

Synthesis of the crisis impact on the Lebanese labour market and potential business, employment and training opportunities



International
Labour
Organization

unicef 
for every child

00 TABLE OF CONTENT

Introduction 04

Synthesis of Sectors and workers affected by the crisis 06

01. Hard hit sectors 08

02. Other sectors affected 09

03. Workforce affected by the crisis to be considered for support 11

03.1 General 11

03.2 Youth 11

03.3 Women 12

04. Interventions to address crisis impact

04.1 Job creation/job retention 13

04.2 Immediate support: Cash programme 13

04.3 Training 13

04.4 Businesses/sectors to target 13

Potential business and training opportunities 14

01. Sector focus – business opportunities/support to existing businesses 13

01.1 Agriculture 16

01.2 Agro-food 16

01.3 Industry - manufacturing 17

01.4 ICT sector 17

01.5 Media (link with arts and entertainment) 18

01.6 Tourism 18

01.7 Animal production and veterinary services 18

02. Type of skills training to support businesses/entrepreneurs 13

02.1 Marketing 19

02.2 Business development 19

02.3 Production, processing 19

- 03.1 Education sector 20
- 03.2 Craft sector 21
 - Enhance/create business models 21
 - Skills training 21
- 03.3 Health sector 22
 - Occupations in demand 22
 - Skills shortage 23
 - Skills gap 23
- 03.4 Printing and packaging sector 25
 - Occupations in demand 25
 - Skills shortage 25
 - Skills gap 26
 - Training needed for new entrants 27
 - Future demand 27
- 03.4 Public infrastructure - construction sector 28
 - Occupations in demand 28
 - Skills shortage 29
 - Skills gap 29
 - Skills gap among new entrants 30
 - Future demand 31

01 INTRODUCTION

Lebanon's economic, social and security situation has rapidly deteriorated since the October 2019 protests calling for an overhaul of the government and is now facing a "triple crisis" caused by the economic meltdown, the global COVID-19 pandemic and Beirut blast on August 4th, which devastated its capital. As a result, a wide segment of the Lebanese and non-Lebanese population has fallen below the poverty line, with livelihoods of those already living in poverty worsened due to inflation, a decline in employment opportunities, and a reduction in basic social service provision.

Businesses have faced temporary and permanent closures since spring 2020 due to continued supply chain disruptions and reduced business traffic. Of the total 363 sampled small-scale enterprises in Lebanon, 51% temporarily stopped operations, and of 1,987 interviewed workers, 84% were laid off and 94% saw their wages largely reduced⁽ⁱ⁾, leading to a surge of unemployment which saw a drastic increase.

The COVID-19 crisis also exacerbated pre-existing employment and education disparities, reducing opportunities for many of the most vulnerable populations⁽ⁱⁱ⁾.

Lebanon currently houses around 6 million Lebanese and non-Lebanese residents, 44% under the age of 24, a relatively high youth percentage compared to the global average⁽ⁱⁱⁱ⁾. As the triple crisis continues to worsen, youth are struggling to find hope, support and opportunities amid mounting despair.

Each year, roughly 50,000 Lebanese youth are new entrants to the labour market, yet many are not able to get a job with local firms, especially in the current environment. Youth are also facing structural barriers (decreasing job opportunities and ill-equipped education systems to compete for increasingly scarce jobs, lacking skills and labour market experience and professional networks) and personal barriers (lack of money and limited professional networks). These factors keep them out of the labour market^(iv); adding to that the crisis which is forcing youth from all backgrounds to take on responsibilities beyond their ages, with detrimental impacts on their mental health and on access to opportunities.

Subsequently, more and more young people are dropping out of education or any type of learning to engage in ill-paid, irregular and informal work to generate whatever income they can to help their families cope with the mounting challenges¹. There is increasingly fierce competition among young people for low-paying work in the informal sector and cash-for-work programmes. With almost one million of the population in the 15-24 age group, the youth unemployment gap, estimated at 60 per cent, is expected to continue rising². With dramatic rises in unemployment and heightened job insecurity, it is more critical than ever to link the supply to the demand effectively through interventions that ensure necessary skilling support for jobseekers seeking to enter, or re-enter the labour market, and those in employment looking to upgrade their skills and secure their livelihoods. It is equally important to support businesses develop and create enough jobs to absorb the existing workforce.

This report presents an overview of the sectors and workers impacted by the multiple crisis in Lebanon in addition to a synthesis of the potential business and training opportunities in Lebanon that are recommended in response to this crisis. It builds on research conducted by ILO, UNICEF, and others on impact of the crisis on the labour market and economic sectors and recommendations to alleviate the economic and social pressure on households, workers and businesses. The report is developed within the context of the UNICEF/ILO partnership joint programme "Towards improved formal and non-formal technical and vocational education and training in Lebanon" (2017-2022).

As the Lebanese Government is investing efforts to produce a rescue plan with the aim of lessening the impact of the current crisis through various reforms to pave the way for a new and more responsive model for the Lebanese economy, socio-economic interventions at the macro, meso and micro levels are required addressing three interconnected factors impeding employment. These are: (1) lack of investment and low capacity for growth; (2) labour market skills gap; and (3) lack of interest in the jobs on offer, mostly because of poor working conditions or low pay. Such interventions should be designed to ensure the inclusion of all groups from the community, and those mostly affected by the crisis.

1. Searching for Hope, UNICEF, January 2022

2. FAO (2020). GIEWS Country Brief, Lebanon. Available at: https://reliefweb.int/sites/reliefweb.int/files/resources/LBN_12.pdf

i. ILO/FAO Rapid Impact Assessment of COVID-19 on vulnerable workers & small-scale enterprises in Lebanon, 2020.

ii. (United Nations, 2020)

iii. Gender and Adolescent Global Evidence (2020). Adolescent boys and youth in Lebanon.

iv. ILO (2020): Global Employment Trends for Youth 2020: Technology and the Future of Jobs

The high-unemployment situation that is compounded by multiple crises could be addressed through a provision of measures that are effective in the short-term, including decent job creation. As such, significant efforts are required to improve the workforce technical and soft skills, and training programmes will need to take into consideration not only the skills gaps of individual workers, but also the occupational gaps for each sector. Active Labour Market Programmes (ALMPs), including job search support, vocational training for reskilling or upskilling, potential support for entrepreneurship opportunities, wages subsidies, incentives to employers, involvement in public works programmes where feasible, are particularly relevant in a context of severe recessions such as the Lebanon case. These ALMPs would keep workers employed, bring unemployed into employment, increase their productivity and earnings, and improve the functioning of labour markets.

Micro and small enterprises play an important role in economic development. Access to entrepreneurship and self-employment through the MSME sector can offer effective coping strategies for poor and vulnerable communities to strengthen their livelihoods and create new opportunities for decent work. The design and implementation of local economic development plans are essential if firms are to improve their investment and growth capacities. Swift, continuous and expedited government support to vulnerable enterprises, whether SMEs or businesses operating in the informal sector or in the most affected sectors should be provided. Raising productivity and competitiveness of enterprises, and investing in human resources development through situation-specific response is a must. Enterprise development support and low-cost training programme are essential for helping entrepreneurs and micro-business owners to plan and improve their businesses, particularly suited for use among poor, vulnerable and marginalized communities where funding and capacities are limited or in communities that are hard to reach due to social or geographical isolation. Fostering economic diversification and greater regional integration will help export and import oriented firms to better enter and operate on local and foreign markets and ultimately provide broader-based employment opportunities. Creating awareness of enterprises and self-employment as a career option for young people and providing knowledge and practice of the desirable attributes for starting and operating a successful enterprise would facilitate youth transition to work and uplift them from long term unemployment.

With respect to sectoral interventions, several sectors could provide economic opportunities across most regions in the country. The crisis and government measures have helped accelerate the growth of e-commerce and ICT in Lebanon. Capitalizing on this growing need for e-commerce, digital businesses, and green economy not only support businesses and workers during this period but also pave the way for a better future of work. Focusing on emerging sectors and business opportunities and linking skills development to investment is critical to increase both the quantity and quality of employment. Support and investment in productive sectors coupled with necessary human centered skills development scheme expand local production and industry and increase competitiveness at both local and international levels. A holistic approach should be envisaged in support of hard-hit sectors and affected vulnerable groups.

This report considers potential skills and employment opportunities. However, given the complexity of the current crisis, they should not be regarded as blueprint solutions to the fundamental challenges but rather recommended options as starting point and immediate interventions to alleviate emerging needs of all groups in the economy and the labour market. Social dialogue and coordination among all stakeholders involved directly or indirectly in employment creation is central for the development of inclusive and most suitable comprehensive response.

SYNTHESIS OF SECTORS AND WORKERS AFFECTED BY THE CRISIS³

01

Hard hit sectors

02

Other sectors affected







03

**Workforce affected
by the crisis to be
considered for support**

04

**Interventions to
address crisis impact**





01 HARD HIT SECTORS





	Sectors	Expected impact of the crisis on economic output	Issues to take into consideration
	Wholesale and retail trade, repair of motor vehicles and motorcycles sector	High	<ul style="list-style-type: none"> . Opportunities for jobs in essential business supermarkets, food wholesalers or retailers, pharmacies, and gas distributors.
	Accommodation and food services	High	<ul style="list-style-type: none"> . Design active labour market programmes⁴ to support businesses and workers. . Training for re-skilling of workers. . Innovative business ideas.
	Real estate, business and administrative activities sector	High	<ul style="list-style-type: none"> . Business development. . Active labour market programmes.
	Construction sector	High	<ul style="list-style-type: none"> . Invest in Public intensive infrastructure project. . Cash transfer programme.
	Manufacturing sector	High	<ul style="list-style-type: none"> . Business support interventions. . Business development strategies. . Active labour market policies. . Potential opportunities for export. . Potential opportunity for product diversification. . Support for job creation/retention along the value chain.
	Arts and entertainment sector	High	<ul style="list-style-type: none"> . Business support interventions. . Business development strategies. . Active labour market programmes to support businesses and workers. . Training for re-skilling of workers. . Innovative ideas for services. . Cash transfer programme.

● **819,000** workers in Lebanon, around 50% of the Lebanese workforce (610,000 workers) and 60% of non-Lebanese workers (208,000 workers) are employed in these sectors and are more subject to wage reductions and temporary or permanent job loss.

4. ALMPs across the paper could include: Job search, vocational training for reskilling or upskilling, potential support for entrepreneurship opportunities, wages subsidies, incentives to employers, involvement in public works programmes where feasible.

02 OTHER SECTORS AFFECTED

	Sectors	Expected impact of the crisis on economic output	Issues to take into consideration
	Transport, storage, and communication sector	Medium-High	<ul style="list-style-type: none"> . Opportunities for maintenance work. . ICT business opportunities. . Re-skilling of workforce to engage in other economic sectors. . Active labour market programmes. . Potential job opportunities aligned with support to manufacturing sector and trade as part of the value chain. . Potential opportunity to establish collaboration arrangements between hospitals/workers – manufacturing sectors – agriculture sector and bus and taxi drivers to ensure commuting services.
	Education sector	Medium	<ul style="list-style-type: none"> . Potential opportunities for private lessons to support parents. . Training to teachers on online learning. . Potential business opportunities as training centers. . Potential opportunities in editing/ linguistics services for translation, R&D and consultation for education solution.
	Agriculture sector	Low-Medium	<ul style="list-style-type: none"> . Potential business/product diversification. . Shift to products in high demand for local consumption (substitute for imported products). . Potential training on Good agriculture practices for quality production . Training on production of new varieties in demand.
	Professional, scientific, and technical activities	Medium	<ul style="list-style-type: none"> . Active labour market programmes . Linkages with manufacturing and R&D activities. . Potential business opportunities as consultancies.

	Sectors	Expected impact of the crisis on economic output	Issues to take into consideration
	Human health and social work activities	Low	<ul style="list-style-type: none"> . High potential for job opportunities.
	Utilities	Low	<ul style="list-style-type: none"> . Potential job opportunities for maintenance services. . Potential opportunities for businesses in water.
	Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use	Medium-High	<ul style="list-style-type: none"> . Potential opportunities for low wage jobs (house cleaner). . Potential opportunities in food processing for household consumption and market. . Potential opportunities in crafts.
	ICT	Low	<ul style="list-style-type: none"> . High potential for job, business and investment opportunities. . Linkages with all sectors for business solutions including health.

03 WORKFORCE AFFECTED BY THE CRISIS TO BE CONSIDERED FOR SUPPORT

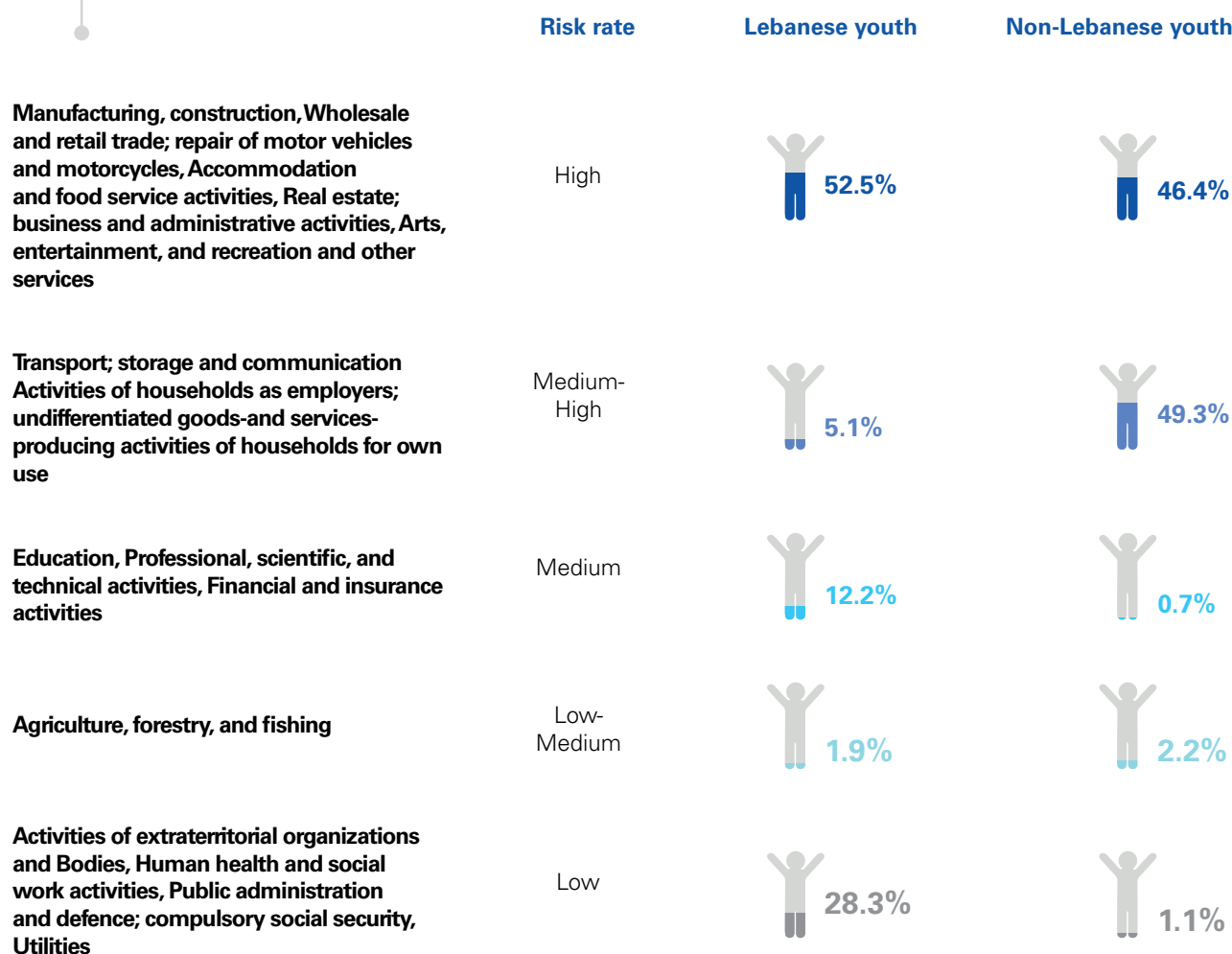
03.1 General

- . **More than a fifth** of total Lebanese workers employed in wholesale and retail trade (**22.6 per cent for men and 18.6 per cent for women**).
- . **10.8 per cent** of Lebanese workers are in education (**4.1 per cent for men and 27.1 per cent for women**).
- . **10.7 per cent** of the Lebanese workforce employed in manufacturing (**12.2 per cent for men and 7 per cent for women**).
- . **75 per cent** of low wage employees work in high-risk sectors, a total of 165,000 workers; **86 per cent** for non-Lebanese employees compared with **63 per cent** for Lebanese employees.
- . In the high-risk sectors, almost two thirds of workers are employed informally (**63.9 per cent**). The highest rate of informality is found in the construction sector, at **84 per cent**, followed by accommodation and food services (**69.2 per cent**) and real estate, business and administrative activities (**66.1 per cent**).
- . Sales and trade workers and those working in agriculture also experience high levels of informality, and are thus at a higher risk of layoffs or reductions of wages and/or hours of work.
- . Own account workers and daily, weekly or piece rate workers are prevalent in hard hit sectors and largely affected by the crisis. Own-account workers constitute the highest share of workers in agriculture, representing **75.4 per cent** of total Lebanese employment in this sector.
- . Among the most affected sectors, construction has the highest share of vulnerable employment, followed by wholesale and retail trade.
- . Workers in sectors such as transport, storage, and communication, people who rely on daily wages, such as taxi and bus drivers, have been negatively affected because of the confinement measures, and fuel prices increase.

03.2 Youth

- . By occupational distributions, almost a third of working young people (**31.6 per cent**) are employed in elementary occupations with limited teleworking opportunities and high levels of informality.
- . Youth unemployment rate was **23.3%** prior to the crisis. Rates of unemployment and underemployment among young people whose employment prospects are more sensitive to changes in demand, are expected to rise, with additional challenges faced by young women.
- . Almost a quarter of young people (**22 per cent**) were not in employment, education or training (NEETs), and young women even more so (**26.8 per cent**). Youth inactivity and NEET rates are expected to increase significantly due to socio-economic situation, and rising inequalities in digital access.

Distribution of employed youth by risk sectors 2019-2018



03.3 Women

- Overall, female labour force participation rates remain low, at **29.3 per cent**, compared with the labour force participation rate of men (**70.4 per cent**) in 2018–19. This is driven by various factors, including discouragement and unequal treatment in employment and occupation.
- Of those already in the workforce, almost one-third are working in high-risk sectors; **23.8 per cent** in household activities, another in medium to high-risk sectors; followed by **20.5 per cent** of female employment in the education sector.
- Women, both young and adults, make up, respectively, **72.4 per cent** and **45.1 per cent** of workers in the education and financial activities sectors, both of which are medium-risk sectors that face potential restructuring and downsizing risks, due to the deteriorating economic situation and banking crisis.
- Women account for only **30.5 per cent** of total employment, they make up **61.3 per cent** of workers in human health and social work activities. This puts them in the frontline of the fight against COVID-19 and exposes them disproportionately to significant health and economic risks.

04 INTERVENTIONS TO ADDRESS CRISIS IMPACT

04.1 Job creation/job retention

- . Public investment in infrastructure, through emergency public works with employment-intensive techniques.
- . Provision of incentives and investments in energy efficient technologies and green jobs.
- . Provision of incentive schemes for the expansion of existing projects/businesses through new investments for economic growth and job creation.
- . Supporting local production and industry, and increasing competitiveness of local products.
- . Supporting enterprises, particularly small and medium-sized enterprises (SMEs), in accessing credit and overcoming cash-flow problems.
- . Providing entrepreneurship training and support to facilitate business start-ups, especially among young people, as well as training and advisory services to existing SMEs to enhance their competitiveness.

04.2 Immediate support: Cash programme

- . Cash transfer programme should build on existing programmes and databases, such as the NPTP, and rely on a targeting approach that accounts for structural life-cycle vulnerabilities and provides specific support to marginalized groups, such as the elderly, people with disabilities, and single parent or female-headed households.

04.3 Training

Training for all type of workers in hard hit sectors: noting that TVET and skills programs do not easily migrate to distance and online learning without investment in Augmented Reality and Virtual Reality, and the new programs being developed in response to the crisis cannot be considered permanent replacements for face-to-face learning.

- . Activation measures that provide upskilling and reskilling options for precarious workers and those in transition.
- . Online training and retraining on core and employability skills, alongside intensified counselling, to maintain employability during the continued economic downturn.
- . Training on technical skills to adapt to new business processes, production, marketing.
- . Quality Apprenticeship programmes.

04.4 Businesses/sectors to target

- . Target sectors hard hit by COVID 19.
- . Invest in the manufacture of products and equipment used against the pandemic.
- . Address the effects of COVID19 pandemic on supply chains, mobility and access, and demand for non-essential products and services, particularly for non-essential items such as cosmetics, clothing, aromatics, and artisanal products.

POTENTIAL BUSINESS AND TRAINING OPPORTUNITIES

01

Sector focus – business opportunities/support to existing businesses

03

Types of skills training to support workers or new entrants by sector

02

Type of skills training to support businesses/entrepreneurs

01 FOCUS – BUSINESS OPPORTUNITIES/ SUPPORT TO EXISTING BUSINESSES

01.1 Agriculture⁴

- . **Agri-tech:** new advanced and innovative techniques in the agriculture value-chain including robotic and digital applications with the aim to expand farmers production and exports – close link to R&D, Sc and technology, ICT.
- . **Aquaculture:** move towards import substitution through the implementation of new farming systems for production efficiency.
- . **Post-Harvest Infrastructure:** packaging and cold storage houses with high technical standards for regional distribution and access to new markets. Close link to packaging, export, trade, wholesale and retail.



01.2 Agro-food⁶

- . Process excess food production, diversification of products, improve quality of processed food, frozen food, mouneh.
- . **Wine:** Wine production and exports.
- . **Olive oil:** investment opportunities in the production of extra virgin olive oil from new varieties of olive.
- . **Dried fruits and nuts:** create higher value products to untapped regional markets such as Saudi Arabia, Egypt and Spain.
- . **Chocolate and other sweet products:** tap into wealthier emerging markets with new healthier chocolate produces. premium chocolate pieces in sophisticated packages.
- . **Dairy products:** manufacturing high-quality dairy-based goods.
- . Marketing business opportunities for Lebanese products.



5. IDAL agriculture sector factbook 2020
6. IDAL agrofood industry factbook 2020

01.3 Industry-manufacturing⁷

- . Pharmaceutical industry (including Generics drugs Market).
- . Natural cosmetics such as essential oils, cream, shampoos etc.. natural cosmetics can serve vulnerable groups and homebased work, homemade products.
- . Chemical industry, cosmetics and hygiene products, downstream industries including paint, plastics, fertilizers and other petrochemical products.
- . Printing industry (packaging, 3D printing, security printing).
- . Furniture and wood industry (prefabricated houses market, and supply of construction material including wood).
- . Mechanical/electrical machinery, medical equipment.
- . Glass production, recycling of products.



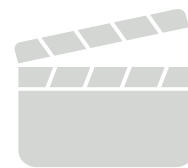
01.4 ICT sector⁸

Sub-sector	Activity
Software companies	Web Portals; Custom Business Solutions; Erp Solutions; Digital Economy Solutions; Mobile Applications; System Integration Solutions; Fintech Solutions; Business Process Automation Solutions; Cloud Computing Solutions.
Digital/Startup Economy (which includes technology-enabled startups operating in different verticals)	Consumer Services; Enterprise Tech; E-Commerce; Media & Entertainment; EdTech; Fintech; High-Tech Manufacturing; AdTech; Transportation & Logistics; HealthTech; Design.
Business Process Services	Call Centers; IT Support & Services; HR & Recruitment; Business Planning & Development Services; Finance, Accounting & Auditing.
Telecom Solutions	
Data Centers	
ICT Manufacturing	



7. IDAL
8. IDAL

01.5 Media (link with arts and entertainment)



- . Animated videos for learning purposes, social and health issues, sports programmes, leisure activities, crafts.
- . Marketing and advertising channels using technology and social media.



01.6 Tourism (linked with media, arts and entertainment, marketing of products, education sector)

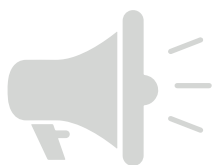
- . Online tourism (e.g documentaries by community on traditions, culture, culinary practices, history, sectors, etc...involving history and geography teachers to produce historical development of certain product, service, area, etc...).
- . Online marketing for craft product and other homemade products.

01.7 Animal production and veterinary services



- . Animal shelters services.
- . Animal food processing.
- . Animal breeding.

02 TYPE OF SKILLS TRAINING TO SUPPORT BUSINESSES/ENTREPRENEURS



02.1 Marketing

- . Identify marketing channels and develop marketing strategies.
- . Marketing skills to business owners and workers for online marketing and sales solutions (e.g collaborative storytelling to improve the perceived importance of buying local products).
- . Use of technology and digital platforms to advertise and sell their goods and services. (taking into consideration protection and security concerns for online payments) WhatsApp, Facebook, and Instagram to advertise products, receive online orders and communicate with customers.
- . Improve online skills and platforms (e.g., development of websites, participating in online sales).
- . Research and development for improved packaging to address high cost of inputs and market local products (labelling, design of the packaging, green package).



02.2 Business development

- . Update business models and to make market-informed, feasible investments for necessary adaptations. This would include business development skills, relationships, and types of business models while taking into account emerging challenges and opportunities.
- . Business planning to identify opportunities post pandemic crisis (e.g., production and/or sale of cleaning and disinfectant products) or offering differently processed products or improved packaging for longer storage such as home delivery or in-home services.
- . Contingency planning and anticipation of force-major situations, including future public health emergencies and natural disasters.
- . Long-term business planning for post-COVID-19, including alternative business models, remote work, and cash reserves.



02.3 Production, processing

- . Product/service or business process adaptation or development.
- . Research and development for Product design and improve packaging.
- . Industrial hygiene and safety standards (Protection measures for employees, customers addressing COVID 19 and Occupational Health and safety).
- . Quality control

03 TYPES OF SKILLS TRAINING TO SUPPORT WORKERS OR NEW ENTRANTS BY SECTOR

03.1 Education sector



- . Management of online classrooms and use of technology to ensure consistency with professional standards, and quality of education.
- . Modalities of virtual and distance teaching, managing virtual workspaces and classes, and engaging students/trainees in new and innovative ways of learning (how content is presented, how work based learning is provided, how activities and assessments are structured and how self-directed learning is supported; utilise inclusive digital and analogue technologies for distance learning and support).
- . Use of technology and social media and online platforms for teaching purposes, transfer of teaching resources and learning materials to online platforms, digital online soft skills platforms/materials.
- . OSH associated strategies and risks (Potential health and safety risks of working; pandemic response measures on teachers, parents and students – including anxiety, stress and feelings of uncertainty; dealing with risks of infection and with issues related to discrimination against persons perceived to be an infectious threat).
- . Managing challenges at work and work-life balance (own caregiving responsibilities of teachers and lack of access to technology and infrastructure).
- . Develop collaboration platforms that support live video communication, tools that can be downloaded for offline learning, and tools for teachers to create digital learning content, digital solutions for practical skills development.
- . Quality control of commercial educational products and procurement processes.
- . Design distance and short course learning options for core, entrepreneurial and employability skills to vulnerable groups and individuals.

03.2 Craft sector⁹

The following applies to all crafts sub-sectors.

Enhance/create business models:

- . **High-end retail shops' integrated value chain.** This business model involves three main actors: the high-end retail shops, the designer, and craftspeople. The three actors work in close cooperation and exclusivity. The level of skills required is high. This model can be used for most handicrafts sectors, though it is particularly competitive for mosaic and wood carving, glass blowing, and high value embroideries and textiles items.
- . **The associative model.** This business model is built around an association, either a traditional charity or an international funded NGO. The association works with a relatively large number of craftspeople, usually women, through a production center or through supporting women production from home. Usually the skills entry barrier is low, and the association provides craftspeople with the necessary trainings. This organization model is usually successful for embroidery and textile, as well as weaving hay and cane.
- . **The cooperative model.** The cooperative model is similar to the associative model, with the main difference being that activities and means of production are directly managed and owned by craftspeople themselves. Skills entry barriers are higher for specific sectors, although some existing cooperatives also provide craftspeople with the needed technical skills support. The cooperative model can be successful for most type of handicrafts subsectors.
- . **The integrated model.** The integrated model is usually based on craftspeople or an association-based initiative. It integrates leisure, tourism, and cultural activities. This model is currently used for the pottery subsector and for environmental initiatives.

Skills training:

- . **Soft-skills:** related to the specificity of handicrafts work, which mixes manual hard labor with accuracy and organization. For most of the handicrafts subsectors, the ability to concentrate and be patient was cited as needed soft skills. Also, accuracy, meticulousness, and talent were common to most craft subsector and reflected the artistic and precision elements necessary for crafts making.
- . **Technical design skills:** Most cited technical skills were related to design, colors, and assortment of shapes. The focus on the design element reflects the need to produce high quality products to compete with low cost and average quality machine-made crafts. the need to incorporate a touch of creativity and design in their crafts to attract more clients.
- . **Basic technical skills:** Mastering key basic production technics is a *sine qua none* condition to engaging in crafts activities. Acquiring basic technical skills is not an issue. Crafts people's competitive edge remains in the ability to understand designs trends and changes, and to acquired advanced skills and experience.



⁹. Based on ILO-UNICEF market research and feasibility study in craft subsectors pre COVID19: pottery and ceramics, wood carving and weaving hay and cane, glass blowing and finishing, Mosaic works, Embroidery, tailoring and sewing.

. **Advanced technical skills and experience:** importance of training on and acquisition of advanced technical skills, i.e. to improve and master production skills through learning to execute more complex product design. Market trends and consumer taste are changing and evolving and, what used to be an everyday item is today a luxury item. There is a lack of craftspeople that master advanced techniques, especially in the pottery and wood carving sub-sectors, while metal-based handicrafts and jewellery subsectors do not face similar problems. Highly skilled craftspeople in the textile subsectors are moving to the fashion design sector, working with renowned Lebanese fashion designers.

Other occupations in demand as result of multifaceted crisis in Lebanon:

Leather shoes makers, paper and glass recycling, craft recycling, mouneh food processing, wool making, shoes repairer.

03.3 Health sector¹⁰



Occupations in demand:

- . Nurses (assistant), certified nurses, specialized nurses.
- . Laboratory technicians, radiologists, administrators (desk clerk, accounting or assistant human resources).
- . Food safety inspectors and health inspectors.
- . Experienced technicians to operate machines, conduct lab tests or imaging, maintain equipment maintenance, supervision (senior technicians with at least 7–10 years of experience), and warehouse management. These positions would require IT skills related to “Internet of Things” and communication and language skills in compliance with the Good Storage and Distribution Practices (GSDP).
- . Specialized technicians to implement and maintain equipment related to health technology used in diagnosis and prevention and rehabilitation healthcare programmes.

10. Based on ILO-UNICEF sector study conducted prior COVID19 in collaboration with the National Employment Office and the Syndicate of private hospitals in Lebanon within the context of the Joint Programme between ILO and UNICEF to improve the formal and non-formal TVET system in Lebanon.

Skills shortage:

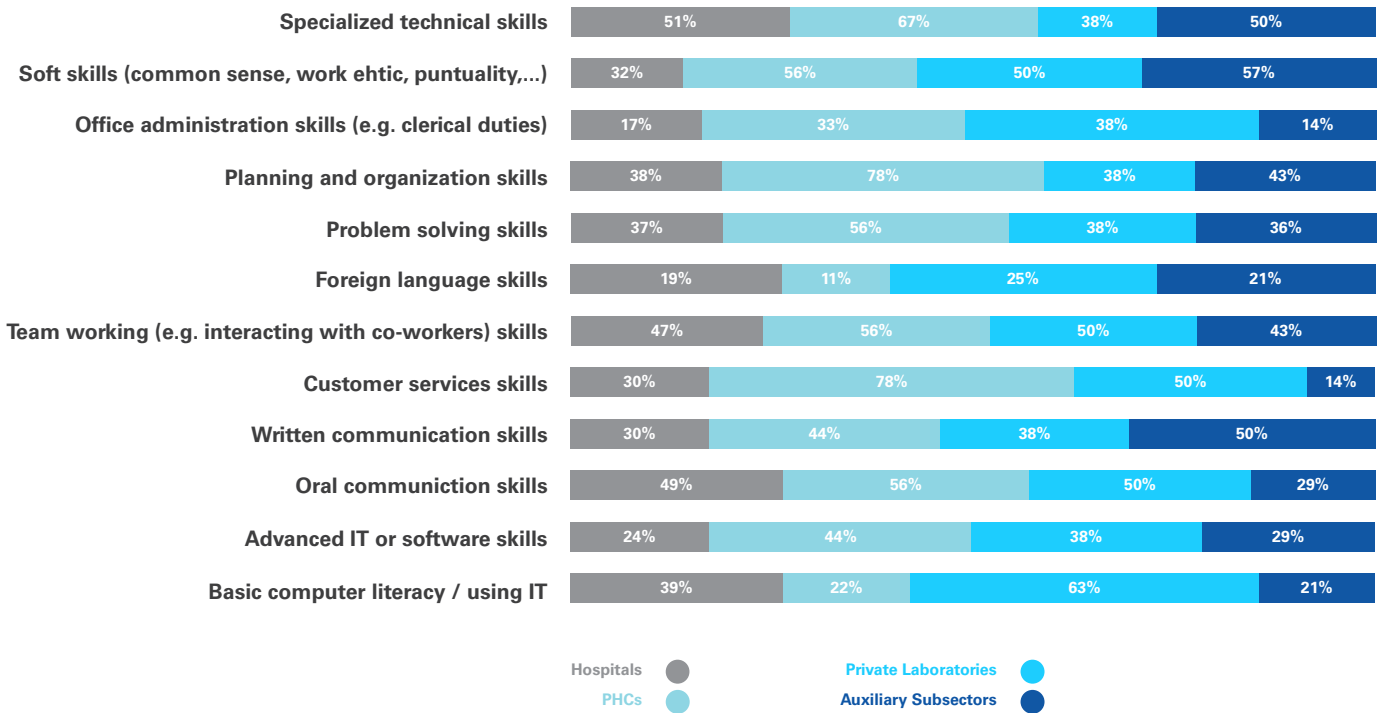
- . The highest shortage for workers with TVET backgrounds are in hospitals (higher in public hospitals than private ones); by region, major shortages were reported in Beirut and Mount Lebanon, and least in the Northern region.
- . In hospitals and primary healthcare institution, shortages were most common among nursing departments; Regionally, the shortage of nurses is more prevalent in Beirut and Mount Lebanon. Half of the nursing departments in South Lebanon suffer from shortages in labour, but none in the Beqaa.
- . Poor terms and conditions (e.g. pay, benefits) were the most common reasons reported for shortages across all departments; Other reasons were the low number of applicants with the required skills, and lack of required qualifications.
- . Various strategies are applied at both the institutional and departmental levels to overcome labour shortages, a mix of on-the-job training and improving the recruitment process and working conditions. At the departmental level, nursing departments disproportionately believed that increased benefits will overcome shortages, human resource departments believed in all three strategies, while laboratory departments – in on-the-job training more than other strategies.

Skills gap:

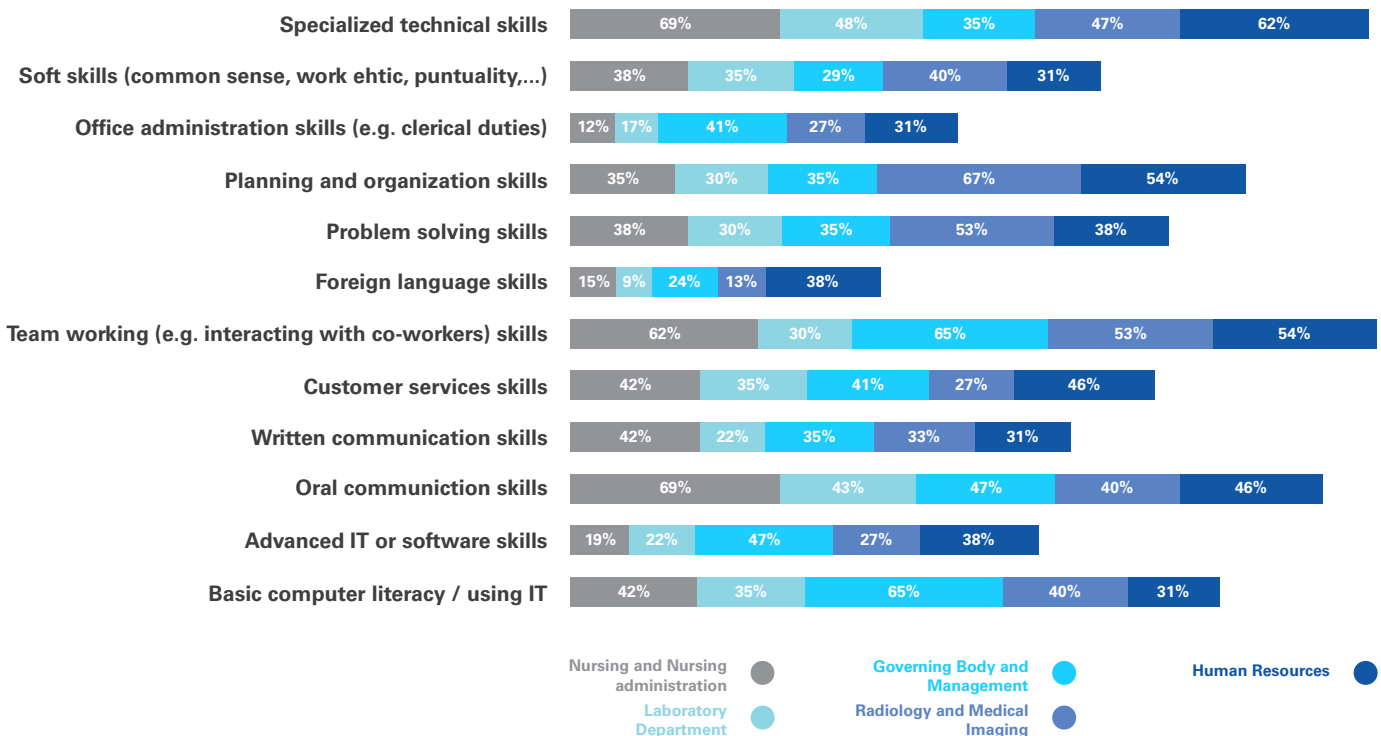
Skills gap was most pronounced for soft skills and specialized technical skills as evidenced by the choice in staff training organized by establishments in the health sector.

- . For hospitals, training for specialized technical skills were the most sought after, in addition to life skills such as oral communication and team-work.
- . Private laboratories tailored trainings around basic computer skills and other life skills.
- . Primary Health care (PHC) targeted soft skills such as customer service, planning and organizing, in addition to specialized technical skills.
- . Among auxiliary subsectors (pharmaceuticals manufacturers, waste management, medical devices distributors, private caterers) skills gap varied.
- . At the departmental level, skills targeted through different training programmes varied.

Skills Targeted Through Trainings by Establishment



Skills Targeted Through Trainings by Department



03.4 Printing and packaging sector¹¹



Occupations in demand:

- . Technicians and machine operators were the most demanded and hard to fill positions especially those who can monitor and fix their equipment, which are mostly German manufactured.
- . Electrical and mechanical engineers, graphic designers, and accountants.
- . Master technicians or supervisors, those who have more than 10 years of experience and usually supervise the machine operators and technicians (lamination department supervisor, paper cutting supervisor and design supervisor).
- . Finance managers, HR managers, supply chain manager.
- . Administrator officer, drivers, safety officers.

Skills shortage:

A difficulty of recruiting experienced and qualified labour was sector-wide. The top listed reason was the lack of work experience and qualifications that the establishment demanded, not enough people were interested in doing this type of job. Few establishments indicated that labour shortage was more due to ability of competitors to offer better packages and attract more candidates.

- . **For the commercial printing:** low number of qualified applicants (lack of technical skills related to the job including mainly machine operating and machine maintenance).
- . **For consumer goods printing and packaging:** not enough people interested in taking on such jobs, in addition to an insufficient number of applicants with the required attitude and motivation, and an inability to provide better packages to attract newcomers.
- . **For raw material manufacturing,** a lack of qualified applicants (lack of skills or work experience, in addition to low number of applicants interested in joining the establishments).
- . **For the wholesale and retail establishments,** the lack of work experience.

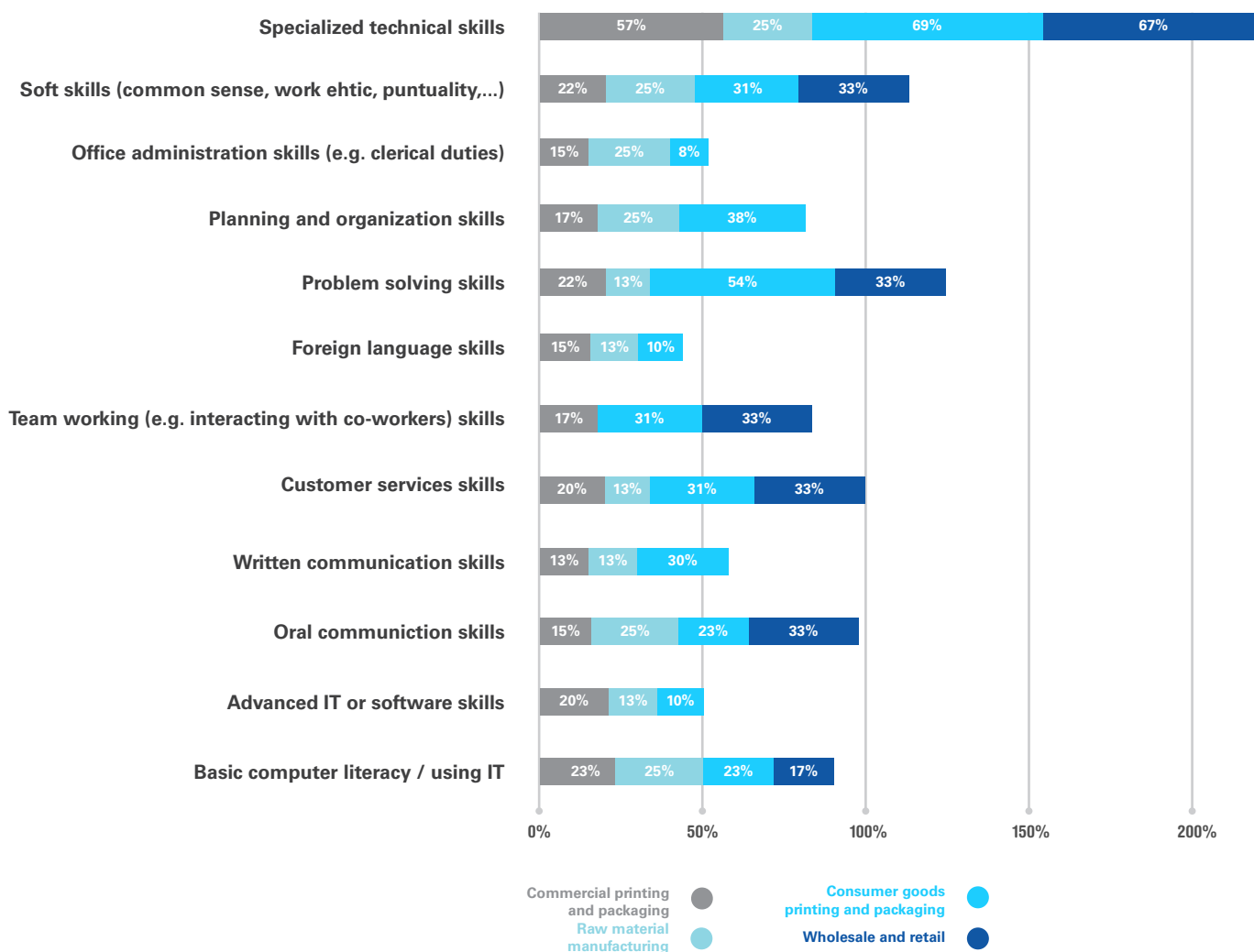
¹¹. Based on ILO-UNICEF sector study conducted prior COVID19 in collaboration with the National Employment Office and the Syndicate of the Owners of Paper and Packaging Industries in Lebanon within the context of the Joint Programme between ILO and UNICEF to improve the formal and non-formal TVET system in Lebanon.

Skills gap:

Most trainings targeted by establishments are tailored to cover a gap in technical skills, soft and life skills and computer literacy. Across the sector, establishments frequently trained employees on specialized technical skills, including machine operating and equipment maintenance. Priorities differ across subsectors.

- . **For commercial printing and packaging establishments**, priority training on soft skills, problem solving, customer service skills, IT software.
- . **For consumer goods printing and packaging establishments:** priority training on problem solving, planning and organizational skills, teamwork, customer service, communication.
- . **For raw material manufacturing establishments:** priority training on soft skills, planning, communication, administration skills, IT skills.
- . **For wholesale and retail:** priority training on soft skills, problem solving, teamwork, customer service, communication.

Skills Targeted Through Trainings by Establishment



Training needed for new entrants:

- . Technical skills shortage among new entrants. Specific technical skills are cited as the most common skills not readily found in the labour market with establishments mentioning machine operating and use of printing equipment as the most needed.
- . Technical skills with shortage in labour and gaps in skills such as technicians, paper and carton machine operators, electricians, printing supervisors, and maintenance personnel.
- . Foreign language skills as most systems and machines are operated in foreign languages and require knowledge to manage them appropriately.
- . Software skills important for machine operators and also those working in management.
- . Soft and life skills, particularly in terms of communication, planning and teamwork.

Future demand:

- . The market for retail printing services and packaging is growing, leading to the expansion of subsectors such as stationary, commercial printing, flexible packaging and 3D printing, due to the lack of alternatives and the rising attention for corporate, branded material.
- . The shift towards eco-friendly material and production will create a demand for newer skills in the market, namely digital skills.
- . Introduction of new digital and 3D printing techniques will require the need to either train already existing employees or hire new graduates who are often more familiar with tech-related machinery.

03.5 Public Infrastructure - Construction Sector¹² (Roads and transport, Telecommunication, water)



Occupations in demand:

Quality control engineer	Machine sales engineer	Electrical sales engineer
Foremen	HVAC technician	Painter, cement plaster, waterproof plaster
Engineers	Sales and Marketing	
Accountant	Developer	Welders (SMAW structure, SMAW pipe)
Project manager	Electrical technician	
IT technicians	Mechanical technician	Maintenance technicians
Coder	Office administrator	Machinery maintenance
Steel setters and fixers	Plumber	Machine operators (e.g excavator, backhoe, wheel loader, dozer, grader, articulated dump truck, bobcat, forklift, truck loader, others)
Technical engineers	Sales managers	
Technicians	Operations manager	

Requires technical background

- There is a need for professionals, managers and skilled technicians, with the biggest share of vacancies to be filled in the general management department, followed by the engineering department.
- In water and roads infrastructure, types of jobs needed included foremen, engineers, site engineers, project managers, mechanical and electrical engineers, technicians, machine operators, accountant, sales and marketing and operations managers.
- For telecom, types of jobs needed included IT specialists, software and hardware developers, coders, technicians, mechanics, office administrators, and foremen, sales staff, accountant, project managers.
- Machine operators, wastewater technicians, and safety experts were in higher demand than HVAC or lighting technicians.

¹² Based on ILO-UNICEF sector study conducted prior COVID19 in collaboration with the National Employment Office and the Syndicate of contractors for public works and buildings in Lebanon within the context of the Joint Programme between ILO and UNICEF to improve the formal and non-formal TVET system in Lebanon.

Skills shortage:

The top listed reason for shortage in labour was low number of applicants with the required skills. The low number of qualified applicants may be due to lack of interest in the salaries and working conditions offered. Other challenges included the lack of work experience, lack of qualifications, and lack of adequate attitude among potential recruits.

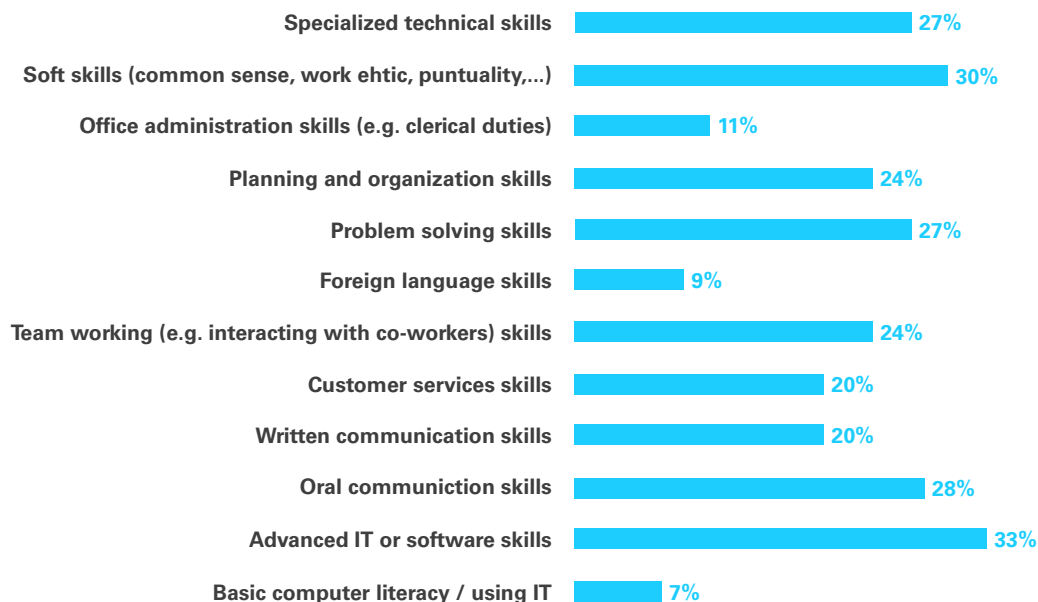
- . The hardest to fill are senior positions with 5 to 10 years of experience.
- . Specific technical skills related to mechanics, electrical work, and machine work as the hardest to find in the labour market.
- . Companies often seek workers with experience, education, specialization and expect them to be proficient enough to add value from the very beginning of their employment at the company. Youth face a difficulty in gaining adequate work experience, as is the situation for most fresh graduates. However, very few companies in the public infrastructure and construction sector are offering real internship opportunities for the youth, and when they do, these internships are unpaid and often meant only for minor secretarial tasks.

Skills gap:

In majority, training are provided for upskilling or covering skills gaps in certain areas or to upgrade skills on new technologies introduced by the establishment. Such technologies include new machines, new software, or in the case of telecom companies, new network specifications and digital components.

Among skills that employers indicated they would like to improve in the existing workforce, advanced IT skills came in first, followed by other soft skills (such as common sense, work ethic, punctuality etc...), oral communication skills, and problem solving and specific technical skills.

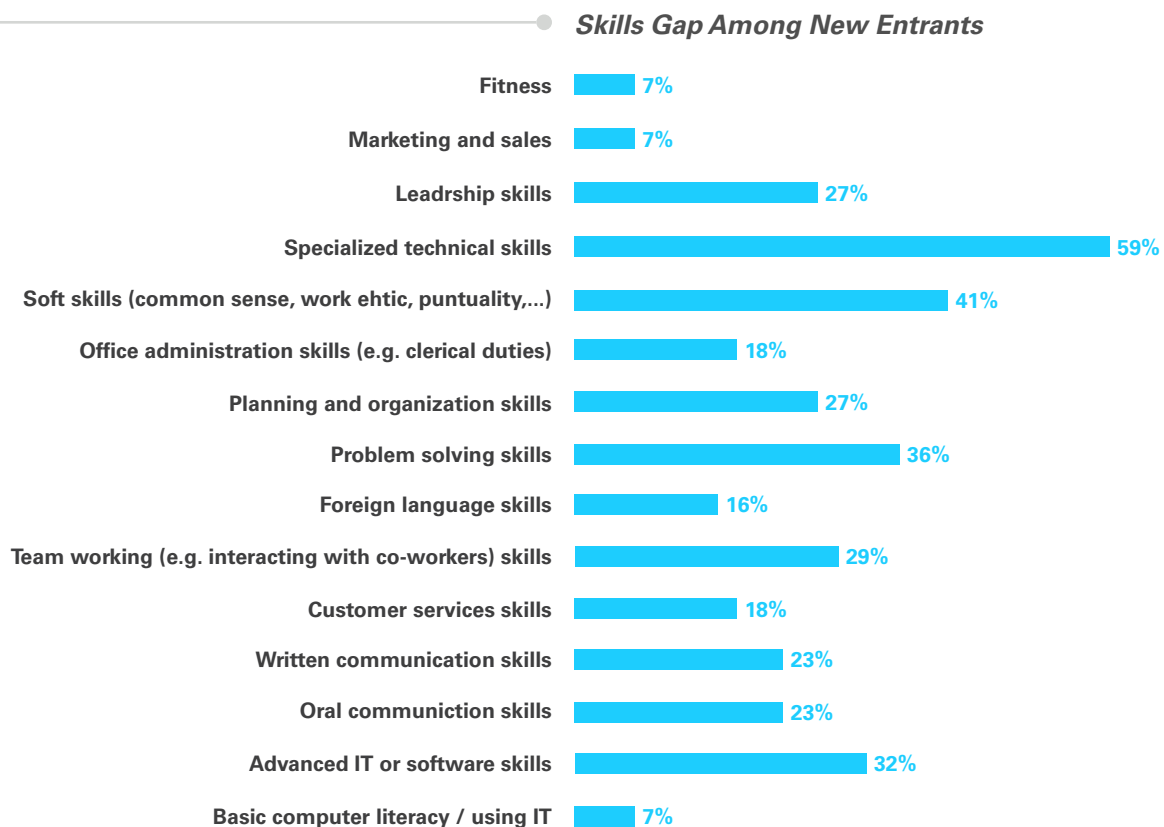
Skills Gap In Existing Workforce



Skills gap among new entrants:

Is due to a mix of lack of technical and soft skills

- . Engineers need to be up to date with the newest engineering and computer science programmes.
- . Specific technical skills included cement work, android and IOS development, field and advanced IT experience (for engineers), leadership, aluminium and glass working, marketing and sales, sanitary, operating machinery, installation of fiber optics, Cisco networking, repairing machine and Javascript, operation of automated machinery and construction equipment.



Future demand:

- . Technological trends: emergence of computerised design - Computer-aided design is pushing the trend towards design/build projects. Another new trend is modular construction and pre-constructed components – a large percentage of the components of many projects are built at a factory and hauled to the building site.
- . Less potential for jobs in general management or engineering where talent supply by far exceeds demand, yet results vary depending on regions. Establishments in the Beqaa and South Lebanon see more opportunities in the future for general management and engineering positions than in other parts of the country. In the Beqaa and North Lebanon, expected development in information technology and digital services is seen as less important than in other regions. Most telecom and internet infrastructure developments are taking place in Beirut and Mount Lebanon in the near future.
- . Occupations considered as “in-demand in the future” includes: general management, engineering, technical occupations, marketing and sales, information technology, and digital transformation. Due to the current and foreseen trends in the introduction of new technologies to the sector, workers will be increasingly expected to acquire technological skills for the operation of machinery. ‘Information technology’ is therefore not necessarily exclusively related to the telecom sector, but also to roads and water infrastructure development where the use of advanced technology will become more integrated for the design and implementation of projects. Technical occupations include different types of mechanical, electrical and other technicians requiring a TVET background. As for digital transformation, establishments are increasingly in need of employees that can use social media, data analytics, or more complex tasks such as developing applications. Employers that require these types of skills are usually telecom infrastructure establishments, although contractors, retailers and traders of all types also need to integrate digital services within their establishments.





**ILO Regional Office
for Arab States**

ilo.org/arabstates
facebook.com/iloarabstates
twitter.com/iloarabstates

UNICEF Lebanon

Unicef.org/Lebanon
Facebook.com/UNICEFLebanon
Twitter.com/UNICEFLebanon