TVET institutions are private and the remaining share is public. These private schools are either subsidized by NGOs or private religious groups or wholly fee supported. In both kinds of institutions, the centrally coordinated diplomas require that teachers partially follow curricula that have not been revised in many years.[14]

The difference in quality between private and public education prompts many families to resort to private schooling even if it requires a significant increase in expenditures. The majority (66%) of enrolled students are registered in private TVET institutions.[15]

e. TVET strategy

Looking at Lebanese education policy, it is obvious that vocational and technical education has traditionally received less attention and resources than general education, limiting its reform potential and ability to offer relevant and high-quality skills for the labor market.

The strategic framework issued in 2018 confirms the Government of Lebanon’s renewed commitment to promote a TVET system that provides youth and workers with the competencies and skills required to access decent work and allows businesses to recruit the workforce they need for growth.

The strategic framework has 8 outputs to be implemented between 2018-2022 as below, although it is still missing a concrete action plan and next steps.

[13]Bank Med. Analysis of Lebanon's education sector, June2014.
[14]ETF. Torino Process2014 Lebanon, 2015.
[15]Haifa Hamdan. Education in Lebanon, War Child Holland, 2013.

These outputs include the following:

1. **Inclusion**
   The TVET system ensures access to all and everybody benefits equally from the training provided: the goal is to include marginalized groups, refugees and support the increase of women participation considered a bit low with 44% of the student population registered in private TVET during the 2016–2017 academic year
2. **Human Resources**
   An improved human resource management system for the TVET sector is the main contributor to the quality of the training
3. **National Qualification Center**
   A National Qualification System centred on a competency-based approach to training and testing and on a National Qualification Framework allows for better signalling of graduate skills to employers
4. **Quality Assurance**
   A functional quality assurance system allows for evidence-based planning and budget allocation
5. **Life Skills & Entrepreneurship**
   Mainstreaming life skills and entrepreneurship education to improve the school-to-work transition of TVET graduates
6. **Equipment & Materials**
   Providing updated job-related equipment and materials to allow trainees to acquire practical skills in safe conditions that resemble the workplace
7. **Relevance of Trainings**
   The involvement of employers' and workers' representatives in skills development governance and training processes will improve the market relevance of training programmes
8. **Financing Framework**
   A diversified financing framework based on multiple partnerships allows training providers to make the most of available opportunities

*Source: Strategic framework

Figure 2: TVET Strategy Framework 2018 - 2022

f. Summary of Challenges and Solutions

Summary of Challenges and Solutions	
Main Challenges	**Possible Solutions**
Outdated curricula and declining quality of education	Develop a new curricula based on sector priorities and market needs / assessments in order to fill the gap and match specialties taught with jobs available
Large number of small not sufficiently equipped TVETs	Re-structure TVET system to have fewer, yet better equipped and more advanced schools catering to a greater number of students
Negative perception of TVETs	Develop awareness programs focusing on success stories and best examples from the TVET sector

Summary of Challenges and Solutions	
Main Challenges	Possible Solutions
Poor performance of teaching staff in TVET	'Train the trainer' programs and quality enhancement across TVETs through funding and technical support by international donors That said, job profiles for teachers and trainers should be introduced, with recruitment criteria and a compensation system based on performance to make sure that teachers who are recruited are qualified for the job.
42 universities offering similar specializations	Introducing a new licensing system for universities limiting the opening of more institutes
Lack of career orientation	Introduce career orientation early on at school, and create a national career orientation center

E. Priority Economic Sectors

a. Priority Sectors – Identifying the Most Potential Sectors

Over the past few years, several economic studies and labor market assessments have provided a thorough and in-depth analysis of the performance of different sectors, and their potential for job creation. Some have identified priority sectors based on their potential economic contribution, others have looked more closely at the different sectors in terms of potential for job creation.

The objective of this study on unemployment is to synthesize the findings of these reports in order to highlight sectors and sub-sectors of interest that can help curb unemployment across the Lebanese population including youth and women groups.

Some of the most prominent recent studies tackling sector opportunities include the following:

1. McKinsey Lebanon Economic Vision (2018)
2. UNDP Mind the Gap (2016)
3. Blominvest Hidden Opportunities in the Lebanese Economic Sectors (2015)
4. IDAL Investment Opportunities (2018)
5. GIZ Employment & Labor Market Analysis (2019)

	Tourism	Construction	Agro-Food / F&B	Knowledge Economy / ICT	Fashion & Jewelry	Health
1.	X		X	X		
2.		X	X	X		
3.			X	X	X	
4.	X		X	X		
5.	X	X	X	X	X	X

Table 3: Table 1: Priority Sectors - Summary of Five Reports

Based on the above, this study will prioritize the above sectors based on criteria that are related to key aspects of employment only and identifies sub-sectors of intervention to help draft recommendations for ECOSOC. Six criteria were chosen to help prioritize sectors by scoring them from 1 to 5 (5 being the strongest and 1 the weakest) along each of the following:

1. **Job Creation Pote**ntial: To what extent the sector has the potential to create jobs in large numbers.

2. **Sector performance and future gro**wth: How is the sector performing at the moment, is it likely to growth further.
3. **Youth and women inclusion**: Does the sector offer equal employment opportunities for youth and women.
4. **Training and education potential**: Is this sector supported by a good education and training infrastructure / programing.
5. **Skilled and non-skilled jobs**: Does the sector offer jobs for people with varying levels of skill.
6. **Geographic Coverage**: Is the sector offering opportunities for job creation across the Lebanese territory or is it very localized.

The highest-ranking sectors should be given priority when it comes to job creation efforts and initiatives. The rankings and subsequent SWOT analysis were developed based on key informant interviews and desk review as per the mentioned reports in the bibliography.

	Tourism	Construction	Agro-Food / F&B	Knowledge Economy / ICT	Fashion & Jewelry	Health
Job Creation Potential	4	2.5	4.5	4.5	3.5	4
Sector Performance & Future Growth	4	2.5	4	4	3	4.5
Youth & Women Inclusion	4	2	4	4	4	4
Training Education & Support	3	4	4	3	3	4
Varying Levels of Skill	4	3	4	3.5	3	3
Geographic Coverage	4.5	4	3	3	3	4.5
SCORE	**23.5**	**19**	**23.5**	**22**	**19.5**	**23**
	1	5	1	3	4	2

Figure 3: Prioritization of Sectors

Based on the above scoring, **Tourism and Agro-Food industries** should be given a strong priority, followed by health, knowledge economy, fashion and jewellery and construction which comes in last.

b. Sector by Sector - Employment Based SWOT Analysis

1) Tourism

Strengths	Weaknesses
• Diverse tourism product including culture, beaches, winter sports, outdoor activities • Long history of being a tourism destination means talent and expertise exist • Proximity of mountain/sea/rural areas • Tri-lingual population • Culture and heritage • Home to one of the oldest continuously inhabited cities in the world • Attractive nightlife and hospitality sector • Large number of Lebanese expatriates returning home for holidays • Existing rural tourism strategy and some emerging businesses and initiatives aligning with the strategy	• Traffic jams and weak transport infrastructure discouraging tourism • Expensive air transportation and quasi-monopoly of local carrier MEA • Lack of land access since war in Syria • Pollution, notably of the sea but also in mountains and forests which are being destroyed for construction purposes • Lack of urban planning • Lack of funding to support startups and new businesses or encourage business growth
Opportunities	**Threats**
• Relatively stable amidst a region in turmoil • A magnet for NGOs, Donors and internal development organizations means more Westerners are attracted to Lebanon • Rising interest in Lebanon among European tourists • Strong growth in arrivals from Europe • Development of ecotourism and rural tourism notably hiking and trekking • Growing domestic tourism • More direct flights to and from Beirut is making the country more accessible • Religious tourism growth	• Absence of professional training institutes and skills development trainings for employees in the sector • Lack of protection of Beirut's heritage and loss of identity in many areas of the country • Large number of refugees illegally working in the sector • Internal political bickering a further threat to stability despite new government formation • Regional tensions high as US pulls out of Iran deal, Syria remains at war, war in Yemen, tensions between Lebanon and Israel

Table 4: Tourism Sector SWOT Analysis

Key Subsectors

- Rural tourism
- Religious tourism
- Adventure and ecotourism
- Sports tourism

2) *Agro-Food / F&B*

Strengths	Weaknesses
• Adequate arable land • Mediterranean climate suitable to early season fruit and vegetable production • Entrepreneurial spirit in the sector driven by donor interest in agri-food and capabilities in this sector • Strategic location between Europe and the GCC • Considerable water resources • Specialization in some crops and plant products in high demand in Arab traditional markets • Close distances between the production areas and the markets in the cities of Lebanon • Strong dairy production	• Absence of reliable food safety and quality standards • Weak control capacities along the food chains • High cost structure compared to other countries • Institutional fragmentation and poor coordination creating bottlenecks • Weak marketing and logistics functions • Lack of adequate investments in irrigation infrastructure • High cost of production and ensuing market prices • Use of old agricultural technologies • Weak post harvest management and handling • Limited availability of specialised technical staff in the sector and at the Ministry of Agriculture's level
Opportunities	**Threats**
• Rising popularity of high end and organic products • Calls for improvement in quality standards, investment in research and development and identification of niche products • Donor investments in the sector allowing companies to grow (example: EU Twining project) • Export markets in countries with high incidence of Lebanese expatriates • New irrigation technologies that increase water use and distribution efficiency at farm level are available in the market • Rising popularity of alcoholic drinks production including wine, beer, gin and cider	• Strong competition from Egypt, Syria, and Turkey in major export markets • Climate change impacting outputs and lands • Increase in price of inputs like fertilizers and potentially oil/gas • Irrigation with untreated wastewater • Difficulty to access new varieties for legal (Intellectual Property rights) and financial constraints • Environmental impacts including increased agricultural wastes, depletion of natural resources

Table 5: Agro-Food Sector SWOT Analysis

Key Subsectors

- Alcoholic drinks
- Dairy
- Snacks (chips etc.)
- Fruits and vegetables

3) *Health*

Strengths	Weaknesses
• Lebanon achieved the MDG goals related to maternal and child health and rates of immunization are reported as high • Health indicators have remained good despite the many challenges facing the country • There are 150 hospitals and (specialist) clinics in the country in total • The country is amongst the highest quality and most technologically advanced in the Middle-East • Large pool of qualified Medical Doctors • Despite the investment in high technology, Lebanon is well rated in terms of cost effectiveness • The 12.4% of GDP spent on health in Lebanon was decreased to 7.4% as a result of targeted strategies	• Primary care in Lebanon is highly underdeveloped • The system is skewed towards inpatients rather than outpatients • Healthcare expenditure has been on the rise and private hospitals have become fully occupied • Lack of confidence in the public healthcare sector in Lebanon • Lebanese public hospitals are unequipped and suffer from several deficiencies in terms of maintenance, quality, and inexperienced physicians and nurses • 3.5 doctors per 1,000 patients – double the regional average, while there is a shortage in nurses • The basic organization of the MOPH pre-dates the civil war • Lebanon hosts the largest number of refugees per capita in the world who are also in need of medical services

Opportunities	Threats
• Enhancing nursing graduation and improving their working conditions to help supply the sector with the needed number of nurses • Introduction of post-graduate training of medical inspectors, controllers and other physicians • Potential to increase the export and import of qualified human capitals—doctors, nurses, pharmacists, lab technicians, etc • Big potential for health sector disruption by information technology and full digitization • Potential for new and growing adjacent economic activities, including wellness and nutrition, medical and wellness tourism • Potential to boost pharmaceutical production and exports	• No government budget and poor investments in infrastructure development • Lack of funds and support to hospitals and medical facilities • Brain drain • Few training institutes focusing on technical specialities that are most in need in this market • Demographic pressure due to refugee population • Lack of investments in production facilities and absence of strong scientific resarch and development to boost pharmaceuticals • Missed opportunities in health-tech entrepreneurship due to lack of financing tools

Table 6: Health Sector SWOT Analysis

Key Subsectors

- Medical tourism
- Pharmaceutical
- Nursing
- Wellness and nutrition

4) Knowledge Economy / ICT

Strengths	Weaknesses
• Proliferation of incubators, training centers and tech oriented programs to support the ICT and tech sector • Government commitment to e-government, support of startups and digitization • Strong banking and telecom sector driving demand for ICT products and services • Large pool of qualified and skilled talent and youths • Some successful entrepreneurial businesses • Lebanon is well positioned for regional hub status	• Weak ICT infrastructure • High telecommunications costs and absence of high-speed internet connections • Success rate of tech startups is around 1-5% • Lack of a regulatory framework facilitating the registration and formalization of freelancers and micro businesses in the sector • Strong concentration of the ICT and startup ecosystem in Beirut leaving other cities and rural areas outside of the loop and unable to create jobs in the sector • Deficient regulatory framework and constant electricity outages • There is a surplus of graduates with degrees, yet a shortage of skills within these degree
Opportunities	**Threats**
• All analog, traditional services are being transformed into digital • The digital sector can outsource jobs beyond the borders of Lebanon, Skilled and unskilled labor can work from here to service other markets • The digital sector is the only tradable sector in Lebanon, the services are tradable, and exportable • Emergence of coding as a needed skill for the sector, and that can be taught to low skilled, women, youths and all demographics segments • Emergence of at least three coding schools • Multiplicity of trainings, programs and centers related to IT • Opportunities in fintech, online retailing, gaming, health tech	• Cyber security is a pressing issue in Lebanon, with the potential for attacks to undermine consumer and enterprise confidence • Political and economic instability continues to be a drag on the development of the IT market • High rate of software piracy a drag on market growth • Brain drain due to the lack of efficient and sustainable financing tools to support scaling and internationalization • Strong reliance on donors and international organizations / NGOs for training and development • Competition from GCC markets notably the UAE and increasingly Saudi Arabia

Table 7: ICT Sector SWOT Analysis

Key Subsectors

- Software and hardware development
- Mobile services and apps
- Fintech
- Online retailing

5) *Fashion & Jewelry*

Strengths	Weaknesses
• The Lebanese jewelry market is a big and competitive with a fair proportion of foreign customers • Affordable yet highly-skilled and experienced labor force • Lebanon is a reference in fashion and design for the Middle East region • Fashion designers in haute couture have become world renown brands • The Lebanese Syndicate of Jewelers plays an active role in the sector • Private initiatives to support the fashion sector like Starch by Rabih Kayrouz	• The sector is monopolized by a number of family owned businesses • Few technical schools offering craftsmanship training and skills development • Absence of government support in terms of logistics, taxation for exports, etc. • Complete lack of support to the fashion industries • Low barriers to entry making it easy for low priced, low quality brands to penetrate the market • While the workforce can be skilled for the type of jobs in this sector, they often lack general life skills which makes it difficult to recruit new employees
Opportunities	**Threats**
• Potential return of Arab tourists who are a major market for jewellery and fashion • Incubation programs like House of Today and others encouraging a revival in design • Very strong creative talent requiring support for production • Lebanese customers increasingly willing to consume and purchase locally made products • Potential for expansion through export, especially for jewellery • Haute couture a major product for international expansion and exposure • Development of e-commerce platforms with support from tech incubators	• Economic difficulties impacting local purchasing power • Amateur merchants flooding the market and underpaying manufacturers whom in turn minimize their costs and produce accordingly low-quality products • Decreasing interest in craftsmanship among the youth • Low paid craftsman losing interest and shifting to other specialties • Local fashion retailing brands unable to compete with international brands

Table 8: Fashion and Jewellery Sector SWOT Analysis

Key Subsectors

- E-commerce for export and sales growth
- Haute couture

6) Construction

Strengths	Weaknesses
• From the late 1950s to the early 1970s, Beirut witnessed an almost uninterrupted boom, this was renewed in the 2005 – 2010 period • As a result Lebanon is home to a large number of contractors and construction companies with significant experience and expertise • Large supply of highly skilled engineers and architects • Strategic location for trade and commerce • Proximity to Syria and easy connections through roads, ports and airports • Attractive tourism destination and destination for hotels and relevant infrastructure	• Mismatch between the prices of real estate and the population's purchasing power • Lack of funding for large infrastructure projects • Informal nature of employment in the sector and lack of protection of employee rights • Domination of a foreign workforce as opposed to Lebanese workers in construction • Absence of technical skills • Absence of skills certification and quality monitoring of workers • Absence of quality standards in building and construction • No maintenance services / follow-up on construction works • Poor standards and quality of education at TVETs making them unattractive to Lebanese students
Opportunities	**Threats**
• Syria's reconstruction could benefit Lebanese companies although there is no guarantee • CEDRE conference infrastructure projects could be implemented if the appropriate measures are taken • TVET strategy and donor investments in construction sector could help improve standards • Assessment and certification standards could help change the nature of the sector	• Economic slowdown leading to the closure of many construction companies • Oversupplied real estate market with declining sales could potentially cause the 'bubble to burst' • Discontinuation of the subsidized housing loan and lack of clarity over its future implementation • Outflow of Syrian refugees returning to their country would leave a gap in workforce servicing the sector • Arab buyers turning to Europe, Turkey and other destinations, unlikely to reconsider Lebanon • Syria reconstruction could lead to even lesser interest in Lebanon

Table 9: Construction Sector SWOT Analysis

Key Subsectors

- Tourism infrastructure
- Roads, transport and telecom infrastructure
- ICT and digitization infrastructure
- Water infrastructure

c. Summary of Challenges and Solutions

Summary of Challenges and Solutions	
Main Challenges	**Possible Solutions**
Absence of technical skills	Improve and enhance the capabilities of existing TVET Institutions servicing the priority sectors Consolidate TVET Institutions to have one or two leading references per sector per governorate
Weak economic situation impacting all sectors	Companies on 'survival mode', reducing costs, investing in smart and affordable marketing and business development
Lack of government support in some sectors	Improve government support to the priority sectors through better coordination and understanding of their needs, favorable policies and regulations
Brain drain	Introduce youth employment incentives and strategies, empower youths, micro and startup ecosystem to create more and better jobs
Concentration of economic activity in Beirut	Increase focus on rural areas and secondary cities to support business development in these areas and support job creation

F. Supporting Ecosystem: Donors & NGOs

a. Donors and funded projects

The existing resources and documents on aid effectiveness, particularly in humanitarian response, stress that first and foremost, the state holds the greatest responsibility in responding to humanitarian crises[16].

The long history of humanitarian interventions in Lebanon is closely related to conflicts and civil war. Since early 2011, the Syrian crisis has been a dominant priority for the international community.

Various humanitarian actors are trying to address the humanitarian needs of the Syrian people both inside and outside Syria. As the Syrian refugee crisis escalated, the main focus of the Lebanese government was securing international funds to help with humanitarian assistance, whether through multi-donors trust funds or other mechanisms. The officials did not develop any serious plan to improve the status and

[16] United Nation General Assembly Resolution 46/182, op.cit., 1991.

the living conditions of the Syrian refugees. The response to the crisis came very late and fragmented, through a policy paper in 2014, setting the following three priorities for managing the Syrian displacement into Lebanon: 1) Reducing the number of "refugees" from Syria, 2) Addressing the rising security concerns in the country, 3) Sharing the economic burden by expanding the humanitarian response to include a more structured developmental and institutional approach benefiting Lebanese institutions, communities and infrastructure[17].

In order to respond to the crisis and help the host community in Lebanon – who is still coping from previous wars – UN agencies rely mostly on contributions from governmental and inter-governmental donors.

Some of the main donors are: KFW and LRF (Germany), DFID (UK), DANIDA (Danish), EU, USAID (USA), Japan, Italy, SIDA (Switzerland), Australia, Belgium, Kuwait, etc[18].

Some donors focus on the Lebanon Host Communities Support Project (LHSP), others on the Peace Building in Lebanon; hence, they cover different sectors, such as Protection, Child protection, SGBV, Health, Education, Basic assistance, Energy and water, Livelihoods, WASH, Social stability, and Shelter. The donors covered and still covering all the 3 phases of the crisis (Emergency and basic needs support, Recovery and Development) since the start of the Syrian crisis till moment.

Some of the most prominent **programs focused on job creation** include:

Donor name	Project name	Goal	Region covered	Timeframe
USAID	Lebanon Enterprise Development Project (LED)	Increasing employment opportunities for Lebanese citizens.	All regions	3 years (2017-2020)
DFID	Subsidized Temporary Employment Program (STEP)	STEP aims to incentivize small and medium-sized enterprises (SMEs) to expand production and create new	All regions	3 years (2017-2020)

[17] Humanitarian Assistance in Lebanon: Overview, Challenges and Recommendations, Beirut 2016
[18] UNDP, UNHCR donors lists

Donor name	Project name	Goal	Region covered	Timeframe
		permanent jobs for low-skilled Lebanese workers as well as temporary jobs for Syrian refugees.		
DFID	Improved Networks, Training and Jobs – INTAJ program	To support vulnerable communities in the Beqaa and the North governorates in addressing their economic needs	Bekaa and North Lebanon	2 years (2016-2018)
DFID	Fostering Resilience by Strengthening Abilities (FORSA)	To support vulnerable communities in addressing their economic needs	Zahle, West Bekaa, Chouf, Jezzine and Saida	3 years (2016 – 2019)
World Bank	Creating Economic Opportunities	To create economic and jobs opportunities in Lebanon	All regions	5 years and a bot more (June 2018 – Dec 2023)
Lebanese Council for Development through UNDP	Support to the Economic and Social Fund for Development	Enhancing employment opportunities and community development activities	All regions	8 years starting January 2011 to December 2019

Figure 4: Major Job Creation Donor Programs

b. NGOs and private initiatives

Humanitarian intervention in Lebanon covers a wide range of social and economical issues. Several sector working groups are established to coordinate the work of the actors engaged in these issues; These groups are: Basic assistance working group, Child protection in emergencies working group, Education partners, Energy and water working group, Food security working group, Health working group, Information management working group, Livelihoods working group, Protection working group, Sexual and gender based violence task force, Shelter working group, Social stability working group[19].

The goal of the working groups is to map the activities across the country in order to create better coordination, avoid the duplication and empower each other.
Focusing on the Livelihoods working group – considered as the main group focusing on job creation and providing long-term income generation for vulnerable groups with around 30 participating agencies. The goal for 2019 as per the "Glossary and reporting guide of the Livelihoods sector response plan and log frame 2019" is to reach the 3 high level outcomes as below:

- Stimulate local economic development and market systems to create income-generating opportunities and employment.
- Improve Workforce Employability.
- Strengthen policy development and enabling environment for job creation.

Actors are mainly international organizations with few local ones; unfortunately, local actors are not currently a primary party to the humanitarian system, despite all the given arguments proving their capacities and facts supporting their genuine role in humanitarian response. In fact, international actors could play role in empowering them further and building stronger capacities for them to take a greater responsibility.

The private companies are mainly using the internet to promote vacancies and the "word of mouth" mainly for the informal jobs representing a high percentage compared to the formal one. Apart from the SMEs who are presenting a high percentage in Lebanon of companies functioning and offering jobs, the big companies in Lebanon are tackling the skills gaps in the market and taking initiatives to open private schools and further hire the graduated students; some kind of apprenticeships is also applied by these companies whose number is almost limited. However, private technical schools in Lebanon exist and the number is way more than the public ones: there are 163 public and 398 private vocational and technical schools in Lebanon offering TVETs, and approximately 85,244 students were registered in such programs in the 2016–2017 academic year[20].

c. Startup Ecosystem Overview

SMEs in Lebanon constitute 93% to 95% of companies and they are the main source of employment[21]. The political uncertainty factor should be taken into consideration whenever assessing the environment and the ecosystem surrounding the SMEs.
In order to support the ecosystem in Lebanon, the main key actors are the Incubators, Mentoring, Coaching and Networking organizations, universities and online support

[19] UNHCR online data portal
[20] "National strategic framework for technical vocational education and training in Lebanon", ILO, 2018-2022
[21] "Lebanon SME Strategy, a roadmap to 2020", Ministry of Economy and Trade (MoET), November 2014.

platforms[22]. The 4 actors are currently present in Lebanon and constitute a great support for the ecosystem.

Currently, as per the table below, there are 8 incubators/accelerators in Lebanon providing support to start-ups in different sectors. These incubators are all tech-focused and only focused on Beirut, leaving the startup ecosystem outside of the city underserved. Some startups in Tripoli and Saida have reported being 'left out' of the developments that are taking place in Beirut. Some of these companies have grown substantially and have over 40 employees, and remain unknown to the population outside of their direct area.

Location	Incubator Name	Key Supported Sector	Offers
North Lebanon	BIAT (Business Incubation Association in Tripoli)	All sectors	• Business advisory • Mentoring & Coaching • Incubation • Hosting
South Lebanon	South BIC (Business Innovation Center)	All sectors	• Access to markets • Training • HR support • Mentoring & Coaching • Marketing services • Hosting • Incubation
Beirut	Alt City	• ICT • Technology	• Acceleration • Business development
	Smart ESA	• ICT	• Mentoring • Incubation • Hosting • Access to markets

22 "Overview of the Main Initiatives and Programs to Support the SMEs Sector in Lebanon", Ministry of Economy and Trade (MoET), August 2014.

Location	Incubator Name	Key Supported Sector	Offers
Beirut	Berytech	• ICT • Technology • Agrotech	• Mentoring and Coaching • Business advisory • Access to markets & soft landing • Training workshops • Hosting • Incubation • Acceleration • Access to funding
	UK Lebanon Tech Hub	• ICT • Technology	• Acceleration • Capacity building • Business support • Outreach • Research
	FLAT 6 LABS	• ICT • Technology • Green Technology	• Accelerator • Funding • Mentorship • Training • Legal support • Hosting • Networking
	SPEED	• ICT	• Acceleration • Mentorship • HR support • Legal support

Table 10: Major Incubators in Beirut

**Source: IDAL, "Invest in Lebanon, Incubators/Accelerators in Lebanon", 2017.*

In addition to incubators/accelerators, Micro-Finance Institutions (MFIs) play a major role within the ecosystem and their absence is critical for start-up businesses. Some of the main MFIs in Lebanon are: Al Majmou'a, Emkan, Ibdaa microfinance, VITAS s.a.l, Makhzoumi, ADR (Association for Development of Rural Capacities), and AQAH (Al Qard Al Hasan). Moreover, AL KAFALAT a Lebanese financial company with a public concern considered as a credit guarantee, is also helping SMEs to access commercial bank funding by providing loan guarantees[23].

[23] "Overview of the Main Initiatives and Programs to Support the SMEs Sector in Lebanon", Ministry of Economy and Trade (MoET), August 2014

The online support platforms do exist also and present to SMEs owners and entrepreneurs information resources, template business plans, and interactive training tools. The main actors are: Wamda, BLC Bank' SME toolkit and Alice[24].
In addition to all this, university centers are also aiming to promote entrepreneurial culture by identifying and supporting individuals with potential through mentorship, networking and training such as: American University of Beirut (AUB) and Beirut Arab University (BAU)[25].

d. Summary of Challenges and Solutions

Summary of Challenges and Solutions	
Main Challenges	**Possible Solutions**
Concentration of incubators in Beirut	Expand beyond Beirut to service secondary cities and rural areas Introduce new incubation programs for micro and small businesses in rural areas, and possibly mobile incubation programs
Duplication of work by different NGOs	Coordinate the work of NGOs more efficiently to avoid duplication and monitor the type and quality of support that is being offered
Strong focus of NGOs on training provision tackling more or less the same topics	Encourage diversification of topics that different audiences are being trained for and make them more relevant to context and local environment Shift type of support from training to other more effective tools

24 "Overview of the Main Initiatives and Programs to Support the SMEs Sector in Lebanon", Ministry of Economy and Trade (MoET), August 2014
25 Five Lebanese universities establish a Lebanese National Research and Education Network (NREN), American University of Beirut, 2018

G. Recommendations & Action Plan

The following pages zoom-in on recommendations provided by this study based on the review and analysis of different sections.

While the study has pointed to a large framework of recommendations, under which different steps and initiatives can be undertaken, these are also prioritized in the action plan (Appendix 1) allowing ECOSOC to know where to start from and which activities can begin sooner rather than later.

Recommendations fall under three major categories:

a. **Labor Demand Side**
b. **Labor Supply Side**
c. **Matching Demand and Supply**

a. Labor Demand Side

1.	***Sector Committees for Skills and Education*** Create sector committees (along the priority sectors identified in this study) in charge of coordinating and liaising with relevant TVETs and education facilities, public sector institutes as well as local authorities such as municipalities. Committees should include members of large, medium, small and micro-enterprises, carefully chosen to represent the sector well enough.	ECOSOC (Lead)	Create committees of at least 6-10 representative companies from the private sector and call for regular meetings with key players.
		Sector Committees	Sector committees should meet once a year with the DGVTE or/and TVETs / Education Institutes to present the most in need skills and amendments that should be made to the curricula
		Syndicates	Sector syndicates like the IT syndicate, the syndicate of hotels and restaurant owners, syndicate of jewelry as well as any party representing the sectors should be implicated in the formation of committees.
2.	***Assessment and Certification Center*** Create a centralized assessment center designed to give direction to assessors, verifiers, trainees, and	Sector Committees (Lead)	Create guidelines for their sectors, highlighting the competencies required to obtain a certificate and communicating these with TVETs, relevant Ministries and other stakeholders.

	candidates as well as job risks and worker insurance costs. Design a guide including rules with respect to examinations and competence assessments. The center will issue certificates to candidates who satisfy national TVET examination and competence assessment requirements. The guidelines can be developed by sector committees.	ECOSOC	Liaise between committees and relevant stakeholders, empower sector committees to develop guidelines and take a lead on this task.
		TVETs / Education Institutes	Discuss guidelines and align with the requirements during bi-annual committee meetings.
3.	***Mobile Incubation in Rural Areas*** Establish 'mobile' incubation programs reaching out to rural communities outside of Beirut, either by linking with existing incubators in Lebanon or beyond or by implementing best practices.	ECOSOC	Provide a rationale supporting the need for more incubators outside of Beirut, supporting micro and small businesses and creating jobs among lower skilled segments of the population.
		International Organizations & NGOs (Lead)	Identify rural areas most in need of incubators, as well as key sectors by regions depending on industry/resources of the area.
		Existing Incubators	Establish branches, new entities and/or partnerships in selected areas in order to create incubation programs.
		Municipalities	Provide support and advise to incubators, international organizations and NGOs in establishing the programs and selecting sectors of interest.
4.	***Quality Control*** Establish a culture of quality within Lebanese enterprises encouraging them to abide by the highest quality standards in order to ensure stronger sales or export potential and hence create more jobs	ECOSOC / Sector Committees	Draft strategy for quality enhancement, establish the strong need for quality in driving sales and growth. Liaise with different stakeholders.
		LIBNOR (Lead)	Revise, prepare, publish and/or amend national quality standards for identified priority sectors.

	(example, empower the CCIB's food lab for testing of food and water products before they are sent to market, better equipment and improved qualification of primary healthcare centers, etc.)	Association of Lebanese Industrialists (ALI) / LIBNOR	Support the development of an awareness campaign among companies and public institutes promoting the importance and added value of having a quality control system. Meet with relevant Ministries to address the issue and promote the enforcement of laws.
		Ministry of Industry	Enforce laws on industrial and other companies to carry out quality control and testing of products in order to comply with international standards (EU and other standards, for export) and satisfy the local market as well.
5.	***Incubator Coordination Body*** Create an umbrella organization / department that provides advise to the incubators and fine tunes their service offerings to startups and SMEs in order to optimize the added value that startups can garner from these establishments. Reduce the cost associated to incubation, increase the services offered to entrepreneurs beyond office space.	ECOSOC	Liaise, coordinate meetings between the different stakeholders and provide strategic advice
		Banque du Liban (BDL) (Lead)	Provide general guidelines on best practices in incubation and services that should be offered.
		Incubators & NGOs Providing SME/Startup Support	Meet to agree on complementarities, common rules and way forward.
		Startups & SMEs	Create startup and small business committee to better communicate with incubators and authorities.
6.	***Sub-sector growth and development strategies*** Based on the prioritization of sectors, a number of sub-sectors have stood out as the most potential ones for job creation, and some of these have interlinkages with each	ECOSOC / Sector Committees (Lead)	Develop strategies for the subsectors based on knowledge and understanding of the sectors as well as their capacity to create jobs.
		International Organizations	Provide technical support in developing strategies and guiding their implementation.

	other. Strategies for the development of these sub-sectors should be developed.	Ministry of Economy & Trade	Provide input and knowledge based on past studies and strategies developed for the private sector and SMEs.

b. Labor Supply Side

1.	***TVET Higher Council*** Activate the TVET higher council in order to introduce new regulations to do with career guidance and counseling at schools, as well as supporting the reorganization of the sector. Appoint an Executive Secretary to liaise and organize meetings, follow through with all actions and decisions, etc.	ECOSOC	Call for a reactivation of the council and of its empowerment towards detailing the TVET strategy and driving its implementation.
		MEHE / DGVTE / Government (Lead)	Call for a meeting of the council in order to revive it and begin implementing the TVET strategy approved in July 2018.
2.	***Licensing of TVETs and Universities*** Review the licensing framework of education institutions including TVETs and Universities, to limit their number and ensure high quality and an adequate per capita distribution of TVETs and Universities.	ECOSOC	Suggest a new approach for the licensing of educational institutes and coordinate with key stakeholders to follow-through the implementation.
		MEHE (Council of Higher Education) / DGVTE (Lead)	Develop new standards for the licensing of educational institutes, making it more demanding and difficult to enter the market.
3.	***Quotas within Specialties*** Introduce quotas when accepting students in given disciplines that are saturated.	ECOSOC / Sector Committees	Provide guidance and support to educational institutes about specialities that are needed and those that are saturated in order to suggest quotas

		Universities / TVETs	Introduce quotas on students accepted in given disciplines that are already saturated such as medicine, engineering, and others and redirect students to those that are in higher demand on the job market, with guidance from NEO and the private sector and based on the career strategy and advice from NEO's Youth Job Centre.
		MEHE (Lead)	Create a nationwide standard for quotas to be implemented by all universities.
		NEO / Youth Job Center	Create a nationwide awareness campaign targeting universities about specialities that are most in need of students and those that are less attractive and offer less potential for future employment.
4.	***TVET Restructuring*** Consolidate the number of TVETs in Lebanon, reducing the number with classes running with a minimum of 15 students across all technical schools, in order to later fund operations that make more business sense. Redistribution of TVETs to position some next to the planned industrial zones according to the Ministry of Industry's 2018 masterplan for four industrial zones.	ECOSOC	Act as a platform to foster dialogue between the different parties.
		DGVTE (Lead)	Review the current organization and structure of TVETs and recommend a course of action to consolidate the number of schools, activate/reposition those near industrial zones, and apply new rules and regulations.
		International Organizations	Provide technical support in achieving the above strategy and implementing it nationwide.
5.	***Nationwide TVET Awareness Campaign*** A nationwide media campaign targeting	ECOSOC	Coordinate with the different stakeholders to encourage the launch of the campaign, discuss concepts and align with national vision.

	employers, families and the general public should be organized to cover the entire country. The campaign should target: **Employers** by underscoring the importance of decent salaries and safe working conditions for employees, making technical jobs more attractive to the workforce. **Families** and their children who will soon be entering the labor market to explain the importance and high potential of technical education as opposed to higher education, be it for employment in Lebanon or abroad. Three to four 'success stories' from the TVET sector in Lebanon should be chosen to highlight those schools that offer high quality standards and can be showcased to the public	DGVTE (Lead)	Develop detailed terms of reference for an awareness campaign to be sent to multiple communication services providers to implement the campaign targeting the two groups.
		International Organizations	Provide funding and technical support for the campaign.
6.	***Soft Skills Trainings*** Incorporate soft skills training across TVETs nationwide	ECOSOC	Provide strategic advice and guidance
		International Organizations / NGOs (Lead)	Provide insights on the major soft skills needed by the private sector based on labor market assessments carried out nationwide in the past few years, and recommendations on the needed curricula for soft skills.
		DGVTE	Develop soft skills curricula and introduce to all TVETs as compulsory

7.	***TVET Strategy Development*** Develop and detail the TVET strategy into a concrete action plan and deliverables in order to facilitate its implementation.	ECOSOC	Recommend the development of the TVET strategy to better adapt it to the market and assign responsibility to the various affected stakeholders.
		International organizations	Support the development of the strategy through technical support and benchmarks / best practices
		DGVTE / TVET Higher Council (Lead)	Take the lead in detailing the strategy and calling for its implementation.
8.	***Sector Trainings Strategy*** Integrate a national trainings strategy for each of the prioritized sectors to guide the activities of NGOs and other training providers based on recommendations by sector committees and needs assessment of the Lebanese market.	ECOSOC / Sector Committees (Lead)	Help develop the national strategy for trainings based on sector expertise and real needs of the market.
		International organizations	Provide technical support and guidance in the development of the strategy based on know-how and expertise.
		Training Centers / NGOs	Adapt all trainings to the strategy and operate within the framework of identified training priorities by region.
9.	***NGOs and Training Centers Coordination Body***	ECOSOC	Suggest a framework for regulating and coordinating the activities of NGOs in such a way that they only operate within the framework of the national trainings strategy.
		Ministry of Labor / NEO / DGVTE (Lead)	Create a coordination body to supervise activities of all NGOs in terms of training to avoid duplication, lack of sustainability and added value to trainees.
		Municipalities	Quarterly meetings with local NGOs to report to the coordination body and align with the national strategy.

c. Matching Demand and Supply

1.	***HR Practices Trainings*** Work with the private sector to improve HR practices and recruitment by merit, establishing a culture of equal opportunities for all and stronger engagement of women and youth in the workforce.	ECOSOC / Sector Committees (Lead)	Provide strategic guidance, consulting and guidelines on the importance of equal opportunities and recruitment by merit. Liaise with Ministry of Labor and/or NEO to seek their support and commitment to relaying the concept of equal opportunities to the private sector.
		Ministry of Labor / NEO	Design workshops and trainings about equal opportunities and meritocracy targeting the private sector and HR departments.
2.	***Career Guidance at School*** Begin introducing career guidance for students aged 14-15 years old by providing an overview of the most in demand sectors and skills in Lebanon.	ECOSOC	Provide recommendations to MEHE and liaise between different stakeholders
		MEHE Support from NEO/Sector Committees (Lead)	After consultation with sector committees and NEO, provide a report to be shared with all schools every end of year to highlight the specialties that are most in demand.
		Schools	Adapt the report into a monthly course given to all students as of three final years, to explain the leading specialties and their relevance to future employment.
3.	***National Career Guidance Center*** Provide career guidance to students, promoting their best interests and the best interests of the national economy and the private sector through the creation of	ECOSOC	Develop a concept note and strategy for the career center
		NEO (Lead)	Create a national Job Center unit as part of NEO, with a clear scope of work and outreach program to target all schools and universities in Lebanon. Organize bi-annual conferences or school/university visits in

	a Job Center working with schools and universities.		regions to brief students and explain career choices.
		MEHE	Enforce the role of the Youth Job Center and relevant conference as a compulsory to all higher education institutes and students.
4.	***National Job Portal*** Create a national data portal under the umbrella of NEO where all job posts and opportunities are shared by all relevant recruitment companies nationwide.	ECOSOC	Provide recommendations to NEO and liaise between different stakeholders
		NEO (Lead)	Resume design and development of the portal and maintain ongoing discussions calling for regular meetings with other parties to consolidate and enrich the portal with relevant, up to date and useful information.
		Other stakeholders (recruitment companies, Private companies, etc.)	Share all available data / job posts and information with NEO on a monthly basis for posting on the national portal.

H. Useful Benchmarks

Job creation is a global challenge as it is the key factor for developing countries to reduce poverty and improve people's lives. The role of the government in any market is to create an enabling environment for growth and be ready to create solutions to unemployment whenever the economy contracts into recession[26].

"A stable economy and fast-growing new drivers play a fundamental role for the job market to hold steady and expand" Meng Wei, a spokesperson of the National Development and Reform Commission (NDRC), said at a press conference.

a. Country Initiatives

Some examples regarding methodologies used by different countries and worth to look at in order to improve job creation are provided below:

Morocco

- Morocco is steadily forging ahead with the goal of creating 500,000 jobs in the industrial sector by 2020 as part of the Industrial acceleration plan.
- Industry minister Mr. Moulay Hafid El Alamy highlighted that 280,000 jobs have already been created between 2014 and 2017.
- The industrial acceleration plan was introduced in 2014 with the aim to bring the sector's contribution to GDP from 14% in 2014 to 23% by 2020.
- It is based on the development of "ecosystems", or productive industrial clusters, aimed at stimulating growth and enhancing competition of the sector's various components.
- This approach is meant to facilitate technology transfers as well as further business integration to improve quality and productivity.
- Morocco created clusters in the car industry and aeronautics, attracting investments by car giants such as Renault and Peugeot along with leading car-part suppliers.

Figure 5: Country Initiatives: Morocco

[26] https://www.thebalance.com/job-creation-ideas-4-ways-that-work-best-3305521

Jordan

- Integrating women from more traditional, rural communities into the labor market is challenging and critical; And, if we are talking about a country with the second lowest female labor participation in the world, it might seem like an impossible task. This is exactly the situation that Hashemite Kingdom of Jordan faced a few years ago, and today they provide an interesting example of how innovative policies can address this challenge.
- As of 2017, the government set formal requirements that each manufacturer employs 30% Jordanians by 2018 and 50% by 2021. The Government of Jordan and manufacturers got creative and decided to look beyond Special Economic Zones (SEZ). The Government suggested creating “satellite” production units in rural areas to employ Jordanian women with few income opportunities. At its core, the policy is an incentive for manufacturers to open these units: the government partially covers salary and benefits, and offers a bonus towards meeting the local hiring goal.
- The government initiatives, which started in 2010 have shown positive results: as of August 2017, approximately 3300 jobs have been created in 12 satellite factories, with a 90% female workforce. Despite initial concern that communities may be resistant to women working in the factories, many factories have waiting lists of women ready to work.

Figure 6: Country Initiatives: Jordan

Egypt

- Forty percent of Egypt’s 104.2 million people are under the age of 18 according to the Central Agency for Public Mobilization and Statistics (CAPMAS), which means the country needs to create about 42 million jobs in the next 30 years to absorb them.
- The World Bank Group has stepped in to support the government in creating more jobs through 'Promoting Innovation for Inclusive Financial Access' which aims at:
    - Supporting the General Authority for Investment and Free Zones (GAFI) in creating and automating seven “Investor Services centers’’ where entrepreneurs can fulfill all their start-up regulatory requirements in one day and facilitate registration and payments.
    - The 'Promoting Innovation for Inclusive Financial Access' project has expanded access to finance for micro-and-small-enterprises in Egypt using innovative financing mechanisms, with a special focus on youth and women as well as under-served regions.
    - Supporting the Industrial Development Authority in ensuring that the licensing process for manufacturers is transparent and efficient and managed to help decrease the number of days required to obtain industrial licenses for low risk businesses from 634 days to just 7 days.
    - The project is also working to support the government of Egypt in simplifying the industrial land allocation process to ensure fairness and transparency through setting up an online industrial land allocation system.

Figure 7: Country Initiatives Egypt

Turkey

- According to Rebekka Grun, lead author of the Turkey jobs study, "Policies that facilitated labor reallocation and targeted reductions in labor costs have been instrumental in the fast creation of good jobs in Turkey. Looking forward, further reforms that support the development of a competitive and flexible labor market will be critical for ensuring that this trend continues but also that the process supports the inclusion of important groups such as women and youth."
- Turkey is planning to include the need for an improved business climate to encourage companies to invest and create jobs, more flexible labor markets, more job-relevant education and training to ensure workers have the skills demanded by employers, and efforts to get more people into work, particularly excluded groups such as youth, elderly people and women.
- TheWorld Bank will help Turkey follow in order to create more jobs by enabling private-sector led job creation; helping workers acquire the right skills, eliminating disincentives in taxes and social protection, and barriers to employment and removing obstacles to internal migration.

Figure 8: Country Initiatives Turkey

b. Specific Initiatives Linked to Recommendations

Australian Industry and Skills Committee AISC

- The AISC were created to give industry a formal, expanded role in policy direction and decision-making for the vocational education and training sector.
- The new model enables industry to prioritize the development and review of training packages based on industry demand for skills, now and into the future, and technological and regulatory changes.
- The AISC provides advice to Commonwealth and State Industry and Skills Ministers on the implementation of national VET policies, and approves nationally recognised training packages for implementation in the VET system.
- The AISC draws on advice from its network of Industry Reference Committees (IRCs). IRCs are made up of people with experience, skills and knowledge of their particular industry sector and are responsible for developing training packages that meet the needs of Australian industry.[27]

EuroCham Vietnam sectors committees

- The Sector Committees serve as the specific voices of European business sectors in Vietnam, providing EuroCham members with a channel of communication with the Vietnamese Government agencies and institutions, and European political and economic circles, as well as a unified lobbying voice on trade-related issues in Vietnam.

[27] Australian Industry and Skills Committee https://www.aisc.net.au/

- EuroCham Sector Committees provide an efficient forum for EuroCham members to network, advocate and meet to discuss matters of particular interest and relevance to their sector. Each headed by an elected and experienced chair, Sector Committees meet on a regular basis[28].

Myanmar Sectorial Committees for Occupational Competency Standards (OCS)

- Sectorial Committees for Occupational Competency Standards (OCS) were developed for 15 sub-sectors including the mining industry, social welfare services, hotels and tourism, oil and natural gases and others.
- The sectors review competency standards, provide an Assessment and Certification, ASEAN Skills Competition, and Benchmarking with NOCS for Mutual Skill recognition with neighboring ASEAN Countries[29].

Training Needs Analysis and National Training Strategies (Council of Europe)

- The council of Europe developed a strategy for training at the local government level to facilitate reforms and development within government.
- It identifies two approaches in the planning of training activities: on the one hand, dealing with the identification of training-related expectations and, on the other hand, a prescriptive definition of needs related to the development of competencies.
- The identification of training expectations is based on two steps: establishing training expectations among specific audiences, and describing those postulates; a follow-up stage where the most suitable and efficient ways to satisfy the postulates are determined.
- Meanwhile, defining actual training needs of a specific target group is based on the detailed analysis of discrepancies between the status quo (specific competencies) and the desirable situation.

Equal Employment Opportunity Legislation and Policies in Australia

- In Australia, industrial decisions designed to redress unequal pay commenced in the late 1960s, anti-discrimination legislation was enacted from 1975 in Commonwealth and state legislatures, affirmative action legislation followed from the mid-1980s, work and family policies emerged in the early 1990s and managing diversity from the late 1990s[30]

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28 EuroCham Vietnam Sector Committees https://www.eurochamvn.org/Sector_Committees
29 Regional TVET Conference Myanmar https://www.regional-tvet-conference-myanmar.org/kontext/controllers/document.php/33.d/b/4a16da.ppt
30 Equal Employment Opportunity Legislation and Policies: the Australian Experience https://core.ac.uk/download/pdf/143869943.pdf

- Since 2000, the Equal Opportunity for Women in the Workplace Agency (EOWA) has had responsibility for administering the EOWW Act and has adopted a pragmatic approach that emphasizes the business advantages of EEO for women.
- Organizations are able to choose the policies and practices that they believe are appropriate to their particular business situations, and the extent to which they will implement them.

Guidelines for Employment Equality Policies in Enterprises (Ireland)

- In Ireland, The Employment Equality Act 1998 came into force in October 1999. It addresses discrimination in the workplace and opens a new potential for equality in covering the nine grounds of gender, marital status, family status, sexual orientation, race, religion, disability, age and membership of the Traveler community.
- The work of the Framework Committee has involved the setting up of clusters of enterprises and organizations working together on practical equality initiatives. It has involved projects to develop supports for enterprises and organizations seeking to put in place equality initiatives.
- Guidelines were developed to provide encouragement, information and support to employers, trade unions and employees in the necessary preparation of employment equality policies[31].

Economic Research Forum (ERF): Labor Market Panel Survey for Egypt, Jordan and Tunisia

- The ERF Labor market panel surveys were developed in cooperation with the National Statistical Offices of the three countries to provide robust and reliable data on the labor market
- The surveys provide detailed information on households and individuals especially in regard labor market characteristics.
- They also allow for in-depth investigation of current employment characteristics as well as analyses of broader labor market dynamics[32].

[31] Irish Human Rights and Equality Commission, Guidelines for Employment Equality Policies in Enterprises
https://www.ihrec.ie/download/pdf/guidelines_for_employment_equality_policies_in_enterprises.pdf
[32] ERF Labor Market Panels http://erf.org.eg/programs/tunisia-labor-market-panel-survey-tlmps/

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Action Plan

Initiative	Key Steps	Responsibility of
Demand Side		
Sector Committees for Skills and Education	Map out all key stakeholders including syndicates and others who can help form committees	ECOSOC
	Develop mission and scope of work of committees	Sector committees
	Form six committees for tourism, construction, agro-food, ICT, Fashion and Jewelery, and Health	ECOSOC / Syndicates etc.
	Develop a sector education and skills strategy (developed by each committee)	Sector committees
	Develop a five year action plan by each committee	Sector committees
	Kick-off meetings of each committee with TVETs	Sector committees / TVETs
Assessment and Certification Center	Suggest rationale supporting the need for an assessment and certification center and meet with key stakeholders	ECOSOC
	Create sector guidelines highlighting required competencies	Sector committees
Quality Control	Draft strategy for quality enhancement within priority sectors	ECOSOC / Sector committees
	Present strategy to key stakeholders including ALI, LIBNOR, Ministries, etc.	ECOSOC / Sector committees
	Endorse and adopt the strategy	LIBNOR
	Revise, prepare, publish and/or amend national quality standards for identified priority sectors based on best practices	LIBNOR / Sector committees
	Design and develop an awareness campaign targeting companies to implement the quality standards	LIBNOR / ALI
	Enforce laws on industrial and other companies to carry out quality control and testing of products	Ministry of Industry
Mobile Incubation in Rural Areas	Develop rationale supporting the need for mobile incubators and meet with key stakeholders	ECOSOC
	Identify rural areas most in need of incubators, as well as key sectors by regions	International organizations / NGOs
	Develop a mobile incubation strategy	International organizations / NGOs / Existing Incubators
	Develop mobile incubation programs by region based on the strategy	NGOs / Municipalities
	Establish branches, new entities and/or partnerships in selected areas in order to create and/or enhance incubation programs	Existing incubators

Action Plan

Initiative	Key Steps	Responsibility of
Incubator Coordination Body	Liaise, coordinate meetings between the different stakeholders and provide strategic advice	ECOSOC
	Provide general guidelines on best practices in incubation and services that should be offered.	BDL
	Create in-house incubator coordination body	BDL
	Create startup and small business committee to better communicate with incubators and authorities	Startups / SMEs
Sub-Sector Development Strategies	Confirm sub-sectors identified by the Unemployment Study	ECOSOC / Sector committees
	Develop strategies	Sector Committees / International Organizations / Ministry of Economy & Trade
	Disseminate strategies and seek approval / input from various stakeholders	ECOSOC / Sector committees
	Share strategies with the private sector and seek thoughs and feedbacks on implementation	ECOSOC / Sector committees
Supply Side		
TVET Higher Council	Network and meet with key stakeholders to discuss the important role of the TVET Higher Council	ECOSOC
	Empower the TVET Higher Council and call for meetings	DGVTE
	Appoint an executive secretary to manage workflows	TVET Higher Council
	Suggest a framework for the development and implementation of the TVET strategy based on benchmarks	DGVTE / TVET Higher Council
Soft Skills Trainings	Provide strategic advise and direction on the importance of soft skills integration within TVET curricula	ECOSOC
	Provide insights on the major soft skills needed by the private sector based on labour market assessments	International organizations / NGOs
	Develop soft skills curricula and introduce to all TVETs as compulsory	DGVTE
	Introduce soft skills as compulsory to all students	TVETs
Licensing of TVETs and Universities	Develop new standards for the licensing of educational institutes based on benchmarks and best practices	DGVTE / MEHE
	Develop new and elaborate application forms, procedures and processes for any new educational institution	DGVTE / MEHE
	Introduce new assessment and approval criteria	DGVTE / MEHE

Action Plan

Initiative	Key Steps	Responsibility of
TVET Restructuring	Foster dialogue among different parties	ECOSOC
	Review the current organization and structure of TVETs and recommend a course of action to consolidate	DGVTE
	Provide technical support in achieving new structure based on international best practices	International organizations / NGOs
TVET Strategy Development	Detail the 2018 strategy, providing concrete action plans and a five year vision for the implementation of the strategy	DGVTE / TVET Higher Council
	Support the development of the strategy through technical support and benchmarks / best practices	International organizations
	Publish and disseminate the strategy, calling on donors and others to abide by it and follow its vision	DGVTE / TVET Higher Council
Quotas within Specialties	Provide guidance and support to educational institutes about specialities that are needed and those that are saturated	ECOSOC / Sector committees
	Create a nationwide standard for quotas to be implemented by all universities.	MEHE
	Create a nationwide awareness campaign about specialities that are most in need of employment	NEO
	Introduce quotas on students accepted in given disciplines that are already saturated such as medicine, engineering, and others and redirect students to those that are in higher demand on the job market	Universities / TVETs
Nationwide TVET Awareness Campaign	Coordinate with the different stakeholders to encourage the launch of the campaign, discuss concepts and align with national vision	ECOSOC
	Develop detailed terms of reference	DGVTE
	Provide funding and technical support for the campaign	International Organizations
National Trainings Strategy	Help develop the national strategy for trainings based on sector expertise and real needs of the market	ECOSOC / Sector Committees
	Provide technical support and guidance in the development of the strategy based on know-how and expertise	International Organizations
	Adapt all trainings to the strategy and operate within the framework of identified training priorities by region	Training Centers / NGOs
NGOs and Training Centers Coordination Body	Suggest a framework for regulating and coordinating the activities of NGOs	ECOSOC
	Create a coordination body to supervise activities of all NGOs related to trainings	Ministry of Labour / NEO / DGVTE
	Schedule quarterly meetings with local NGOs	Municipalities

Action Plan

Initiative	Key Steps	Responsibility of
Matching Demand and Supply		
National Career Guidance Center	Foster dialogue among different parties	ECOSOC
	Create a national Job Center unit as part of NEO	NEO
	Organize bi-annual conferences or school/university visits in regions	NEO
	Enforce the role of the NEO Job Center	MEHE
National Job Portal	Provide recommendations to NEO and liaise between different stakeholders	ECOSOC
	Resume design and development of the national job portal	NEO
	Communicate with all recruiters / recruitment companies to meet, discuss and share vacancies on NEO portal	NEO
	Share all available data / job posts and information with NEO	All recruiters / recruitment companies
Career Guidance at School	Provide direction regarding specialities / jobs of the future and share with the MEHE, NEO, etc.	ECOSOC / Sector committees
	Provide annual report to all public and private school to advise on career guidance at school	MEHE
	Introduce monthly course / career guidance class during three final school years	Schools
HR Practices Trainings	Provide strategic guidance, consulting and guidelines on the importance of equal opportunities and recruitment by merit	ECOSOC / Sector committees
	Liaise with Ministry of Labour to push for more nationwide awareness about equal opportunities	ECOSOC / Sector committees
	Design workshops and trainings about equal opportunities	Ministry of Labour / NEO

Responsibilities

Demand Side

General Recommendation	ECOSOC	NEO	TVETs / Other Education Institutions	Ministry of Labour	Government	DGVTE	Sector Committees	Ministry of Economy & Trade	NGOs	International Organizations	Microfinance Institutions	Incubators	ALI	Municipalities	LIBNOR	Ministry of Industry	BDL	Startups / SMEs	Private Sector	MEHE	Syndicates
Sector Committees for Skills and Education	LEAD their formation						X														X
Assessment and Certification Center	Liaise between all		X				LEAD														
Mobile Incubation in Rural Areas	Provide direction through committees								LEAD	LEAD		X		X							
Quality Control	Discuss rationale			X			X						X		LEAD	X					
Incubator Coordination Body	Liaise between all								X			X					LEAD	X	X		
Sub-Sector Strategies	LEAD through sector committees						LEAD	X		X											

Supply Side

General Recommendation	ECOSOC	NEO	TVETs / Other Education Institutions	Ministry of Labour	Government	DGVTE	Sector Committees	Ministry of Economy & Trade	NGOs	International Organizations	Microfinance Institutions	Incubators	ALI	Municipalities	LIBNOR	Ministry of Industry	BDL	Startups / SMEs	Private Sector	MEHE	Syndicates
TVET Higher Council	Lobbying /networking				LEAD	LEAD														LEAD	
Licensing of TVETs and Universities	Discuss and foster dialogue					LEAD														LEAD	
Quotas within Specialties	Discuss and foster dialogue	X	X																	LEAD	
TVET Restructuring	Foster dialogue					LEAD				X											
Nationwide TVET Awareness Campaign	Coordination / guidance					LEAD				X											
Soft Skills Trainings	Strategic advise					X			LEAD	LEAD											
TVET Strategy Development	Discuss and foster dialogue					LEAD														X	
National Trainings Strategy	Discuss and foster dialogue						LEAD		X	X											
NGOs and Training Centers Coordination Body	Suggest framework			LEAD										X							

Matching Demand and Supply

General Recommendation	ECOSOC	NEO	TVETs / Other Education Institutions	Ministry of Labour	Government	DGVTE	Sector Committees	Ministry of Economy & Trade	NGOs	International Organizations	Microfinance Institutions	Incubators	ALI	Municipalities	LIBNOR	Ministry of Industry	BDL	Startups / SMEs	Private Sector	MEHE	Syndicates
HR Practices Trainings	Strategic advise	X		X			LEAD														
Career Guidance at School	Coordination / guidance	X	X				X													LEAD	
National Career Guidance Center	Discuss and foster dialogue	LEAD																		X	
National Job Portal	Provide recommendations	LEAD																			

Timeline

Demand Side

Initiative	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Sector Committees for Skills and Education	■	■	■	■	■	■	■	■																
Assessment and Certification Center				■	■	■	■	■	■	■	■	■												
Quality Control										■	■	■	■	■	■	■	■							
Mobile Incubation in Rural Areas													■	■	■	■	■	■	■	■	■			
Incubator Coordination Body															■	■	■	■	■	■	■	■		
Sub-Sector Strategies																	■	■	■	■	■	■	■	■

Supply Side

Initiative	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
TVET Higher Council	■	■	■	■																				
Soft Skills Trainings		■	■	■	■	■	■	■	■	■	■	■												
Licensing of TVETs and Universities			■	■	■	■	■	■																
TVET Restructuring						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
TVET Strategy Development							■	■	■	■	■													
Quotas within Specialties												■	■	■										
Nationwide TVET Awareness Campaign															■	■	■	■	■	■	■	■	■	■
National Trainings Strategy																■	■	■	■	■	■	■		
NGOs and Training Centers Coordination Body																			■	■	■	■	■	■

Matching Demand and Supply

Initiative	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
National Career Guidance Center	■	■	■	■	■	■	■	■																
National Job Portal			■	■	■	■	■	■	■	■	■	■												
Career Guidance at School					■	■	■	■	■	■	■	■	■	■	■									
HR Practices Trainings						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Appendix 2: Sector Scoring Methodology

	Tourism	Construction	Agro-Food / F&B	Knowledge Economy / ICT	Fashion & Jewelry	Health
Job Creation Potential	4	2.5	4.5	4.5	3.5	4
Sector Performance & Future Growth	4	2.5	4	4	3	4.5
Youth & Women Inclusion	4	2	4	4	4	4
Training Education & Support	3	4	4	3	3	4
Varying Levels of Skill	4	3	4	3.5	3	3
Geographic Coverage	4.5	4	3	3	3	4.5
SCORE	23.5	19	23.5	22	19.5	23
	1	5	1	3	4	2

1. Tourism

Job Creation Potential	4	There are about 10 sub-sectors under tourism which have the potential to create jobs, including car rental, hotels, travel agencies, tour operators, guesthouses, restaurants and leisure facilities. Each has the potential to create many jobs especially as the industry is expected to experience growth.
Sector Performance & Future Growth	4	The number of tourists visiting Lebanon is at a 10 year high in 2018, with an increasing number of European tourists visiting the country. As of March 2019 the ban on travel to Lebanon was lifted by Saudi Arabia and the industry could well be on the path for more recovery.
Youth & Women Inclusion	4	This is an easy sector for youth and women to work in, especially with the development of rural tourism which favours the inclusion of women in the workforce.
Training & Education Support	3	There are some education programs in hotel and hospitality management, but few training centers or specialized courses notably in ecotourism and rural tourism which are a central focus for the government and offer great potential for the country,
Varying Levels of Skill	4	The industry requires highly educated managerial staff, entrepreneurs but also lower skilled positions as support staff and for servicing, cleaning etc.
Geographic Coverage	4.5	Tourism can be developed across all of Lebanon or almost all of the country, especially if rural tourism is well implemented.

Appendix 2: Sector Scoring Methodology

2. Construction

Job Creation Potential	2.5	The construction sector could create a large number of jobs, but given the large pool of unemployed workers for the sector, any recovery in this sector will only guarantee work to those who have lost their jobs or are unable to find work. Also, this sector has historically and still creates jobs for foreigners rather than Lebanese workers.
Sector Performance & Future Growth	2.5	The sector is ailing at the moment, with a very slow activity and a large number of companies reporting poor performance and even bankruptcy. The sector could recover if CEDRE projects are implemented.
Youth & Women Inclusion	2	The sector is male oriented and mostly depends on a male workforce, aside for administrative jobs. The incidence of youths working in the sector is also low.
Training & Education Support	4	There are many training programs and TVETs tackling construction related topics, although employers often complain about these not being optimal or up to date.
Varying Levels of Skill	3	The vast majority of jobs are on the field hard labor jobs which do not require high levels of education and there is a surplus of engineers on the market who are unable to find work.
Geographic Coverage	4	Construction is nationwide, although less developed in rural and remote areas.

3. Agro-Food

Job Creation Potential	4.5	The agro food industry offers great opportunities for job creation through manufacturing, farming and many other types of jobs.
Sector Performance & Future Growth	4	The sector is performing well although the war in Syria has hindered exports and stifled growth. That said, it could easily recover and is being eyed by international organizations and donors for expansion and development.
Youth & Women Inclusion	4	Youths are interested in the sector when it comes to creating new businesses and women can easily work in factories, administration and management. Lebanese youths and women are less interested in farming which is often taken up by the foreign workforce.
Training & Education Support	4	There are many TVETs including some modernized and successful ones like the Qob Elias school which offer up to date programs in consultation with the association of food industrialists.
Varying Levels of Skill	4	Jobs are available for highly educated or less educated individuals whether they choose to work in management, manufacturing or farming.
Geographic Coverage	3	Agriculture and agro food is very concentrated in the Beqaa and some other areas in the North and South

Appendix 2: Sector Scoring Methodology

4. Knowledge Economy - ICT

Job Creation Potential	4.5	The knowledge economy or ICT / Digital sector offers great opportunities for job creation across a wide spectrum of activities within very different types of businesses. All companies are going digital and will require a new type of workforce for this purpose.
Sector Performance & Future Growth	4	The sector will see positive growth as it is expanding and growing not only through native ICT/digital companies but also through integration in other existing businesses and industries.
Youth & Women Inclusion	4	The young Lebanese workforce is already interested in the sector, be it through entrepreneurship or joining companies and departments that are related to ICT. There are also plenty of opportunities for women in the sector.
Training & Education Support	3	There are training institutes and programs for ICT although the programs are not always up to date. Coding schools have started to proliferate which is a very positive development for the industry.
Varying Levels of Skill	3.5	The sector offers jobs mostly for well educated workers, although coding could democratize the sector and help to position Lebanon as a digital hub for the region.
Geographic Coverage	3	Developments in the sector are mostly taking place in Beirut where the majority of tech incubators are also located. Many ICT companies outside of Beirut feel left out and at the margins of the ecosystem.

5. Fashion & Jewellery

Job Creation Potential	3.5	This sector has the potential to create jobs, albeit not as many as others given the difficulties that it is currently facing and the small size of businesses in this sector. If manufacturing is further developed then there could be more jobs created.
Sector Performance & Future Growth	3	Both sectors are suffering from the economic downturn and absence of Arab tourists. There could be a recovery but many elements are needed in order to help support growth including facilitating export.
Youth & Women Inclusion	4	The sector is attractive for women and the youth, although jewellers for example are often small family businesses where there are few opportunities for other employees than family members, making them less attractive to the youth.
Training & Education Support	3	There are few institutes such as ESMOD and other jewellery oriented TVETs focusing on training for the sector.
Varying Levels of Skill	3	The sectors can create jobs for artisans and higher skilled managers as well as the creative workforce.
Geographic Coverage	3	There is a large concentration of businesses in these sectors in Beirut although they exist across the country too.

Appendix 2: Sector Scoring Methodology

6. Health

Job Creation Potential	4	The health sector can create jobs across many different types of activities from medical doctors, to nursing, health and wellness (spas, etc.) related types of jobs, new medicine and alternative medicine, etc. and with the ageing population and increasing health awareness, this is definitely a potential sector.
Sector Performance & Future Growth	4.5	In light of the new developments in the sector, it will likely see more growth in the future. The sector is performing well and if the government succeeds in reviving medical tourism there could be a further boost.
Youth & Women Inclusion	4	The industry is largely lacking nursing staff which can be youths and women. Hospital staff already have a lot of women staff in administrative positions and young graduates in medicine start their careers through internships at hospitals.
Training & Education Support	4	Hospitals have their own training systems given through internships and others. Health education is very advanced in Lebanon, although there might be a need for more nursing schools.
Varying Levels of Skill	3	Working in the health sector normally requires at least a certain level of education and / or training.
Geographic Coverage	4.5	Healthcare is needed throughout the country and there is a fair national coverage.