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Libya JOBS Assessment

Evaluating Employment Service Provision and SME Development Options

August 2012

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Libya JOBS Assessment

Evaluating Employment Service Provision and SME Development Options

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Acronyms

ALMP	Active labor market program	LYEN	Libyan Youth Employment Network
AME	Asia & Middle East Bureau (USAID)	LMI	Labor market information
BDS	Business development services	MENA	Middle East and North Africa
DDR	Disarmament, demobilization, & re-integration	MOLR	Ministry of Labor and Rehabilitation
ETF	European Training Foundation	NOC	National Oil Corporation
E-TVET	Employment, Technical and Vocational Education and Training	NPP	National Priorities Program (Timor-Leste)
GDP	Gross domestic product	NTC	National Transitional Council
GEP	Global Entrepreneurship Program	OJT	On-the-job training
GIZ	German Agency for International Cooperation	PNB	Partners for a New Beginning program
GOL	Government of Libya	NAPEO	North Africa Partnership for Economic Opportunity
HR	Human resources	SME	Small- and medium-sized enterprises
ILO	International Labor Organization	TCB	Trade capacity building
IMF	International Monetary Fund	TVET	Technical and vocational education and training system
IRI	International Republican Institute	USAID	U.S. Agency for International Development
JOBS	Job Opportunities for the Business Sector	WAC	Warrior Affairs Commission
KILM	Key Indicators of the Labor Market	WDI	World Development Indicators
LYD	Libyan dinar		

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However, our deepest thanks go to the interview subjects and focus group participants who openly shared their life stories, opinions, frustrations, and hopes for the new Libya with the fieldwork team.

Executive Summary

Introduction

Since the 2011 revolution, ending in the overthrow of Muammar Qadhafi, the Libyan economy is rapidly recovering. After the first national election in sixty years held in July 2012 and with power turned over from the National Transitional Council (NTC) to the National Congress in August, a coalition government is being formed. In the revolution's wake, Libya faces many opportunities and challenges. There is a renewed spirit of hope in the country, bolstered by the elections and new government formation, both of which have taken place with relatively little incident.

At the request of the NTC, and in coordination with the World Bank and USAID/Libya, the Asia & Middle East Bureau's JOBS program—implemented by Nathan Associates through the Worldwide Support for Trade Capacity Building (TCBoost) project—conducted a rapid assessment of Libya's Ministry of Labor and Rehabilitation (MOLR) and employment services capacity in the public and private sectors and explored the potential for a proposed SME development program in Libya to generate employment for ex-combatants, specifically, and Libyans, more generally.

This report aims to contribute to a multi-donor coordinated needs assessment being conducted to develop a package of economic recovery assistance that focuses on employment generation. It includes, among other activities, i) a rapid assessment of the Libyan labor market, skills, and employment environment; and (ii) an assessment of potential short-term employment-generating programs for stabilization. The work will be used to inform donor and government strategic planning for jobs and livelihoods generation.

The Libya JOBS assessment team deployed into the field July 4-20, 2012. The field team consisted of Dr. Nader Mryyan, Senior Labor Economist and Stewart Pierce-Gardner, Research Associate. The home office research team supporting the research project consisted of Lynn Salinger, Capacity and Workforce Development Specialist; Jeremy Schanck, Development Specialist; and Filip Blazheski, SME Development Specialist.

Twenty-seven interviews were conducted during the two-week assignment. In addition, four focus group discussions were convened to gain a flavor of the Libyan perspective on employment services and the labor market. Approximately 40 Libyans participated in these discussions, almost equally split between male and female participants. The organizing themes of the focus groups were Youth, Women, Ex-Combatants, and Employed 25-50-year-olds. In addition to the focus group discussions, a series of exit questionnaires were collected to gather further demographic information.

Overview of Libya's Labor Market

The Libyan government and international donors are counting on the private sector to generate jobs for underemployed public sector workers and unemployed segments of the population, including *thumar* (ex-combatants). However, efforts will be challenged by a lack of government capacity and the long legacy of a centralized, planned economy. The new government will have to tackle an economic system and labor market hobbled by over forty years of economic policy based on "constant revolution" and the various trade bans and

investment restrictions enacted by external parties. In addition, Libya's strong dependence on oil revenues has created biases in the Libyan labor market, such as a large public sector, the crowding out of the private sector, limited opportunities for private sector employment, and heavy reliance on foreign labor.

Libya's bloated public sector workforce dominates and distorts labor demand in the Libyan labor market. Oil revenues have funded the public sector, Libya's largest employer. Hiring by the government and state-owned companies accounts for between 60 and 80 percent of the active labor force. These jobs are highly coveted, not so much for the wages but for the income security that this employment brings to families. Official public sector wages in Libya are low, though public sector employees receive significant other benefits in addition to wages. Exacerbating the frustration of Libyan workers, professional foreign workers in Libya are paid higher wages than their Libyan counterparts. Foreign and private sector employers benchmark Libyan workers' wage levels with the suppressed level of public sector wages.

One legacy of such a scheme is that the skills profiles of employees and the skills requirements of positions for which they are hired often do not match. This is not unique to Libya; it is a common observation in many parts of the world, including the United States. However, Libya is contending with unique labor market conditions. For example, the guarantee of public sector wages, regardless of one's work attendance, has distorted incentives to participate meaningfully in the labor force. A Job Transition Program launched in 2006 to retrain 300,000 employees and transfer them off of the public employment rolls was unsuccessful and, ultimately, abandoned.

Though formal employment in Libya is dominated by the public sector and thus by the services sector, some employment growth has been experienced in trade, and transport and logistics, in addition to public services. The size of informal sector employment is estimated to be as large as in the formal sector.

As in the Gulf States, foreign workers comprise a significant share of the total labor force in Libya. A thriving migrant labor market into Libya attracts foreign workers from elsewhere in North Africa and the Middle East, as well as Asia and sub-Saharan Africa, leading to strict segmentation in the Libyan labor market. A range of factors has contributed to strong foreign labor preferences among Libyan employers. Interviews with employers suggest that foreign workers are preferred for their alleged greater skills, higher productivity, and deeper loyalty. Increasing employment of native Libyans in jobs previously held by foreign workers has become a top government priority. However, this policy goal faces several hurdles. Employers have grown to prefer foreign workers to keep their businesses running. And employers must comply with a complex quota system if they wish to legally hire foreign workers. The system is ineffective and again results in skewed incentives to "hire" Libyans but refrain from actually employing them.

Provision of Employment Services in Libya

The most important government agency overseeing Libya's labor market is the Ministry of Labor and Rehabilitation. Regarding rehabilitation and re-insertion of *thumar* into the Libyan economy, the Warriors Affairs Commission collaborates with the MOLR to provide some training and study-abroad opportunities, as well as public sector employment placements. As Libya's economy transforms rapidly, we observe a number of interesting private sector initiatives that are also addressing employment needs, particularly in skills-intensive occupational areas.

For many reasons, the labor market does not clear efficiently in Libya. One critical reason is a lack of effective employment services capacity in Libya. In Libya, the Ministry of Labor and Rehabilitation (MOLR) has undergone numerous reorganizations and rebrandings in recent years. In the process its mandate has been

repeatedly re-defined and yet it remains under-resourced. The two most active areas of current MOLR engagement appear to be 1) processing requests and issuing work permits for foreign labor coming into Libya, and 2) acting as the human resources (HR) department for the civil service across government ministries. This assessment considered two relatively neglected areas of MOLR responsibility: 1) provision of employment services, career counseling, job placement, and training services, and 2) collection and analysis of labor market information (LMI), and the use of such analysis to guide labor market policy making and adapt programs to provide employment services. The JOBS assessment team finds that MOLR does not offer career counseling, labor exchanges, meaningful job training, and many other aspects of active labor market programs. In addition, labor market information is rarely collected and is not provided on a timely basis to employers (in the public or private sector) or the labor market.

The MOLR carries out its employment services functions through its network of 52 Labor Offices around Libya. The Labor Offices are supposed to receive and review job applications, adding them to a central database. Employers (public or private) who seek workers may request a shortlist of names from among whom they may recruit new hires. However, the process for integrating information on job openings and job seekers in Libya does not benefit from modern information technology integration, and Labor Offices are not considered by job seekers or employers to be reliable sources of labor market information.

Ex-combatants (*thumar*) are served by the Warriors Affairs Commission (WAC), including for employment services. The objective of the WAC, after demobilization of former combatants, is the re-integration of *thumar* back into civilian life. Of the 215,000 *thumar* reportedly registered by the WAC, 50,000 have been hired into Libya's military and police forces. The rest are eligible for specialized vocational training, study abroad, job placement in the public sector (being organized by the MOLR), and priority SME financing.

Recruitment procedures vary among employers and job seekers in Libya. Large companies, such as the state-owned National Oil Corporation (NOC), use formal and well documented recruitment processes, whereas small and medium enterprises more likely use informal recruitment networks and simple personal interviews. Recently, several new options for employment service provision in the private sector have emerged in Libya. While unskilled labor principally finds jobs through traditional methods, skilled labor job applicants increasingly use private sector employment services, through job fairs, social media, and online job boards, to find available positions and apply for them.

Employment Considerations of Special Groups in Libya

The Libyan education system has made great strides, with important successes in reducing illiteracy and promoting public education. However, the expansion of secondary and post-secondary education has not produced a more qualified workforce whose skills meet public and private sector demands.

Employers interviewed by the JOBS team commend the technical skills of Libyan university graduates in the fields of science, medicine, and engineering. Some interviewees hold specific technical programs, particularly the Petroleum Training and Qualifying Institute, in high regard. However, many interviewees commented that the majority of Libya's educational centers do not meet their standards for quality graduates. By and large, they characterize Libya's education system as one with limited teacher capacity, frozen curriculum development, and stagnant pedagogy, suffering from a lack of resources, non-strategic locations, and poor socio-cultural perception of the fields for which Libyans are being trained. They also provide little to no practical training, focusing instead on theoretical education.

Employers struggle with Libyan graduates' lack of soft skills. All Libyan employers interviewed—particularly private sector employers--agreed that lack of foreign language (English) and computer skills are major gaps in graduates' skills. Teamwork and leadership skills are also lacking, according to some employers. Some employers seek to resolve these skills limitations through on-the-job technical and soft skills training. Others rely on the third-party training services market to supply credentialed job applicants. However, a lack of credentialing of private training providers can result in training programs of varying quality.

***Thuwar*, women, and youth** each bring particular needs to the job market in Libya.

The slogan of the *thuwar* is “from revolution to building the state.” Those who have not been able to return to jobs seek programs to give them the skills they perceive to be the most useful in the labor market – IT, English, and communication skills. Some are already investing their own resources in such training. Others are interested to learn more about SMEs, but prefer the security of a government job, if they can get one.

Libyan women are eager to work in a wide range of occupations, but once married, require support services (child care) to remain in their jobs and develop their careers. Women interviewed for this evaluation prefer the work environment, job security, and flexible work hours of the public sector; however, are attracted by the higher income and entrepreneurial opportunities of the private sector. They also mention gender discrimination by career, sexual harassment at work, and low salaries as reasons why Libyan women withdraw from the labor market.

The concerns of Libyan youth seeking jobs echo those experienced by young people everywhere: the lack of previous work experience is a constraint, the lack of labor laws disadvantages the inexperienced, and the lack of internship and summer job programs make acquiring workplace experience even harder.

Encouraging Jobs and Livelihoods Creation through SMEs

As in many countries throughout the Middle East and North Africa (MENA), over the past five to ten years Libya has been looking to SME growth and entrepreneurship programs to generate livelihoods and employment for an increasingly large youth population. Following the 2011 revolution, Libya had another unemployed demographic to address in its SME program: the country's ex-combatants (*thuwar*). While the NTC launched a program to provide direct financial assistance to unemployed *thuwar*, the medium to long-term solution is to stimulate and diversify the Libyan economy to generate gainful employment for *thuwar* and other job seekers. In June 2012 the Warrior Affairs Commission (WAC) announced plans to launch a four-year, LYD 520 million program, known as *Tamouh* (or “Ambitious” in English). It aims to provide financial and technical support to advance SMEs for *thuwar*.

From an implementation standpoint, this is a massive undertaking that would require the utmost discipline to manage and disperse funds within that timeframe. The Government of Libya will need to define roles and responsibilities before embarking on such a plan. The National Small and Medium Enterprise Program of the Ministry of Industry, the WAC (which is expected to be subsumed under the Ministry of Martyrs), and the Ministry of Labor have each laid claims to *Tamouh* funds for its exclusive use.

Before launching an SME program for *thuwar* in Libya, the importance of ground research (Phase I) cannot be overstated. Planning of project management infrastructure, understanding the sectors in which SME development is most likely to prosper, assessing the size and scope of the existing business development services market, and identifying clients, their skills profiles and needs are essential steps in the project preparation process.

The *Tamouh* program would do well to promote competition to encourage the identification of the strongest entrepreneurship ideas and the best entrepreneurial candidates. The program would do well to provide both general and sector-specific training, incorporating private sector actors, and whenever possible, target the training of BDS providers in addition to specific firms. Guidelines and procedures for the distribution of *Tamouh* funds should be clear.

A plethora of U.S. and regional government, private foundation, and non-profit organizations are active in delivering entrepreneurship, SME development, and workforce development funds and technical support. Expansion of these programs to Libya will bring excellent experience and lessons learned to Libya. Finally, USAID has catalogued numerous best practices regarding implementation and monitoring and evaluation of entrepreneurship and microenterprise/finance development, available through its MicroLinks, AMAP, and Development Experience Clearinghouse websites that will serve Libya well.

Conclusions & Recommendations

As Libya moves into its next historic chapter, with a democratically elected government assuming office in August 2012, the time is ripe to consider how to best support Libya's push for modernization and growth. Around the globe and since the economic crisis of 2008 countries everywhere are preoccupied with job creation. The International Labor Organization put forth its Global Jobs Pact in 2009, the G8 leaders emphasized "growth and jobs" at their Camp David Summit in May 2012, and the World Bank's forthcoming *World Development Report*, to be released in September 2012, will focus on jobs. Examples of key elements of employment strategies in Kosovo, Jordan, and (proposed in) the United States are presented for comparative purposes.

A matrix is provided that outlines short-, medium-, and long-term considerations for employment and livelihood generation in Libya that covers job and livelihood creation, groundwork steps to be taken first, issues relating to the incentives environment (related to both policies and cultural attitudes), employment services development, and SME development.

Possible specific initiatives that might be considered by USAID for support include efforts to

1. Contribute to a number of regionally focused, active labor market programs in Libya, to
 - Improve MOLR capacity to provide an integrated ALMP package, including employment services and a labor market information system.
 - Develop a program to promote student placements and internship programs in the private sector, including strategies for integrated school-to-work transitions.
 - Develop a pilot program to enhance private employment services, providing competitive grants to promising initiatives (e.g., web employment systems, job fairs).
 - Develop a pilot program to build the capacity of career guidance services for education institutions, specifically, and the labor market, more generally.
2. Provide support to the WAC's proposed *Tamouh* program.

1. Introduction

Since the 2011 revolution, ending in the overthrow of Muammar Qadhafi, the Libyan economy is rapidly recovering. After the first national elections in 60 years were held on July 7, 2012, and with power turned over from the National Transitional Council to the National Congress on August 8, 2012, a coalition government is being formed. In the revolution's wake, Libya faces many opportunities and challenges. There is a renewed spirit of hope in the country, bolstered by the elections and new government formation, both of which have taken place with relatively little incident. Oil production in the country has resumed, and the International Monetary Fund (IMF) is predicting the economy to bounce back significantly before the end of 2012. The country's relative wealth offers opportunities to train Libya's large youth population (over 50 percent of the population by some estimates) to gain meaningful employment, if the correct investments are made.

However, the legacy of the country's forty-year experience with authoritarian rule, labor policy based on "constant revolution," and centralized economic planning presents significant challenges. Libya has a large and bloated public sector that needs to be retrained, as well as other key population groups (such as ex-combatants – or *thumar* in Libya,¹ youth, and women) who are looking for meaningful work. The Qadhafi regime instilled a fundamental distrust of the independent private sector, and consequently few formal avenues exist for job seekers to find work. Another legacy of the old regime is that incentives to participate in the labor market were biased by the easy access to both public employment and generous cost-of-living stipends. Public sector work was balanced by the pursuit of independent livelihoods through the creation of small- and medium-sized businesses (SMEs), many of which were financed by public sector paychecks.

ASSESSMENT BACKGROUND & CHARGE

To prepare a strategy for moving Libya forward, the Libyan National Transitional Council (NTC) requested assistance from international donors to undertake an assessment of economic recovery options, with a focus on job creation. The German Agency for International Cooperation (GIZ), European Union, and World Bank have conducted or are conducting labor market analyses to help Libya's new government make better informed decisions during this critical time in Libya's transition planning.

¹ Situated within the Prime Minister's Office, the Warrior Affairs Commission (WAC) serves Libya's *thumar* (translated as "brigadesmen" in the English-language Libyan press) and seeks to re-integrate them in society through programs of rehabilitation, education and training, and human resource development. The WAC has developed a database for 215,000 *thumar* across Libya. Of these, it is estimated that several thousand suffer from post-traumatic stress disorder or other issues. Also, according to WAC, nearly two-thirds are between 18 and 30 years of age, one-third has less than a high school education, 3 percent are illiterate, two-thirds are single, and 16,000 *thumar* have been deemed by WAC to be eligible for training abroad. The actual number of *thumar* is a topic of some debate, however. Other informants suggested a much smaller figure to the authors, while a recent *Libya Herald* news report suggested that "there are over 700,000 so-called *thumar*-brigadesmen claiming payments." (Zaptia 2012).

The World Bank's employment team, led by Altai Consulting, has conducted rapid qualitative and quantitative primary research of Libyan labor supply and demand to serve as a baseline and inform future programming of the World Bank, the Government of Libya (GOL), and other international partners.

The U.S. Agency for International Development (USAID) and the U.S. Department of State are also contributors to the Libya Coordinated Needs Assessment, looking at the reintegration of *thumar* and providing small grants to support nascent democratic groups and civil society organizations. The USAID Asia & Middle East Bureau (AME Bureau) Job Opportunities for the Business Sector (JOBS) activity, implemented by Nathan Associates under the Worldwide Support for Trade Capacity Building (TCBoost) project, has also been asked to contribute to this dialogue. The Libya JOBS team was led by labor economists Dr. Nader Mryyan, provided through TCBoost's partner To Excel Consulting, and Nathan Associates' Lynn Salinger. The team was also comprised of Nathan researchers Stewart Pierce-Gardner, Filip Blazheski, and Jeremy Schanck. Dr. Mryyan and Mr. Pierce-Gardner spent two weeks in Libya, from July 4-20, 2012. Our local partner, Know Libya, a Libyan-British consulting firm in Tripoli, provided valuable support to the team while it was in the field.

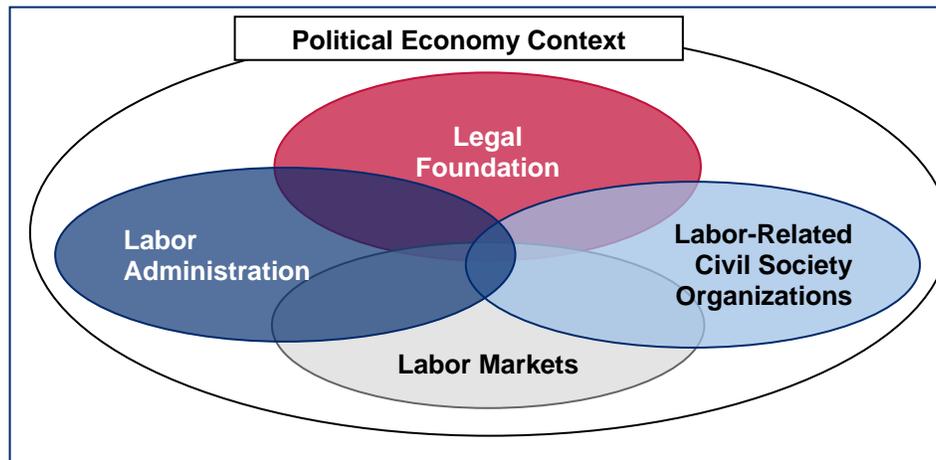
The focus of the JOBS team visit to Libya in July 2012 was to coordinate with the World Bank labor market field research being carried out by Altai Consulting and contribute to improved understanding of 1) the capacity of public and private sector employment services to connect labor supply and demand in Libya, and 2) the potential for promotion of small- and medium-sized enterprises (SMEs) to create or reinforce employment or livelihoods for *thumar* in Libya.

With its large public sector, history of authoritarianism, and challenging employment hurdles, Libya is an appropriate candidate for JOBS analysis. This paper provides a general overview of the Libyan labor market, based on meetings with key informants and a number of focus group discussions, and drills down on specific aspects of employment service provision in Libya (both public and private) and the potential for SME programs to generate jobs and livelihoods for *thumar*. Conclusions and recommendations are offered to jumpstart fruitful discussions of possible options for contributing to a multi-donor job creation effort.

APPROACH

Labor sectors are comprised of labor markets, as well as the legal foundation that underpins workers' rights, a system of labor administration to oversee implementation of all labor-related matters (e.g., protection of fundamental principles and rights at work, provision of employment services, oversight of working conditions, promotion of equal opportunity, provision of labor-related justice) (see Casale and Sivananthiran 2010), and the civil society organizations that represent stakeholders in the labor sector (such as labor unions, employers associations, and labor-related non-governmental organizations that advocate on labor-related issues). In addition to these four elements, the labor sector is embedded within a political economic system that advocates, arbitrates, and regulates across it. Strongly influenced by the World Bank publication *From Privilege to Competition* (2009), JOBS research examines the ways that the political economies of the Middle East, North Africa and Central Asia impact private sector development and job creation. A generic depiction of the key elements of labor sectors is presented in the figure below.

Figure 1: Four Components of a Well-Functioning Labor Sector



Source: Adapted from USAID's Global Labor Sector Analytic Initiative, www.glasai.com

Libya JOBS research was conducted in several stages, including development of a conceptual framework, literature review, drafting of an interview protocol, conduct of fieldwork, and analysis and write-up.

Conceptual Framework. The Libya JOBS team sought to understand the factors characterizing the **supply of labor** into the Libyan workforce, with special consideration given to three segments of the Libyan workforce, namely youth, women, and ex-combatants, and the **demand for workers** in Libya today, including the potential for small and medium enterprises to create employment demand and provide self-employment or livelihood opportunities for some portion of the Libyan labor force.

Given that the World Bank team was expected to cover labor supply and demand in greater depth, Nathan's team focused on understanding the mechanisms by which **supply of and demand for labor clear** in the Libyan labor market. Some of the questions on which the team focused included:

- What employment services are provided by government agencies and private service providers?
- How are wages determined in Libya for various skills categories and sectors, to what extent does the availability of state incentives affect Libyans' demand for paid work?
- To what extent may the presence of foreign workers further segment the labor market and shift Libyans' perceptions of desirable job opportunities?
- How do Libyans learn about available job openings, how do they assess their own skills and present them to potential employers? How do public and private sector employers post job openings and evaluate job candidates for those openings?
- Does the Ministry of Labor and Rehabilitation have an employment division that provides effective employment services for Libyans across the country? Are other government ministries working on employment issues, and if so, what capacity do they have to link job seekers with potential employers?

- What private employment offices exist in Libya, and how well do they work? Do private employment offices use a combination of print, audio, video, and social media to connect labor supply and demand in Libya? Does the concept of job coaching or job fairs exist in Libya?
- Do private or state-owned enterprises include human resource departments? What is their capacity to recruit appropriately skilled job candidates for evaluation? Do employers offer internships, apprenticeships, or lifelong learning programs?
- Does the Warriors Affairs Commission's work on re-integration services for *thumar* include attention to employability, employment, and/or business development? Do entrepreneurship training programs exist, and if so, how well do they function? Are programs available to help *thumar* jumpstart employment or livelihoods through the creation of SMEs, and if so, what resources are available through these programs for effective enterprise generation?

Literature review. The Libya JOBS team undertook a literature review to identify existing qualitative and quantitative research on the Libyan labor market. Unsurprisingly, accurate and timely statistics on the Libyan labor market were challenging to find. There is limited labor market information and capacity to conduct comprehensive surveys in Libya, further complicated by a history of data manipulation and underreporting under the pre-revolution government. The main survey arm of the government is the General Authority for Information. Surveys are released two to four years after completion and are only released with specific permission from the executive branch. The team consulted World Bank, IMF, International Labor Organization (ILO), and other datasets, but data therein tended to be relatively out-of-date. The literature review also sought to identify best practices in employment strategies and use of SMEs to generate jobs or livelihoods for ex-combatants.

Interview Protocol. To prepare for interviews in the field, the Libya JOBS team prepared a set of questions to be asked consistently across informants in the same stakeholder categories. Questions were prepared to be asked of government officials, statistical offices, employers, employment agencies, education and training providers, and job seekers.

Fieldwork. Fieldwork was greatly facilitated by local partner Know Libya, who identified and organized a total of 28 meetings with private and public sector representatives in Libya. Meetings were held with employers in the civil service, finance, health, information technology, petroleum, sales, services, and tourism/hospitality sectors. A full list of contacts made with government agencies, public sector organizations, and public and private sector employers is appended to this report.

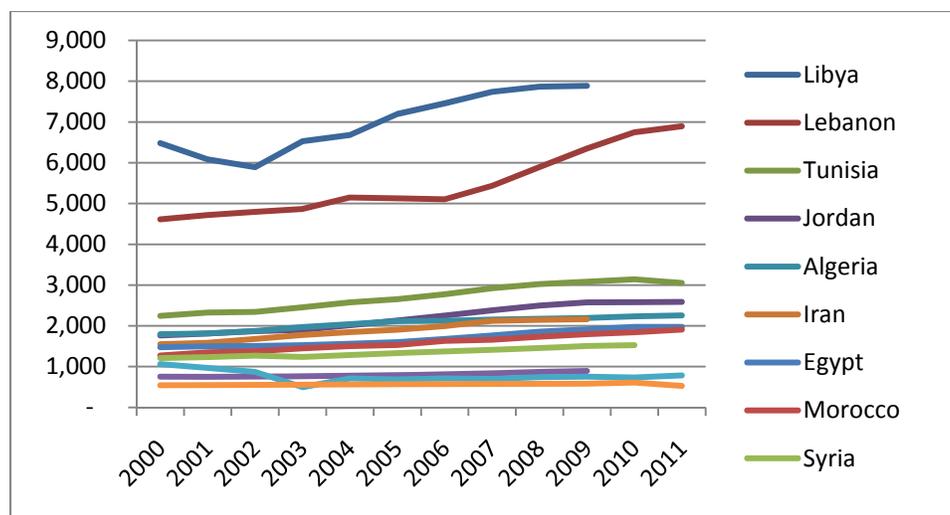
In addition, Know Libya organized four focus group discussions in Tripoli, representing Libyan women, youth (age 18-25), employed (25yrs+), and ex-combatants (*thumar*). Each focus group included 10-11 participants and was facilitated, in Arabic, by Know Libya staff. The discussions were informative, with participants keen to share their opinions and contribute to the debate. Several sessions lasted nearly two hours. Summary notes were taken at each session and summarized in a separate document. At the end of each discussion session, participants were asked to complete a short Job Search questionnaire in Arabic. A total of 38 participants responded to the questionnaires. Summary notes from the focus group discussions are included in Annex B and a summary of job survey results is presented in Annex C.

2. Overview of Libya's Labor Market

ECONOMIC BACKGROUND

Libya is an upper-middle income country, with the highest gross domestic product (GDP) per capita in Africa. It is a country of about 6.7 million people, 90 percent of whom live in 10 percent of the land area along the coast. Over three-quarters of the population live in urban areas, especially in the cities of Tripoli, Misrata, and Benghazi. Though GDP plummeted during the revolution, income from the petroleum industry has already bounced back and signs point to renewed economic activity. Nonetheless, Libya faces considerable employment challenges post-revolution, the legacy of distorted policies and practices that characterized the Qadhafi era. Compared with many of its neighbors in the region, Libya has the highest per capita income of any lower- or upper-middle country in MENA. This gives Libya a great deal of fiscal flexibility to consider innovative ways in which to generate new jobs and livelihoods, for Libya's *thuwar*, specifically, and its people, more broadly.

Figure 2: GDP Per Capita (Constant US\$, 2000=100)

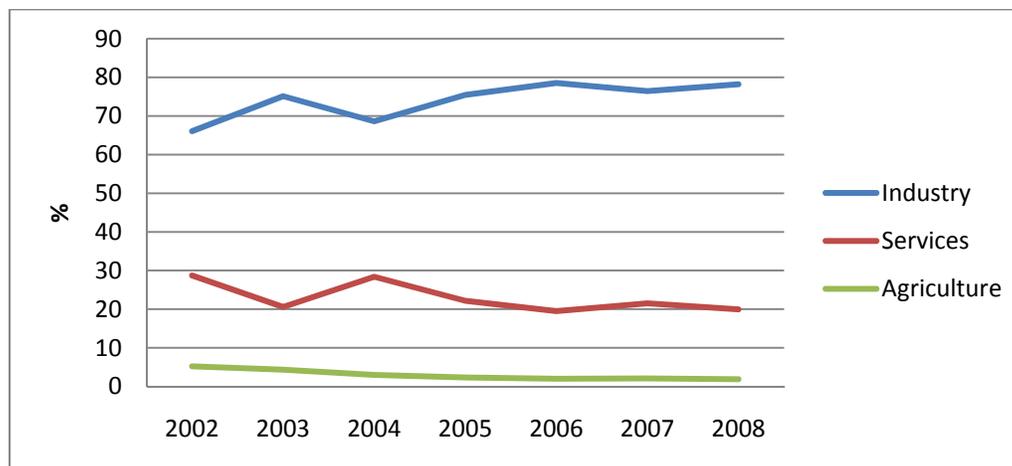


Source: World Bank, World Development Indicators

Libya's economy is heavily focused on industry (Figure 3). For many decades, it has been dominated by the oil industry, a sector that is very capital-intensive and offers limited opportunities for employment expansion. In the recent past, despite repeated efforts to diversify the Libyan economy, the hydrocarbons sector has

contributed over 70 percent to Libya's GDP and over 95 percent of Libya's exports² (Chami et al. 2012), yet employs only 2 percent of the Libyan workforce.

Figure 3: Libya GDP Composition (%)



Note: GDP composition data are not available after 2008 for Libya.

Source: World Bank, World Development Indicators

Two-thirds of the Libyan population, or over 4 million, are of working age, i.e., between 15 and 64 years of age. Of the working age population, a little over half (56.2 percent, according to the ILO's Key Indicators of the Labor Market) are participants in the labor force, resulting in about 2.5 million participants. Participation rates vary significantly by gender, with 77 percent of males and 30 percent of females participating in the labor force. A recent paper prepared for the German development agency suggests that the labor force may be roughly split between formal and informal employment, perhaps 1.2-1.6 million people each (Braun and Jones 2011).

Unemployment was estimated to be 30 percent in 2004, primarily affecting youth. Though not officially updated since the revolution, the Libyan Minister of Planning Dr. Isa al-Tuwayjri in a recent interview placed unemployment as high as 40 percent (Al-Nimr 2012).³ Underemployment may be much higher, and is skewed by the large number of Libyans who do not show up for work, yet who continue to receive salaries from public or private sector employers.⁴

Libya's strong dependence on oil revenues has created biases in the Libyan labor market, such as a large public sector, the crowding out of the private sector and thus limited opportunities for private sector employment, and

² Though oil production collapsed significantly in 2011, it has since rebounded. In May 2012 the IMF noted that while GDP had contracted by 60 percent in 2011, crude oil output had returned by April 2012 to 90 percent of pre-conflict levels, boosting hydrocarbon exports and raising budget and current account surpluses.

³ Accurate and up-to-date statistics for Libya do not exist. The Central Intelligence Agency's *World Fact Book* places Libya's labor force at 1.1 million as of 2011 and unemployment at 30 percent as of 2004. ILO figures for labor force (2010) are higher.

⁴ See the discussion below on immigrant labor, labor quotas, and the perverse labor market incentives thereby created.

heavy reliance on foreign labor. The Libyan government and international donors are counting on the private sector to generate jobs for underemployed public sector workers and unemployed segments of the population, including *thuwar*. However, efforts will be challenged by a lack of government capacity and the long legacy of a centralized, planned economy, as explored below.

PUBLIC SECTOR EMPLOYMENT

Oil revenues have funded Libya's largest employer, i.e., the public sector. Hiring by the government and state-owned companies accounts for between 60 and 80 percent of the active labor force, jobs that are highly coveted. Under the Qadhafi regime, public sector employment was a way of rewarding regime loyalists and securing popular legitimacy. Getting a public sector job, or having the opportunity to gain skills, scholarships, or appointments to positions with generous benefits packages through the public sector, has traditionally been decided by regional and tribal ties, rather than allocated according to any meritocratic standards of education or experience. This has led to a bloated public sector workforce that dominates and distorts labor demand in the Libyan labor market. One legacy of such a scheme today is that the skills profiles of employees and the skills requirements of positions for which they are hired more often than not do not match. Another is that the guarantee of public sector wages, regardless of one's work attendance, has distorted incentives to meaningfully participate in the labor force.

Many government ministries and public firms suffer from over-employment with many idle employees. One dimension of this public sector employment is a perverse scheme that has been called "welfare-employment" or "ghost workers" (Braun and Jones 2011), whereby salaries are paid, but workers are not held accountable for their presence or productivity in the workplace.⁵ Public sector employment has also given rise to rampant "moonlighting," whereby active labor force participants have a "morning job" with the government and an "afternoon or evening job" in the informal private sector.

In 2006 the Libyan government recognized the large numbers of people employed in the public sector, particularly in education and in some public factories. To address this issue, the government transferred more than 300,000 public employees, with their full financial packages, to a program that was known as "Al Malak Al Wathefe" (Job Transition Program). The Job Transition Program supported training and skills development. Some of the newly

Mohammed, "Al Malak Al Wathefe" Participant

Mohammad attended Libya's Mechanics Institute from 1990 to 1993. After receiving his diploma in mechanics, he served in the military for a year, 1993-1994. He then worked as an assistant technician at a bakery from 1994-2007. In 2007 he was hired as a substitute teacher, but never taught.

In 2008 Mohammed was transferred to the "Al Malak Al Wathefe" program, receiving LYD 146 per month in salary for 2007-2009. This was raised to LYD 256 in 2010, and to LYD 556 since May 2011. His salary is deposited by the government directly into his bank account.

Today, Mohammad owns a bakery, hires others, makes LYD 2500 per month through his business, has no intentions of ever returning to a public sector job, and thanks the government for her generosity.

⁵ According to Braun and Jones (2011, no page numbers given), "Libyan government officials estimate that at least one-third of the 200,000 primary school teachers and 30,000 nurses on government payrolls are inactive, but continue to receive monthly salaries." One public employee observed to the JOBS assessment team that it costs money to go to work [because of the cost of taxi rides to and from the office, coffee, and meals out], and since he's trying to save up for his wedding, he prefers not to go into the office.

qualified workers were reoriented to new occupations, others were gradually re-absorbed within new public sector vacancies, and a third group was re-hired on a part-time basis into their old positions.

In the end the problem was far bigger than the government's ability to address it, programs designed and developed by the government to re-employ the hundreds of thousands of Job Transition Program participants failed (see one person's experience with it in the box at right), and the threat of rescission of job security resulted in social and political turmoil in Libya in the late 2000s. In the face of mounting unrest and rather than complete the Job Transition Program, the government continued paying full salaries for several years to a large number of employees. They stayed home, took private sector jobs concurrently, or started their own businesses, offering nothing to the government in return.

PRIVATE SECTOR SQUEEZE

The private sector is a small but rapidly growing segment of Libyan labor demand. The Libyan private sector is made of a small number of large formal private and foreign companies, and mostly informal medium and small enterprises.

Table 1: Libyan Formal Employment (15 Years and Older) by Economic Sector, 1995 & 2003

Sections of Economic Activity	1995		2003		Annual Growth Rate (%)
	Number	% of the Total	Number	% of the Total	
Agriculture, Forestry, and Fishing	111,915	10.9	65,073	4.0	-6.6
Mining and Quarrying	19,285	1.9	21,369	1.3	1.3
Manufacturing	74,808	7.3	95,820	5.8	3.1
Electricity, Gas, and Water	30,123	2.9	44,565	2.7	5.0
Building and Construction	16,949	1.7	26,644	1.6	5.8
Wholesale and Retail Trade	82,000	8.0	152,162	9.3	8.0
Transport, Storage, and Transportation	62,215	6.1	103,771	6.3	6.6
Banks and Financial Institutions	19,481	1.9	30,297	1.9	5.7
Public, Social, and Cultural Services	496,326	48.4	924,934	50.3	6.6
Not Clear Classification	4147	0.4	-	-	-
Not Shown	340	0.0	74	0.0	-17.4
Looking for Work for the First Time	107,494	10.0	275,900	16.8	12.5
Total	1,025,083	100.0	1,640,609	100.0	6.1

Source: "Developments of the labour market in the Libyan economy," Tripoli 2008 and National Authority for Information and Documentation, Statistical Pocketbook, 1999. Table 7 in Braun and Jones (2011).

Formal employment in Libya is concentrated in the services sector (69.4 percent of total employment in 2003) of the economy (Table 1), with 5.3 percent employed in agriculture/forestry/fishing and mining and 8.5 percent employed in manufacturing and utilities. Sectors with annual growth rates above the average 6.1 percent are wholesale and retail trade (8 percent); transport, storage, and transportation (6.6 percent); and public, social, and cultural services (also 6.6 percent). The only sector in which employment declined was agriculture, forestry, and fishing, with negative 6.6 percent growth.

As mentioned above, the informal sector may employ as many as half of the total labor force in Libya. Those working in the informal sector are mainly active in the agriculture, construction, and retail trade sectors.

WAGES & PRODUCTIVITY

In a market-oriented economy, one would expect wages to be linked with skills and productivity. Wages may also be linked in some way to costs of living and to earnings expectations of workers, relative to opportunity costs. In occupations where the supply of skilled workers in Libya is limited – everything from construction workers to internationally trained hotel managers – one would expect that wages paid in Libya are also in part formed as a result of wage benchmarks in reference markets abroad.

Official wages in Libya's public sector are low, compared with average living expenses. According to the 2011 U.S. State Department annual human rights report, the minimum wage in Libya was 250 Libyan dinars (LYD) (approximately \$200) per month, a level at which it had been fixed for over a decade (State Department 2011). The Qadhafi government raised the minimum wage repeatedly in the period just prior to the revolution, in a bid to ease unrest. In mid-2012 the average public sector salary is about 500 LYD per month (\$400). This compares with monthly wages paid to migrant hotel staff in Tripoli of 500-700 LYD per month. The confluence of fixed public sector wages and the significant size of the public sector labor force has depressed wages across the economy and encouraged Libyans to seek multiple sources of income.

Public sector employees in Libya receive other benefits in addition to wages. The Qadhafi government paid public employees a sliding scale pension, depending on household size.⁶ Costs of living (rent and utilities) are also heavily subsidized, and government workers also receive a food stipend. Moreover, a general belief seems to pervade Libya that in the post-Qadhafi era, resources will no longer be siphoned out of the country, but instead will be redistributed to underpaid public sector workers. In a December 2011 survey conducted by the International Republican Institute (IRI), 72 percent of respondents believed "it is very important" for the government to play a strong role in the economy and private sector, while 97 percent felt that the government should play a strong role in provision of social safety nets for the poor (IRI 2011a, 2011b).

Exacerbating the frustration of Libyan workers, professional foreign workers in Libya are paid higher wages than their Libyan counterparts. Interviews with employers suggest that they are also preferred by employers because of their alleged greater skills, higher productivity, and deeper loyalty. Foreign and private sector employers benchmark Libyan workers' wage levels with the already suppressed public sector wages.

ROLE OF FOREIGN WORKERS

Like many of the Gulf States, foreign workers comprise a significant share of the total labor force in Libya. A range of factors has contributed to the creation of strong foreign labor participation preferences among Libyans. The middle-income status of Libyans, especially in Tripoli and Benghazi, cultural attitudes, government wage and subsidy policies, and a thriving migrant labor market that attracts immigrants from

⁶ The pension was 90 dinars (\$72) for a single person, 130 dinars (\$104) for a married couple, and 180 dinars (\$144) for a family of more than two.

elsewhere in North Africa and the Middle East, as well as Asia and sub-Saharan Africa, have led to a segmentation in the Libyan labor market. Sometimes characterized as “labor supply shortages,” the reliance on foreign workers, especially in the oil and construction industries, is the result of policy-induced biases discussed earlier.

Some estimate that around 2 million foreign workers – coming from the region (Egypt, Tunisia, the West Bank/Gaza, and Syria) as well as sub-Saharan Africa and South Asia – were employed in Libya before the revolution.⁷ This would be a significant number, given Libya's overall population of approximately 6.4 million at the time. However, the presence of foreign workers in Libya is surpassed by foreign worker presence rates in other Mediterranean and Gulf countries.

Table 2: Migrants as Share of Population, Middle East & North Africa, 2010

Country	Stocks of Migrants	Population (Million)	Migrants as % Population
Iraq	83,380	32.0	0.3
Egypt	244,714	81.1	0.3
Bahrain	315,403	1.3	25.0
Libya	682,482*	6.4	10.7
Turkey	1,410,947	72.8	1.9
Kuwait	2,097,527	2.7	76.6
Iran	2,128,685	74.0	2.9
Jordan	2,972,983	6.0	49.2
Saudi Arabia	7,288,900	27.4	26.6

*Note: * The figure above for migrants in Libya is substantially fewer than the figure cited in the text, but impossible to confirm.*

Sources: Migrants (Ratha and Shaw 2007, updated for 2010); Population (WDI)

The number of native Libyan workers working in service sectors such as hospitality, public services, and sales has declined, according to informants, possibly due to displacement by foreign labor and social attitudes to these positions. Libyans reject some menial jobs in the industry or hospitality sectors as socially unacceptable. For example, in hotels Libyans prefer kitchen and room service jobs to waiter and cleaning jobs. In general Libyans are reluctant to accept entry-level positions. Some Libyans “do not want to get their hands dirty,” even in relatively skilled (and well paid) occupations such as pipe-fitting and welding..

However, given Libya's high unemployment and pressures to diversify away from public sector employment, the status of migrant workers has become highly politicized in the post-Qadhafi era. Increasing employment of

⁷ As with other key labor statistics, accurate figures are unavailable. While some reference the presence of 2 million foreign workers in Libya, in 2006 the World Bank reported that “expatriate workers represent an estimated fifth of the labor force” (World Bank 2006b, 7). One-fifth of the 1.8 million labor force (as estimated in World Bank 2006b) would be more on the order of 360 thousand foreign workers. The World Bank's Remittances and Migration dataset suggests a migrant worker figure of around 680,000 for Libya in 2010.

native Libyans in jobs previously held by foreign workers has become a top government priority. However, this policy goal faces several hurdles. Employers have grown to prefer more willing foreign workers to keep their businesses running. And employers must comply with a complex quota system if they wish to legally hire foreign workers, described below.

The Libyan government has adopted a two-track policy towards the employment of foreign workers, with the ultimate goal of replacing Libyan for foreign workers. The first track requires the employer who asks for foreign workers' permits from MOLR to employ and pay the training expenses of Libyan job seekers for a minimum of six months. The second track requires employers to permanently employ a quota of Libyan job seekers. The MOLR's goal is that the number of Libyans trained and employed should reach 60 percent of the total work permits issued for an individual employer.

In practice, the JOBS team heard stories of companies that "hire" Libyans in order to meet their nationality quota requirements for accessing foreign labor. These employers pay their training stipends to government officials in exchange for the work permits, and then ask the Libyan "employees" to stay home, preferring to work only with harder working and contractually obligated foreign workers.⁸ These placement procedures are rigid and lack sectoral targets and selection criteria for job seekers. It has also led to a distorted training market on one hand, and failed to leave a real long term positive impact on the labor market on the other.

⁸ Foreign workers are authorized to enter Libya on one- to two-year contracts and normally remain with the employer who brought them in to Libya. Libyans, on the other hand, are said to switch employers more frequently, if a more lucrative or flexible position is found elsewhere.

3. Employment Considerations of Special Groups in Libya

In addition to a broad focus on employment service delivery, the JOBS assessment team explored the employment services needs of employers and those seeking employment. Within the latter, three special groups were of particular interest, i.e., *thuwar*, women, and youth.

EMPLOYERS & WORKFORCE DEVELOPMENT

The employment considerations of employers revolve around their need to find well-educated and appropriately skilled job applicants and, if necessary, their need to provide – either directly in-house or via subcontracted service providers – pre-employment or on-the-job training to address workplace-specific skills needed for new recruits to be effective once they have been hired.

Libya's free and mandatory public education system has expanded the educational capacity of Libyans significantly. The country made great strides in reducing illiteracy in its workforce between 1995 and 2006, from 26.6 to 6.5 percent of the workforce. Overall in adults ages 15 and above literacy has risen from 60.2 percent in 1984 to 88.9 percent in 2009. In 2006, nearly two-thirds of workers had a secondary degree, and almost one-fifth had a university degree. The Libyan government also invests significant resources in building the skills and knowledge of public sector employees and pushes private and foreign employers to support upgrading of technical and employability skills of the Libyan workforce. In addition to primary and secondary schools in Libya, more than 400 government-run vocational and technical academies, colleges, and institutes operate in Libya.

As the educational distribution of the Libyan workforce shifts towards ever larger numbers of Libyans with secondary and university degrees, the workforce distribution by occupation has similarly changed. The expansion of highly educated jobs reflects growing opportunities in the knowledge-based Libyan economy. However, these investments have not translated into a more qualified workforce whose skills meet public and private sector demands. Private and public sector education providers, current and former graduates, and a wide variety of employers find the quality of education in Libya, in terms of skills provision and meeting the needs of employers, to be seriously lacking.

Employers interviewed by the JOBS team commend the technical skills of Libyan university graduates in the fields of science, medicine, and engineering. Some hold specific technical programs, particularly the Petroleum Training and Qualifying Institute, in high regard. However, many interviewees commented that the majority of Libya's educational centers do not meet their standards for quality graduates. By and large, they characterize Libya's education system as one with limited teacher capacity, frozen curriculum development, and stagnant pedagogy, suffering from a lack of resources, non-strategic locations, and poor socio-cultural perception of the fields for which Libyans are being trained. It also provides little to no practical training, focusing instead on theoretical education.

To make up for the knowledge and skill gaps among first time labor market entrants, some employers in our interviews have enrolled new recruits in on-the-job training (OJT). Some OJT programs, such as the one run by the National Oil Corporation (NOC), are well structured (see Box 1 below). In the hospitality sector, international chain hotels provide technical and/or management training through their own training facilities and programs. Less formal and shorter OJT prevails in retail and maintenance sectors, where new hires are coached by senior staff and participate in “learning-by-doing” programs. NOC has indicated a willingness to collaborate with universities to introduce aspects of the NOC training program to university students pre-graduation, and to cooperate with other employers in Libya (e.g., hospitality sector) to help design similar training programs.

Box 1: On-the-Job Technical Training

The National Oil Corporation (NOC) is recognized throughout Libya for its demand-driven employment service and skills development program. Oil companies notify NOC of expected vacancies and skills requirements for each position. NOC, in turn, starts the selection process by reviewing the roster of applicants, selecting a short list of candidates for each occupation, calling them for personal and technical interviews in collaboration with the employer, and putting them through a written test in their field.

Newly recruited workers who pass the test participate in an 18-month training program, which has two parts. The first, which takes place at an NOC training facility, teaches English, computer skills, and technical skills in the trainee's field of operation. Senior engineers from the NOC, for example, contribute to the new engineers' training program through curriculum development, training of new recruits, and provision of training. Classroom training The second part is on-the-job training. The trainee joins the company workforce and is paid a training stipend, which is equivalent to about 33 percent of a full-time equivalent employee's salary.

The program is flexible, aiming at the outset to complement the education system by providing graduates training in soft and technical skills that are not covered at universities and technical colleges. Because the program includes job-specific training, it reduces the likelihood that trainees will depart post-training to jobs in other sectors.

Box 2: On-the-Job Soft Skill Training

HB Group is one of the largest diversified, privately held companies headquartered in Tripoli, with over 1,000 employees working in more than 10 sectors of the Libyan economy, from construction and building materials, to logistics, and consumer products.

HB management promotes a formal English language training program for employees. Each employee who would like to attend English language courses at the British Council may do so at the company's expense. Courses are conducted in after-work hours, and the employee must earn at least a “B” grade in the course. The British Council regularly communicates with HB management, reporting on employee attendance and participation throughout the course. Should the employee not perform satisfactorily in the course, HB deducts the tuition/fees from the employee's salary.

Approximately 90 percent of all HB Group employees who attended the course have received a B or better and have continued on to higher level courses. The English training program has increased staff skills and productivity, as well as promoted job satisfaction and self-esteem. The co-financing system encourages staff commitment to the training and also ensures the program's sustainability.

In addition, employers struggle with Libyan graduates' lack of the right soft skills. All Libyan employers interviewed by the JOBS team—particularly private sector employers--agreed that lack of foreign language (English) and computer skills are major gaps in graduates' skills. One large private sector company in Libya provides training benefits to its employees to overcome this skills gap (see Box 2). Teamwork, leadership, skills are also lacking, according to some employers.

In addition to the formal, accredited education and training that usually leads to diplomas or certificates, the provision of short-term training at specialized workshops has become a huge, active market in Libya. This has attracted thousands of private training providers to establish their businesses to meet market demands. However, short training courses are not accredited by the Libyan education system, nor are training providers and trainers certified by any authority in Libya. This lack of credentialing of private training providers can result in training programs of varying quality, and in some instances, results in the “sale” of “fake” training credentials to buyers who have not, in fact, undergone any training.

In the following sections we address the needs of employment seekers, including composite profiles of focus group discussion participants with whom we met.

THUWAR

One of the immediate needs to be addressed in Libya is the employment or livelihoods needs of the *thuwar*, whose slogan is “from revolution to building the state.” To date, an estimated 50,000 *thuwar* have signed up to be integrated into the country’s military and police forces, representing a small proportion of the total number of registered *thuwar*. Equally significant, a certain number of combatants have been reluctant to relinquish their arms and integrate into the public or and private sectors, due to the absence of identifiable employment opportunities and their lack of requisite skills to satisfy the needs of businesses.

Those who have not been able to return to jobs seek programs to give them the skills they perceive to be the most useful in the labor market – IT, English, and communication skills. Some are already investing their own resources in such training. Others are interested to learn more about SMEs, but prefer the security of a government job, if they can get one.

While the NTC launched a program to provide direct financial assistance to unemployed fighters, the medium and long-term solution for *thuwar* reintegration is to stimulate the Libyan economy in order to stimulate investment and provide real employment opportunities – as employees of public or private companies or as owners of their own businesses – to achieve economic self-sufficiency.

Ahmed, 28 Years Old

Education: Secondary Education.

Occupation: Unemployed; receives thuwar stipend; looking for work or opportunities to study/train abroad.

Ahmed, a 28 year old ex-combatant in the revolution, has been looking for work since he graduated secondary school eight years ago. He looked for jobs for several years through friends and family, but did not find anything appealing. Instead, he works at his father’s small business.

When the revolution started, he joined his friends in creating a neighborhood revolutionary group, but did not join the fighting until the front lines reached Tripoli.

He would like to work in either the public or private sectors, but would prefer a stable public sector job so he can raise a family. He is receiving a stipend from the government for his combat experience, and is on a waiting list for a government-sponsored opportunity to train or study in a foreign country.

WOMEN

Women have increased their participation in the workforce, principally in the education and health sectors, from 7 to 30 percent in the past 30 years (Table 3). The increase has been attributed to changing socio-cultural attitudes, and increased numbers of women receiving higher degrees and entering the public sector.

However, women continue to face significant obstacles that restrict their access to employment opportunities, areas of specialization, and ability to remain active in the labor force. Female employment is also restricted in some occupations, such as nursing and hospitality, which requires employees to work in different shifts. For

women to work after 5:00 pm is sometimes not accepted by the woman's husband or parents, which provides additional incentive to employers to hire foreign workers.

Table 3: Libyan Employment by Gender (1973-2006)

Gender	1973	1984	1995	2003	2006
Male	379,714	571,306	732,677	1,013,526	1,123,125
Female	28,619	84,618	172,874	343,537	397,277
Total	408,333	655,924	905,551	1,357,063	1,520,402
Proportion of female workers to total %	7.0	12.9	19.1	25.3	29.2

Source: "Developments of the labour market in the Libyan economy," Tripoli 2008 and National Authority for Information and Documentation, Statistical Pocketbook, 1999. Table 9 in Braun and Jones (2011).

Women interviewed for this evaluation preferred the work environment, job security, and flexible work hours of the public sector; however, were attracted by the higher income and entrepreneurial opportunities of the private sector. Within the public sector, the vast majority are interested to work in the education, health, and information technology sectors. Within the private sector, every focus group participant indicated she would be eager to start her own business if necessary financing from family or through loans could be secured.

The primary impediments to women remaining in the workforce are identified as marital/family status and negative work environments. Female focus group participants indicated that work-life balance is difficult, given the lack of support services for a married woman with children who wishes to continue to work. Child care service providers are virtually non-existent outside of family, flexible work hours are challenging to arrange, and cultural expectations still dictate that a Libyan mother's principal focus should be to stay home and raise her children. In addition, verbal, physical, and sexual harassment in the workplace and a lack of HR support for harassment victims are clear reasons why many Libyan women avoid certain professions, companies, or industries, or avoid work outside the home entirely.

Participants suggested several ways to support women in the labor market: raising awareness among men about the rights of women in the workplace, providing support services such as day care and cleaning services, and giving women more flexibility in the work place to balance family commitments.

To find jobs, all participants underscored that accessing family members and friends to identify open positions and suitable work environments was the most productive method. Others indicated they had used online job

Hanan, 25 Years Old

Education: Food Sciences, University of Tripoli.

Occupation: Food Safety Lab Technician, Public Sector.

Hanan, a 25 year old graduate of the University of Tripoli with a degree in Food Sciences, has been employed as a Food Safety Lab Technician in Customs for the past year. She found her job through a classmate at the University of Tripoli.

She enjoys her job and career, and values the stable career prospects offered by the public sector, good benefits, and that she cannot be dismissed easily. However, she eventually would like to work in the private sector, starting her own independent lab or a healthy deli/sandwich shop. She views the private sector as offering more flexibility and independence, as well as the opportunity to be an owner/operator of her own business. The flexibility appeals to her as she would like to start a family in the near future.

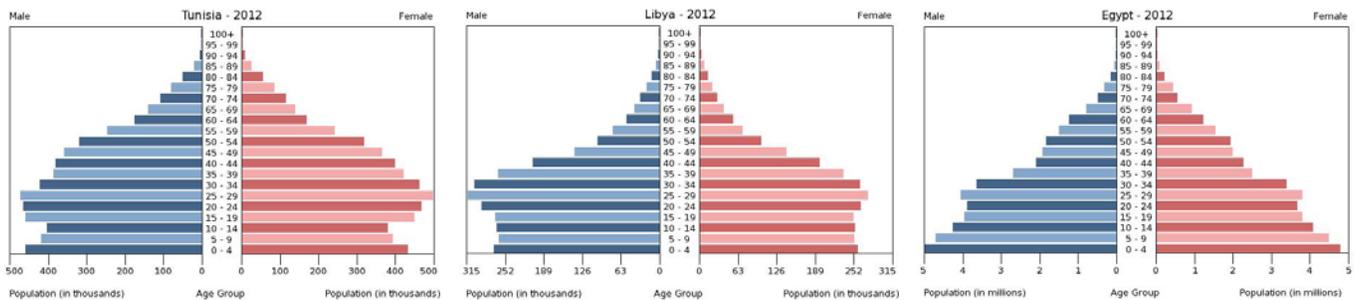
To start her own business, she needs financing from a bank or the government, as her family is unable to afford the total startup costs up front. If she had financing, she would "start her business the next day."

forums, attended job fairs, and personally submitted CVs to potential employers directly. The most significant challenges to finding a job is lack of experience, unequal opportunities based on gender, and the fact that personal connections to hiring managers limits access to most job opportunities.

YOUTH

Approximately one-third of Libya's 6.7 million people is under 15 years of age. Population pyramids in Figure 4 for Libya and neighboring countries highlight the youth bulge in Libya, but also suggest that the bulge is not quite as pronounced as in neighboring Tunisia and Egypt.

Figure 4: Population Pyramids for Tunisia, Libya, and Egypt



Source: U.S. Census Bureau, 2012

The concerns of Libyan youth as they try to enter the world of work echo those experienced by young people everywhere: the lack of previous work experience is a constraint, the lack of labor laws disadvantages the inexperienced, and the lack of internship and summer job programs makes it even harder to acquire some measure of experience in the workplace.

Participants in our youth focus group were university students, unemployed, or searching for work, reflecting the wider youth demographic. To find a job, all participants agreed that the most common way was through family and friends, visiting potential employers, and then using online services. Most participants expressed frustration with finding a job, citing 1) employers demanding experience for entry-level positions, 2) a lack of preparation for the workplace by universities, technical institutes, and secondary schools, 3) nepotism in the hiring process, and 4) a lack of understanding of what jobs exist and who is hiring. Most participants said it typically takes 3-4 years after graduation to find a suitable job, with many admitting that they and/or friends sit home until that opportunity arises. The significant gap between graduation and employment

Wael, 20 Years Old

Education: Secondary Education.

Occupation: Student; looking for part-time work.

Wael, a 20-year old graduate of secondary school, wants to study Political Science at the University of Tripoli and has been looking for part-time work. Having exhausted his network of family and friends to get a job, he now visits prospective employers and leaves his unsolicited CVs for potential openings. Most firms require him to be experienced to be hired, yet he has been unable to gain valuable experience without a job. Internships do not exist: many employers and potential coworkers are unfamiliar or suspicious of the concept.

While open to working in either the private or public sector, he desires to work in the private sector as he views the sector as more dynamic and vibrant, as well as useful experience for creating his own business in the future.

He dreams of saving enough money to get married; however, he is pessimistic, considering he needs to buy an apartment, furnishings, and a dowry of gold before he would be considered an eligible bachelor. He estimates it will take him decades to be able to afford a wedding on a salary, private or public, hence the desire to create his own business.

points to a skill loss in the meantime. In addition, the lack of earnings significantly delays cultural milestones such as marriage and raising a family, increasing frustration.

One year ago, several young Libyans created the Libyan Youth Employment Network (LYEN), a non-profit organization, to inform university and high school graduates of job opportunities that exist in the labor market. Using career tracing and opportunity mapping, the organization has outlined what academic and technical skills are demanded by the private sector for several different positions. In addition, the LYEN offers training on soft skills for graduates, focusing on team work, leadership, and collaboration as key skills.

4. Provision of Employment Services in Libya

Employment service programs are categorized in the literature as passive or active. Passive programs are usually directed to improving the working conditions of employed people and to alleviating the financial needs of the unemployed. They are usually not designed to improve the employability of unemployed people. Active labor market measures, by contrast, directly target the unemployed and try to improve their employability. In this report we focus on public sector and private sector *active* employment service provision.

In most countries today employment services are usually provided by a combination of public and private entities. The most important government agency overseeing Libya's labor market and providing public sector employment services is the Ministry of Labor and Rehabilitation. Regarding rehabilitation and re-insertion of *thuwar* into the Libyan economy, the Warriors Affairs Commission collaborates with the MOLR to provide training and study-abroad opportunities, as well as public sector employment placements. As Libya's economy transforms rapidly, we observe a number of interesting private sector initiatives that are also addressing employment needs, particularly in skills-intensive occupational areas. Each of these is described below.

MINISTRY OF LABOR AND REHABILITATION

Ministries of labor around the world normally cover a wide range of functions. They are responsible for implementing or upholding the country's labor laws and labor rights. In addition they may provide labor inspectors who enter workplaces in order to ensure that labor laws are upheld; oversee compliance with occupational health and safety regulations; include a labor justice division that hears labor related cases; provide arbitration or mediation services to settle complaints outside of courts of law; certify when a group of workers has legally constituted a union; participate in tripartite councils that unite representatives from government, employers, and workers groups; administer employment (health insurance, disability insurance) and post-employment (retirement, social security) benefits programs; have special divisions that oversee the particular employment needs of women, youth, veterans or ex-combatants; and collect, analyze, and publish labor statistics.

In Libya, the Ministry of Labor and Rehabilitation (MOLR) has undergone numerous reorganizations and rebrandings in recent years. In the process its mandate has been repeatedly re-defined and yet it remains under-resourced. The two most active areas of current MOLR engagement appear to be 1) processing requests and issuing work permits for foreign labor coming into Libya, and 2) acting as the human resources (HR) department for the civil service across government ministries. Regarding the latter, MOLR's role seems to be primarily on the recruitment and placements side of HR, rather than day-to-day HR management.

For the purpose of this assessment, however, two neglected areas of MOLR responsibility are of particular interest: 1) provision of employment services, career counseling, job placement, and training services, and 2) collection and analysis of labor market information (LMI), and the use of such analysis to guide labor market

policy making and adapt programs to provide employment services. The JOBS assessment team finds that MOLR does not offer career counseling, labor exchanges, meaningful job training, or many other aspects of active labor market programs. In addition, labor market information is rarely collected and not provided on a timely basis to public or private sector employers or the labor market. To a great extent, given capacity constraints, the MOLR is essentially a ministry of foreign labor in Libya, responsible for assigning permits to employers for foreign workers to come to work in Libya.

The stated goal of the MOLR is to let the labor supply and labor demand clear efficiently and effectively by providing Libyan employers, both in the public and private sectors, with qualified local and foreign job seekers. To carry out this function, the MOLR maintains Labor Offices around the country. A diagram of the organizational structure of Libya's Ministry of Labor and Rehabilitation is presented below.

Figure 5: Organization of the Ministry of Labor and Rehabilitation

Source: As reported to and translated by the Libya JOBS mission, July 2012

The MOLR carries out its employment services functions through its network of 52 Labor Offices around Libya. The Labor Offices are supposed to receive and review job applications, adding them to a central database. Employers (public or private) who seek workers may request a shortlist of names from among whom they may recruit new hires. The Tripoli Labor Office has 350 employees, who serve in five branches throughout the metropolitan area, distributed so as to provide accessibility for employers and job seekers.

The process for integrating information on job openings and job seekers in Libya does not benefit from modern information technology integration. Job seekers file job applications in person at Labor Offices. These are, in turn, manually entered by Labor Office staff into a database, and the records are transferred each week via flash disk to a central job bank in the information technology department at MOLR headquarters. The few computers available in the Tripoli Labor Office are not available to job seekers and are not connected to the Internet. There are no career counselors at the Labor Office nor career counseling brochures or handouts.

Furthermore, Labor Offices do not appear to have access to databases of training providers or national SME schemes, institutions, or funding agencies.

During the last six months the Tripoli Labor Office reportedly received fewer than five inquiries from public sector employers asking for employment leads and zero inquiries from private sector employers seeking job applicants. However, in such a time frame the Tripoli Labor Office received requests from multiple employers for 20,000 foreign workers. These are typically requests for welders, pipe fitters, heavy machinery operators, etc., recruited to work in the construction and oil industries.

The MOLR Labor Offices are considered the least reliable source of job availability information by those interviewed in focus group discussions. Job seekers use the MOLR Labor Offices as one job search mode among many. Job seekers are more likely to find their jobs through informal means (i.e., via personal networks) or by directly approaching public or private sector employers. The private sector usually depends on informal direct contact with job seekers and/or uses private sector online employment services (see below) to identify job applicants and recruits.

Once employed, job seekers do not update their employment status with the Labor Offices. Once job openings are filled, private sector employers do not feel compelled to notify the Labor Offices. In addition, private sector employers report that they are often exposed to nepotism by Labor Office employees, thus perpetuating an even more negative image of the Office and encouraging employers to avoid working with the Labor Office. The MOLR has no formal system to monitor or evaluate the performance of its Labor Offices.

Beyond obvious weaknesses in employment services, MOLR maintains no modern labor market information (LMI) system. What little information exists is merely an archive, with little quantitative or qualitative information about public sector employment. There is no effort made to survey or understand private sector employment trends. One would expect, at a minimum, that a national LMI would collect data by sector and occupation on job openings, wages, and skills requirements; and data by gender, age, and education level on labor market participation, unemployment, and job searches. Ideally, analysis of such data helps policy makers understand labor market trends, helps employers understand who's looking for work, helps job seekers understand what work is available, and helps education and training institutions understand what the market needs and how to educate and train youth who can meet employers' needs.

Libya's LMI, such as it is, has no value in terms of being able to build indicators or conduct research and analysis. Rather, it is simply an aggregation of ministries' employment records. It is mainly used to check on public sector employees who try to abuse the government incentive system by "working" at more than one office and getting paid multiple public salaries. The job seeker part of the LMI has a stock of information on job seekers, some parts old, obsolete, and never updated, and rarely asked for by private employers.

WARRIOR AFFAIRS COMMISSION

Ex-combatants are served by the Warriors Affairs Commission (WAC), including for employment services. The objective of the WAC is to demobilize former combatants, and integrate them back into civilian life. The challenges facing the WAC are: 1) competition with other government ministries over jurisdiction and control of resources, 2) lack of overall employment opportunities into which to place *thuwar*, 3) lack of educational and training opportunities specifically for *thuwar*, and 4) continued possession and smuggling of heavy weaponry among some portion of the Libyan population.

According to information provided to the assessment team by the WAC, 215,000 *thumar* have been registered in a database managed by the WAC. Many of the *thumar* who actively fought in the 2011 revolution have already put down their weapons and returned to work or joined the government. Of the 215,000 registered, 50,000 have been hired into Libya's military and police forces. The rest are eligible for specialized vocational training, study abroad, job placement in the public sector (to be organized by the MOLR), and priority SME financing. The government has pledged LYD 520 million (\$414 million) to support the development of SMEs for *thumar* (a target of 5,000 SMEs). This program is covered in greater detail in Section 5 below.

PRIVATE SECTOR EMPLOYMENT SERVICES

Recruitment procedures vary among employers and job seekers in Libya. Large companies, such as the state-owned National Oil Corporation (NOC), use formal and well documented recruitment processes, whereas small and medium enterprises more likely use informal recruitment networks and simple personal interviews.

Recently, several new options for employment service provision in the private sector have emerged in Libya. Private employment services firms, illegal under the Qadhafi government, have started to serve the labor market, principally focused on foreign labor. While unskilled labor principally finds jobs through traditional methods, skilled labor job applicants increasingly use job fairs, social media, and online job boards to find positions.

Web Employment Services

Small professional employment services, using various approaches to linking labor market supply and demand, have recently been organized. These target university graduates in major urban centers and seek to match them with prominent private sector and foreign employers. Some web-based employment services are widely recognized and used by Libyan and foreign private sector employers. Even the public sector uses these websites to advertise for applicants for higher skilled positions (e.g., deputies, directors, etc.). Other interesting examples exist of youth career guidance services and job fairs.

Field interviews with private and public sector employers reveal that various job search modes are commonly used, regardless of business size or economic sector. Employers indicated they depend on word-of-mouth or walk-in job seekers for recruiting both educated/skilled and non-educated/low-skilled workers. Company websites and Facebook pages have been used by employers to find workers. Newspaper job ads are used by some employers, but employers interviewed by the JOBS team indicate that they have not been satisfied with the quality of job applications received. Educated/skilled workers, mainly in the big cities, may rely also on online employment websites, some of which are summarized here:

- **Libyan Investment.com** (<http://www.libyaiinvestment.com/>) is a popular website that has been intensively used by employers to find new recruits among university graduates. A business-oriented website, it has a tab for "Jobs" on its home page. The website advertises job openings in Libya for local and foreign companies, allows job seekers to post CVs, and advertises training programs running in Libya. The website has CVs from hundreds of active job seekers and job vacancies are posted daily. The website is in English and attracts mainly university graduates.
- The Libyan page of **Open Sooq** (<http://ly.opensooq.com/>) is an open forum for buying and selling goods, as well as connecting job seekers with opportunities. Libyan companies tend to advertise on

Opensooq more than foreign companies. Many businesses and individuals queried use this website for job searches and to purchase goods online. The site is maintained in Arabic.

- **Job.LY** (<http://www.jobs.ly/>) is a bilingual Arabic and English recruitment website launched in 2008 to help its owner, a software development company, recruit new employees. Lately, Job.ly's features have been upgraded to make it a free web employment site for Libyan job seekers and expatriates seeking work in Libya. The site owner hopes to coordinate with MOLR to launch a national campaign to promote a system for job seekers and employers alike.
- **Wathifalibya.com** (<http://www.wathifalibya.com/>) is a recent entrant to the online job search market in Libya. Currently, five new jobs are posted each week, separated by field and location. The site is in English.
- **Shoghlanty.com** (<http://www.shoghlanty.com/>) is targeted towards the entire Arabic-speaking region. There are currently 1,791 jobs advertised for Libya, as well as an extensive database for jobs outside Libya. Many of the links, when tested, were inoperable.

Job Fairs

Job fairs are typically expositions for employers, recruiters, and schools to meet with prospective job seekers to facilitate graduates' quick and smooth transfer to the job market. However, job fairs tend not to operate that way in Libya. A disconnect exists between the university system and employer demand; university education in Libya has been characterized as tending to stress the theoretical over the practical. Students have no access to career counseling services at university and rarely participate in internships while in school. Once graduated, they have little understanding of the expectations of the world of work and are ill prepared to start actively searching for jobs.⁹

On the other hand, the job market for graduates is mainly the public sector, which is governed by rigid recruitment laws and regulations and already oversaturated by excess employment, and the oil sector, which has limited employment capacity. The local Libyan private sector is relatively small, mostly comprised of small and medium enterprises, and tends not to recruit university graduates. However, foreign oil and construction companies in Libya are active on university campuses to interview and do recruit university graduates.

Some private companies and NGOs owned or managed by engineering graduates of the University of Tripoli have developed an informal "career expo" at the Faculty of Engineering for its graduates. They hope to promote career development for university students and guide graduates to technical and soft skills training, job search skills, and labor market information to narrow the gap between engineering graduates and employment.

⁹ While this was reported to the JOBS team, Braun and Jones (2011) report that "against conventional wisdom, there is a quite remarkable degree of cooperation that exists between educational institutions, the private and the public sector," and that over half of both public and private HR managers interviewed indicate they do provide internships to students and graduates.

Al-Wighha Exhibitions in Tripoli ran a job training and human resources fair at the University of Tripoli Engineering School in April 2011. The event brought together the MOLR, Ministry of Industry, Ministry of Education, Ministry of Housing, NOC, and the National Development Bank with the School of Engineering faculty and administration, and students. Participating ministries and institutions presented their policies, plans, and future recruitment strategies through a series of workshops, lectures, and open discussion between policy makers and HR managers, on the one hand, and university faculty and students, on the other. The forum addressed Islamic banking and finance, work-study programs, the role of the MOLR in the labor market, and the role of the private sector in job creation. Other lectures were offered on job search skills, how to write your CV, job interview skills, starting your own business, time management, and project management. Al-Wighha Exhibitions plans to bring this exposition to seven universities around Libya, create career development awareness on the student side, openness to the labor market on the university side, and social responsibility on the employer side.

ACTIVE LABOR MARKET PROGRAM DEVELOPMENT

Active labor market programs (ALMPs) are usually characterized by active coordination among employers, education and training service providers, and employment service providers. They may include employability training, skills training, on-the-job training, internships, summer employment opportunities, and work-study opportunities. In Libya ALMPs could be targeted for delivery outside of Tripoli, in concert with regional economic development plans, and to first-time labor market entrants, women, *thuwar*, and other groups of job seekers with unique needs. They may also be developed in the context of specific sectors' workforce requirements. Two elements seem of particular priority, i.e., capacity building of the MOLR's Labor Offices and its Labor Market Information system, and support for skills training initiatives.

Improve Capacity of MOLR's Labor Offices & Labor Market Information Systems

The mandate of the MOLR and the multiple roles it is expected to play must be clear. MOLR's role in the public employment system should be redefined, endorsed, and gain the necessary political and budget support to respond to its new mission.

A government agency – possibly the MOLR, possibly the Government Information Agency – should be responsible for labor market information. Responsibilities should be expanded beyond developing, maintaining, and updating the archives of public sector employment. A Labor Market Information (LMI) system should be developed that includes lists of job seekers and of available job vacancies, making them available, accessible, and friendly for both employers and job seekers.

In order to generate comprehensive information on employment, both formal and informal, facilities and practices should be modernized. The goal should be to develop a current and readily updatable, electronically linked, job database that connects MOLR Labor Offices, employers, and job seekers. Labor Offices should be re-designed and restructured to make them more accessible, better staffed and equipped, and more user-friendly. Computers can be connected through the Internet and dedicated to the needs of both job seekers and employers with online portals to allow for regular updating.

Beyond LMI and employment databases, Libyans job seekers are eager for information on occupations and their skills requirements, skills certifications, training and education opportunities, and career paths. The MOLR is unlikely to be the best vehicle for delivering a comprehensive set of modern career guidance counseling services to job seekers. Instead, a matching grants fund might be established to provide support to

private and non-profit initiatives that aim to deliver such services. However, the MOLR is the appropriate agency to oversee the certification of private training providers. The MOLR Labor Offices, which exist all over Libya, could also provide Internet accessibility to disadvantaged (poor, poorly educated, rural, female) job seekers. Given the rapid dissemination of Internet access, even in rural areas, via private Internet cafés and cell phones, one could even imagine MOLR's Labor Office website being designed to provide timely information on job openings all over the country to potential job seekers.

Support Skills Training Initiatives

It is unlikely, in the short term in many job categories, that Libyan employers will shift their preference to hiring from foreign to Libyan workers. Instead the MOLR could levy a work permit fee on all employers (foreign and Libyan), to be earmarked for supporting training and employment programs for Libyan job seekers and workers. MOLR could establish a fund to collect and manage the work permits fees, which would gradually become the "National Training Foundation." The purpose of the National Training Foundation would be to support the development of new or adaptation of existing training programs. Employers who seek resources to develop on-the-job training would also be eligible for stipends through this foundation.

A cluster or value chain approach could also be adapted to identify employers' skills requirements in specific sectors. A survey of workforce needs in specific sectors, such as those identified by Porter and Yergin, could be publicized to signal new skills demands to current training providers, in order to make their courses more responsive to employers' needs.

Employability training could also include a program to promote student placements and internship programs in the private sector, including strategies for integrated school-to-work transitions; a pilot program to enhance private employment services, providing competitive grants to promising initiatives (e.g., web employment systems, job fairs); a pilot program to build the capacity of career guidance services for education institutions, specifically, and the labor market, more generally.

Braun and Jones (2011) identify a long set of recommendations for reforming Libya's education system, reorienting it in favor of vocational and technical training, and introducing international learning and achievement standards and accreditation of training and education providers, and establishing a mechanism for education-private sector dialogue that allows the former to consult regarding employers' needs and build curricula and degree and certification programs in response to them.

One could envision a pilot project, "Colleges Libya," the primary goal of which would be the revitalization of the Libyan college system to make it more relevant to the labor market needs and priorities of the colleges' catchment areas and to better prepare college graduates to enter and succeed in the labor market. "Colleges Libya" could build workforce development outreach capacity within the college system to enable it to respond to Libyan's human capital needs at intermediate, technical, and professional workforce levels, consistent with the changing needs of the economy. Programs and curricula should be developed to ensure that graduates are equipped with the competencies, articulated by industry-led employer groups that are relevant to existing, expanding and future business requirements. These would include academic knowledge, professional and occupational competencies, employability skills, and entrepreneurial skills, knowledge, and experience.

5. Encouraging Jobs and Livelihoods Creation through SMEs

BACKGROUND

As in many countries throughout the Middle East and North Africa (MENA), over the past five to ten years Libya has been looking to SME growth and entrepreneurship programs to generate livelihoods and employment for an increasingly large youth population. Following the 2011 revolution, Libya had another unemployed demographic to address in its SME program: the country's ex-combatants (*thumar*). While the NTC launched a program to provide direct financial assistance to unemployed *thumar*, the medium to long-term solution is to stimulate and diversify the Libyan economy to generate gainful employment for ex-fighters and other job seekers.

Information on SMEs in Libya is difficult to obtain. Some of the best information may come from the Libya Competitiveness Assessment conducted six years ago by the Monitor Group. This assessment later became the basis for the country's National Economic Strategy (Porter and Yergin 2006). According to the Strategy, there were 180,000 registered private enterprises in Libya in 2006; however, the number of firms in the informal economy was estimated to be considerably larger. SMEs among these registered entities were small and relatively unsophisticated. The majority (70 percent) reported annual sales of less than LYD 50,000 (\$39,541 by 2012 exchange rates) and employed fewer than five workers. In addition, the Monitor team observed a large number of what they called "supplementary entrepreneurs" (those with public sector employment supplementing income with informal private sector jobs) and "orphan entrepreneurs" (those looking for public sector work who have reluctantly started service businesses in the meantime). Our focus group discussions confirmed these two types of entrepreneurship are still prevalent in Libya, e.g., Mohammed, the government-employed educator working as a driver profiled earlier in this report. Notably, in 2006, 46 percent of these entrepreneurs stated they would prefer to be working in the public sector.

In June 2012, the Warrior Affairs Commission (WAC) announced plans to launch a four-year, LYD 520 million (\$411.2 million) program, known as the *Tamouh* (or "Ambitious" in English) program.¹⁰ *Tamouh*, which aims to provide technical assistance, training, and seed capital to *thumar* entrepreneurs, represents the latest in a series of recent GOL efforts to stimulate SME growth and entrepreneurship.

Need to better understand the business enabling environment for SMEs. Little is known about the enabling environment in which Libyan SMEs operate. Most SMEs are informal, and as such, do not abide by tax and social security regulations. Understanding the degree to which informality exists and creates biases in cost and

¹⁰ While the assessment team was told that the program would be funded for LYD 520 million, the *Tamouh* presentation suggests the funding figure is LYD 500 million.

wage structures is an important first step to being able to prepare a program of SME support. While Libya has not been included in the World Bank's *Doing Business* reports, the country was ranked 100 out of 139 in the 2010-2011 Global Competitiveness Index by the World Economic Forum (WEF 2010).

Considerable challenges still affect the business enabling environment in Libya, including onerous requirements to start a business, inefficient government institutions, policy instability, etc. Addressing these issues in detail here is out of scope for this assessment. However, it is also worth noting that several contributors to the USAID-State Department's *Entrepreneurship Toolkit*, jointly developed by the USAID-funded Business Growth Initiative and the U.S. Department of State Global Entrepreneurship Program (GEP) in 2011, opined that while enabling environment is important, its centrality to entrepreneurship in developing countries is often overstated (Bohoney et al. 2011, 61).

GOVERNANCE/MANAGEMENT

The *Tamouh* program, as described by WAC in a PowerPoint presentation received by the JOBS team (GOL/WAC 2012), appears to have been conceptualized as a 3-4 year, approximately \$400 million program. From an implementation standpoint, this is a massive undertaking that would require the utmost discipline to manage and disperse funds within that timeframe. For perspective, consider that some of the first USAID-funded development assistance programs in Afghanistan were 3-year, \$100 million programs, an unprecedented amount up to that point. If GOL is serious about implementing *Tamouh*, project management infrastructure must be firmly in place to spend, in a meaningful and impactful way, this budget within this period of performance.

Define GOL roles, responsibilities, and funding allocation across agencies in managing Tamouh. The National Small and Medium Enterprise Program is the body in charge of the oversight, planning, financing, supervision, and management of the SME sector in Libya. The program is an independent association with honorary attachment to the Ministry of Economy. The program's main objectives are to employ youth in the labor market and develop their employability skills, establish business incubators, prepare feasibility studies for a sample of selected projects, and secure their funding. Post-revolution, the SME program is to be run by a new higher steering committee, headed by the Second Deputy Prime Minister and representative members from the Ministry of Planning, Ministry of Labor, Ministry of Industry, Ministry of Finance, Ministry of Economy, and the program director. This committee has not been activated yet.

Because *Tamouh* is under WAC, and WAC is expected to be subsumed under the Ministry of Martyrs, the role of the steering committee remains unclear. During fieldwork, the JOBS team learned that the SME Program, Ministry of Labor, and WAC have each laid claim to *Tamouh* funds for its exclusive use. Although several efforts have been attempted in the past five years in Libya to support SME development, these programs were canceled prematurely, plagued by corruption, or were unable to secure financing for approved concepts. For *Tamouh* to succeed and to avoid repeating past mistakes in implementing SME development programs of this type, a lead implementing agency should be clearly appointed and that agency's capacity built to ensure program success.

In defining GOL roles, the GOL should also consider the ideal role for government in promoting entrepreneurship, not only among *thuwar*, but for the population as a whole. The *Entrepreneurship Toolkit* covers the debate about whether governments should be directly implementing programs of this type, improving the economic environment for new businesses to flourish, or some combination of the two.

GROUNDWORK/PREPARATION

Before launching an SME program for *thuwar* in Libya, the importance of ground research (Phase I) cannot be overstated. WAC is proposing a two-month exploration and market survey phase to set the stage for the rest of the program. Given the importance of this data, and the challenges involved in obtaining reliable data, this timeframe is probably too short. We offer thoughts below on the logical steps to be considered in evaluating how to move forward to initiate *Tamouh*.

Understand the lessons from earlier initiatives. Before embarking on a new program, it is crucial that *Tamouh* designers research what initiatives had been planned or started pre-revolution. What were their objectives, what scale was envisioned or attempted, why did they succeed or fail?

Avoid redundancies. Similarly, *Tamouh* designers will want to do the same for new, post-revolution initiatives that have started or are being planned. Leveraging of resources and ideas may be possible if a solid understanding of what is being undertaken now can be achieved, thereby avoiding confusing and wasteful redundancies.

Plan geographic reach and lay groundwork for local support. Geographic reach is an important consideration. Regional offices will be the contact point for local stakeholders, participants, companies, organizations, etc. One might consider starting this at the grassroots regional level, hosting local assemblies, meetings with employers, industry representatives, during research stage to establish what are local capabilities and what is needed. This has the added advantage that it helps to build local engagement from the outset. This information can then be aggregated up to prepare a national strategy based on common requirements and identified areas or sectors with needs.

Moreover, introducing an idea such as a “business plan competition” at local levels could engage people in the debate, building interest and raising awareness. As the project design is announced in line with the announcement of competition winners, the program thereby establishes the groundwork to create future business competition “winners.” This could coincide with a “conference/exhibition” to publicize project plans and goals, and could be taken to several cities.

Assess the BDS market during the exploration phase. The current design of *Tamouh* presupposes a uniform level of quality among Libyan’s current business development services (BDS) providers.¹¹ However, our field interviews revealed that the quality of BDS provision is uneven in Libya, with a glut of trainers, training firms and “training of trainers” that have distorted the BDS market. The *Tamouh* design phase should thus also include an outside inventory and assessment of Libyan BDS providers. This would examine both the supply and quality of general business services (business plan development, basic accounting services, marketing) as well as sector-specific BDS. The assessment should also have geographic breadth, covering BDS provision in Tripoli, Benghazi, Misrata, and Sabha. The BDS market team should coordinate closely with the sector/component leads to gauge the extent to which BDS supply is meeting private sector demand. USAID

¹¹ It is unclear whether these still include business incubators. At some point, the SME program had established seven incubators, with about 70 professional employees, including three main offices in Tripoli, Benghazi, and Sabha, and four centers specialized in agriculture, IT, as well as the needs of women and handicapped entrepreneurs.

has developed a strong record of providing technical assistance in the BDS area. Guidelines for BDS assessments and BDS case studies can be found on the MicroLinks website and on USAID's Development Experience Clearinghouse.¹²

Identify client skills profiles and needs. WAC has correctly identified the need to understand the particular skill sets of the *thuwar* targeted for *Tamouh* assistance. In our small focus group of *thuwar*, 70 percent had been employees before the revolution, 20 percent had been in private business for themselves, and 10 percent had been unemployed. *Thuwar* focus group interviewees stated that training programs are currently unavailable. Their principal requests were for training courses in IT, English, and soft skills. Other donors and U.S. agencies, including the Department of State, are more actively engaged in profiling the *thuwar* and hopefully these studies will shed additional light.

Establish appropriate project management infrastructure. The *Tamouh* project lives up to its name, in that implementing a \$400 million project over three to four years is truly “ambitious.” This is not to say it cannot be done, but realistically, this project probably will require more than a three-year timeframe to do its job thoughtfully and to be able to dispense all funds. The GOL must properly invest in conceptualizing the appropriate management structure to carry out such a massive project. From the single reference document viewed by the JOBS team (GOL/WAC 2012), it is unclear how this project will be staffed. Per our suggestions below, the project should be both sectorally and geographically based—perhaps using some of the previously established business incubator/SME office infrastructure as a launching pad. The appropriate staff must also be hired to manage the project. GOL/WAC (2012) mentions hiring 300 local consultants, as well as local and international trainers, but is silent on the desired qualifications of these consultants, etc.

Identify sector-specific teams/components during the exploration phase. Past GOL SME development and entrepreneurship projects have had a sectoral focus, including specific ICT-related and agricultural (e.g., fisheries, “maritime cluster”) development business incubators. A sector-based approach is not immediately apparent in the design of *Tamouh*, though international best practices point to this being a successful method. The NEDS identified five non-oil sectors with competitive potential in Libya: agriculture (specifically dates, olives, olive oil, grapes, tuna, shellfish and shrimp), construction, energy, tourism, and transit trade/logistics, as well as a variety of value-added dimensions of the hydrocarbon sector. Libya's youth have also expressed strong interest in ICT and software development given the central role played by social media in the Libyan revolution. WAC should appoint sector/component leads to create sub-groups to explore more specialized opportunities for *thuwar*. These component leads would be tasked with identifying partners in the local and international private sectors and international donors, reach out to appropriate GOL institutions and supervise consultants conducting market research. Research should adopt a value chain or cluster approach, i.e., exploring opportunities for support to producers, traders, processors, and retailers, as well as input and innovation suppliers and supporting services providers. It should also focus on both domestic and export markets with traditional and potential trade partners, including France, Germany, Italy, the Gulf States, Egypt, and Tunisia.

¹² MicroLinks, USAID's microenterprise knowledge management system, is available at <http://microlinks.kdid.org/>, while the Development Experience Clearinghouse, USAID's publications database, is accessed at <https://dec.usaid.gov/>.

IMPLEMENTATION

Promote competition to identify the strongest entrepreneurship ideas and best entrepreneurial candidates.

From the *Tamouh* PowerPoint presentation, it is unclear how potential business plans or “projects” will be chosen and evaluated. Business plan competitions, as have been held throughout MENA in countries and programs, encourage and reward creativity and innovation, and also help to self-identify the strongest entrepreneurs with the best chances of success in the program. WAC should entertain considering business plan submissions from outside the *thuwar* community, provided the plans are judged by their potential to be able to meaningfully employ *thuwar*. There are a wide range of programs operating in MENA, included many funded by USAID and the U.S. Department of State, that can serve as inspiration or mentors to the Libyan program. Similarly, Libya might look to similar competitions taking place in the Bahrain, the United Arab Emirates, and other GCC countries.¹³

Provide both general and project- or sector-specific training. The range of training needs for a program of this type is quite broad. On the one hand, ex-combatants may benefit from broad entrepreneurship and business training similar to the “From Boots to Business” program (see Box 3). However, as projects take root, the *Tamouh* program should also be nimble enough to provide entrepreneurs with sector-specific technical assistance, as well as training (such as fisheries management, developing better tourism projects, software development skills) tailored to the particular project. The current approach to training under *Tamouh* appears to emphasize only “mass training” based on (what is currently) a very short two-month exploratory needs assessment. Libyans may be growing fatigued with this kind of broad training, and *Tamouh* entrepreneurs may benefit from more specific, hands-on technical assistance with their projects.

Involve the private sector in training and implementation to the greatest extent possible. Technical assistance would preferably come from market actors in the value chain and/or potential international partners/investors, providing “embedded services” to Libyan firms. In addition, U.S. and European companies have been quite visible in promoting entrepreneurship and SME support throughout the MENA region. For example, Coca-Cola and the U.S. State Department are sponsoring 100 students from across

Box 3: From Boots to Business

The U.S. Small Business Administration, Department of Defense, Department of Veterans Affairs, and Syracuse University have teamed to provide entrepreneurship training to returning service men and women. “Operation Boots to Business” is a three-phase training program developed to introduce and train transitioning service members to business ownership.

Boots to Business offers training in:

- Core component parts required to develop a business or nonprofit organizational plan.
- The interrelationship/interdependency of marketing, accounting and finance, operations and production, and human resources required to formulate a business plan for either a for-profit business or a non-profit organization.
- Introductory concepts in entrepreneurship are covered, such as: idea creation, why the business plan matters, accounting for start-ups, securing financing, marketing on a shoestring budget, and more.
- Development of an objective, cohesive, and integrated business or non-profit plan.
- A number of analytical tools, methodologies, and frameworks useful in creating a great business plan.
- Presenting to prospective investors, lenders, or other financial backers of the proposed business or non-profit organization.

For more information, see <http://boots2business.org/H>.

¹³ Online searches reveal myriad examples, from business plan competitions such as the Women in Technology competition in Jordan sponsored by the U.S. State Department’s Middle East Partnership Initiative (see <http://www.medregion.mepi.state.gov/women-entrepreneurs.html>) to online competition for funding of microenterprise ventures such as initiated by a collaboration between Silatech, a Qatari-based regional youth employment foundation, and Kiva, an online microlending non-profit organization (see <http://www.kiva.org/arabyouth>).

MENA to attend a summer entrepreneurship course at Indiana University. Cisco and AMIDEAST have launched entrepreneurship institute training centers in Morocco, Tunisia, Oman, Lebanon, and West Bank/Gaza.

Train not only selected entrepreneurs and start-up companies, but also BDS firms. Based on the assessment in the design phase, *Tamouh* should also consider providing technical assistance and training to the strongest general and sector-specific BDS providers in Libya. This will take the government out of the firm-level technical assistance game and support the development of a private BDS market in the country (with the potential to gainfully employ more Libyans). It will also help to bring BDS and training providers up to an appropriate, standardized level of quality. USAID, through its Accelerated Microenterprise Advancement Project and MicroLinks programs, has collected a wealth of information and best practices on establishing quality guidelines in BDS provision, and can assist the GOL in this regard. Once *Tamouh* has established a list of qualified BDS providers, client start-ups should be presented with a range of firm choices that best suit their needs, and then empowered to select their own choice. The government must decide the degree to which it will subsidize the BDS provision; partial subsidization—with firms providing half the cost and *Tamouh* the other—might be the best option as firms are “bought in”, the costs are kept affordable and the government does not undermine market forces by fully subsidizing the services.

Ensure clear guidelines and procedures for distributing Tamouh funds. The WAC presentation on *Tamouh* is also silent on how *Tamouh* funds would be distributed; for example, would the funds be given to *thumar* start-up businesses as loans, etc? Will the GOL guarantee those loans? Libya’s economy is still largely cash-based and banks are not widely used.¹⁴ There are also no ways to gauge the credit worthiness of borrowers, as the country has no credit bureau, etc. Previous programs have been plagued by a high rate of non-performing loans, issued by the Libyan Development Bank and Industrial Fund. These two entities have no shortage of funds, but the infrastructure has not been in place to facilitate lending for a project like *Tamouh*. Porter and Yergin found that Libyan SMEs have been “more or less excluded from the market” (2006, 56). Two-thirds of the SMEs they surveyed had difficulty accessing capital from government banks. Instead, private households are significant sources of capital, “with more than 90% of SMEs using personal savings and funds from family and friends to start and operate their businesses” (2006, 58). The Libyan diaspora is another important source of finance.

Expand coverage of U.S.-sponsored regional entrepreneurship programs to Libya. *Tamouh* is clearly one within a crowded field of similar programs operating throughout MENA supported by national governments, private sector actors, and international foundations, think tanks, and donors (or a combination thereof) to help remediate regional unemployment challenges. Consequently, there are many examples of current programs from which the WAC can draw inspiration.

¹⁴ Porter and Yergin found in 2006 that intermediation and payments facilitation is still primitive in Libya’s banking system, resulting in the vast majority of payment transactions being carried out in cash. Very little product or service innovation has taken place in Libya’s banking system, dominated by state banks. Continued heavy reliance on paper- and personal-based banking transactions causes delays and leads to higher transaction costs in Libya.

USAID can also contribute to program design by sharing with the GOL best practices documents such as the *Entrepreneurship Toolkit*. GEP has its origins in President Obama's 2009 speech in Cairo, calling for greater United States outreach to Muslim majority countries.

Many U.S. sponsored initiatives are active in the MENA region, and are already evaluating opportunities for engagement in Libya. In the past three years, the Partners for a New Beginning (PNB) program has worked with SMEs and entrepreneurs throughout MENA. In June 2012, PNB-NAPEO (North Africa Partnership for Economic Opportunity) convened the U.S.-Maghreb Entrepreneurship Conference in Marrakesh, Morocco. During the conference, several initiatives were announced including establishing a franchisee lending program in Tunisia, organizing a visit to the United States for Moroccan, Algerian, and Tunisian private equity and venture capital firms, and a Maghreb Startup Initiative, the first-ever region wide startup initiative for young entrepreneurs in Algeria, Morocco, and Tunisia. PNB-NAPEO has plans to open an office in Libya in the near future; extending many of these programs to Libya would hold great promise for Libyan start-up entrepreneurs and SMEs and would complement *Tamouh* goals. The U.S. Overseas Private Investment Corporation also supports a number of SME loan guarantee funds in the Middle East.¹⁵

Other organizations working on the issues of youth, employment, and workforce development in the Middle East range from think tanks, such as the Brookings Institute and its Middle East Youth Initiative (Dhillon and Yousef 2009), to foundations, such as the Carnegie Endowment for International Peace (Saif and Khalek 2011), to regional social entrepreneurship initiatives, such as Silatech (<http://www.silatech.com>) and Education for Employment (<http://www.efefoundation.org/>).

Develop rigorous monitoring and evaluation based on best practices. The preliminary description of *Tamouh* monitoring and evaluation does not provide clear impact indicators and has a slight feel of “enforcement” over evaluation (e.g., “unplanned field trips” to start-ups by project management). The suggested period of one year after business start-up also seems like too short a timeframe to truly assess the impact of *Tamouh* assistance. USAID has a wealth of experience developing monitoring and evaluation for enterprise development programs worldwide. Given its ample funding, *Tamouh* has an excellent opportunity to build a rigorous M&E system into implementation, staffed by appropriate expatriate and local experts.

¹⁵ See for example the July 2011 announcement of approval of \$500 million in financing to support small businesses in Egypt and Jordan, managed by CHF International and the Middle East Investment Initiative (<http://www.opic.gov/node/237>).

6. Conclusions and Recommendations

As Libya moves into its next historic chapter, with a democratically elected government assuming office in August 2012, the time is ripe to consider how to best support Libya's push for modernization and growth. Libya enjoys many modern assets: it has good Internet coverage, its mostly urban population enjoys a high rate of use of cell phones, and the country's investment climate is open to foreign companies.

Providing efficient and technically modern employment services has the potential to bring information about job openings to job seekers at their homes, including remote, small villages, and providing accurate and up-to-date labor market information can inform a new generation of Libyan job seekers who would never have known about such opportunities otherwise. Modern employment services are already being piloted by employers and private service providers, which should be encouraged. Providing support to jumpstart small- and medium-sized enterprise growth will complement an *employment* strategy in Libya with a *livelihoods* strategy, and can help special groups of job seekers to support themselves.

Around the globe and since the economic crisis of 2008 countries everywhere are preoccupied with job creation. The International Labor Organization put forth its Global Jobs Pact in 2009, the G8 leaders emphasized "growth and jobs" at their Camp David Summit in May 2012, and the World Bank's forthcoming *World Development Report*, to be released in September 2012, will focus on jobs, the obstacles to sustained job creation, efforts to boost the demand for labor and ensure an efficient matching of supply and demand in the labor market, and the complementary policies needed to support the labor market.¹⁶

Yet jobs are not "created" out of thin air. Job creation is the expression of an increased demand for labor, which occurs when companies seek to expand the scope of their businesses to take advantage of new market opportunities. When Libya provides an economic environment that attracts private investment into productive, competitive sectors – whether that investment is from multinational companies or Libyan small businesses seeking to produce for the Libyan, regional, or global market – then companies will seek to expand, hiring more workers in the process.

SYNTHESIZING CROSS-COUNTRY INSIGHTS ON JOB CREATION

Thus it is appropriate to consider the comprehensive approaches taken by countries around the region and world to stimulate increased demand for labor (see the boxes at Figure 6 for more details):

¹⁶ See the outline at <http://econ.worldbank.org>, clicking on World Development Reports, Jobs.

- In Kosovo – a country with 45 percent unemployment – the World Bank supported an integrated approach to sustainable employment development, addressing five areas: macroeconomic stability and public financial management; investment climate; labor market policies, institutions, and programs; education, skills, and training; and social protection policies. The European Training Foundation supports the Government in the development of a National Qualifications Framework to improve the education and training system through better alignment with EU standards (ETF 2010).
- In Jordan – a country with double-digit unemployment, particularly among youth (47% among young females and 21% among young males in 2010) – a National Employment Strategy has been developed, based on a thorough diagnostic of economic and education sectors. An evaluation of Jordan’s employment, technical and vocational education and training (E-TVET) system found *inter alia* that, to be most effective and to achieve financial sustainability, ALMPs should be participatory, involving trainees, employers, government, families, and workers’ organizations; that on-the-job training should be combined with workshop training in soft skills to have the greatest results for trainees; and that TVET systems should be able to address training needs of a diverse set of clients (Mryyan and El Wer 2012).
- Finally, in the United States – a country that is vastly different from Libya, to be sure, but that also faces job creation hurdles as it struggles to come out of the economic downturn that began in 2008 – job creation is also on the agenda for public debate. A 2011 report prepared by McKinsey Global Institute also starts with economic diagnostics to identify sectors with potential for competitiveness and thus growth, then asks employers about their most pressing skills requirements, and concludes with recommendations “Towards a U.S. Jobs Agenda.”

Figure 6: Examples of Country Employment Strategies

Employment Strategy for Kosovo

Kosovo's 2005-08 employment strategy agenda included the following themes:

- **Active Measures:** Introduce efficient vacancy handling and job mediation for the unemployed; jobclubs, vocational training, work experience and public works programmes for youth and adult long term unemployed linked to regular reviews;
- **Job Creation and Entrepreneurship:** Promote and support of SME activity and inward investment;
- **Adaptability and Mobility:** Promote greater flexibility in labour agreements, a safe workplace and improved information on jobs;
- **Increase Labour Supply/Active Ageing:** Introduce targeted measures to help those over 45 years;
- **Gender Equality:** Introduce measures to improve equality and increase the employment and wage rates of women in the labour force;
- **Promote Integration:** Develop policies to help integrate all at disadvantage in the workforce including school leavers, youth, low skilled workers, disabled, minorities, immigrants and long term unemployed;
- **Make Work Pay:** Make work attractive and remove inactivity traps in benefit and taxation systems;
- **Transform Undeclared Work:** Remove barriers to declaration, develop intelligence, sanctions, and penalties and encourage initiatives to reduce undeclared work;
- **Regional Disparities:** Promote and support initiatives to reduce regional disparities.

Source: Ministry of Labor and Social Welfare, Kosovo

National Employment Strategy of Jordan

The goal of Jordan's employment strategy is to enable Jordan's private sector to move up the value chain by increasing value added, improving productivity, and expanding its ability to export goods and services. To accomplish this, Jordan seeks to produce a skilled and motivated labor force, with employable skills and technical know-how, as demanded by employers.

Institutional goals are two-fold: i) to enhance the ability of the government to carry out strategic planning, policy implementation, monitoring and evaluation, development of labor market information systems, and institutionalized dialogue with social partners; and ii) to establish social protection and access to health insurance that are accessible to public and private sector workers in all sizes of enterprise.

These labor sector goals are presented in a monitoring and evaluation framework, with intermediate goals and specific program objectives, that are translated into 69 proposed actions, with an implementation plan, partners, timetable, resource allocation, performance indicators (input, process, and output/outcome), and risks specified. Priority actions are also identified, over three time horizons:

- **Short Term (2014): Start Absorbing the Unemployed**
 - Commit to predictable foreign labor policy & management
 - Expand micro/SMEs' access to credit
 - Evaluate, then scale up, ALMPs with proven record
 - Curtail public sector employment & align wage structures
- **Medium Term (2017): Better Skill Matching & Micro/SME Growth**
 - Scale up school-to-work transitions
 - Reform TVET sector
 - Introduce health insurance benefits & expand social security coverage to SMEs
- **Long Term (2020): Increased Productivity through Human Capital and Economic Restructuring**
 - Invest in future through early childhood education
 - Pursue sustainable fiscal & monetary policies for economic growth with job creation
 - Develop industrial & investment policies towards economic growth with job creation

Source: Kingdom of Jordan (2011), pp. xvii-xix.

Toward a U.S. Jobs Agenda

A U.S.-based think tank has suggested that the economic recovery now underway will be inadequate to revive employment in the United States. Hoping to advance a conversation about growth and jobs, McKinsey Global Institute presents a four-pronged approach to jumpstarting U.S. job creation:

- **Address skills deficiencies** cited by employers through workforce development partnerships, involving businesses in developing curricula for community colleges and vocational schools and expanding a national jobs database to provide better career planning information to students and trainees.
- **Harness globalization** to create more jobs, both by promoting foreign investment into the United States, encouraging exports by smaller companies, and "reshoring" services back to the United States.
- **Grow emerging industries and businesses & re-ignite innovation** for growth and job creation, providing financing to start-up companies, support for new technologies/ industries, and measures to promote rapid scale-up from research lab to industry of new ideas.
- **Clear path for investing and hiring** by clarifying regulatory and patent environments and facilitating approval processes.

"To create the jobs that America needs to continue growing and to remain competitive, leaders in government, business, and education will have to be creative – and willing to consider solutions they have not tried before."

Source: Manyika et al. (2011), pp. 7-8.

BUILDING A COMPREHENSIVE STRATEGY FOR JOBS & LIVELIHOODS IN LIBYA

To capitalize upon its assets, Libya requires a comprehensive strategy to encourage jobs and livelihoods creation will need to consider Libya's overall labor market policy and investment framework, including

- Labor laws, labor rights, labor organization;
- Wage policy, especially in the public sector, and non-wage social benefits;
- Public sector employment;
- Small- and medium-enterprise development assistance, entrepreneurship training, for *thuwar*, and other groups with special needs.;
- Regulation of foreign labor inflows, as well as taxation thereof, and use of the revenues thereby generated for active labor market programming to benefit Libyans;
- Education and training reforms; and
- Improvements to the business enabling environment for SMEs, including starting a business, property rights, commercial dispute resolution, etc.

More broadly, cultural views in Libya must also adapt and evolve to new economic realities. Several issues, including what is considered “acceptable” work for young Libyans entering the workforce, the role of the state as guarantor of employment and social benefits, the role of women in the world of work, and child care from non-traditional (i.e., non-family) providers, will be among the many subjects of lively debate in Libya as times change.

The matrix below is a comprehensive approach to thinking about Libyan employment and livelihoods development, covering basic groundwork that needs to be established, the incentives environment (laws, regulations, policies, and the cultural environment), programs to stimulate jobs and livelihoods creation, employment services and workforce development, and SME development, over the short, medium, and long terms:

Figure 7: Comprehensive Employment & Livelihoods Development Strategy

	Short Term Learn More About Libya’s Labor Market & SMEs’ Assets & Weaknesses (2012)	Medium Term Implement Strategies to Address Labor Market & SMEs’ Weaknesses (2013-2014)	Long Term Increase Productivity Through Human Capital and Economic Restructuring (2015+)
GETTING STARTED	<ul style="list-style-type: none"> Expand understanding of who seek jobs, what kinds of jobs, and with what kinds of skills. Expand understanding of who seeks workers, what kinds of occupations, and with what kinds of skills requirements. Expand understanding of who the <i>thuwar</i> are and what special employment, workforce training, and entrepreneurship needs they have. Conduct a review of Libya’s labor laws, relative to its international commitments, other Arab countries in the region, and <i>de jure</i> versus <i>de facto</i> application. Identify opportunities to introduce labor market flexibility into the legal framework in order to reduce disincentives to hire Libyans. Conduct a business environment review of the legal, institutional, regulatory, and economic policy conditions under which SMEs operate in Libya. Identify three business enabling environment and three labor market reform priorities for action in 2013-2014. Quantify contributions of SMEs to national private sector and to household employment and income profiles. 	<ul style="list-style-type: none"> Encourage the creation of democratically organized organizations for tripartite social dialogue. These will include workers’ organizations in key economic sectors (e.g., the oil sector, hospitality sector), involving both Libyan and foreign workers, employers’ associations, and government representatives. Tripartite social dialogue to be launched on a variety of labor-related topics, e.g., nature of work, public and private sector employment, wages, working conditions, foreign labor regulation, etc. 	<ul style="list-style-type: none"> Establish genuine and deep cooperation channels between education and training institutions and private employers.
INCENTIVES ENVIRONMENT (POLICIES, CULTURAL ATTITUDES)	<ul style="list-style-type: none"> Conduct a review of the extent to which “welfare-employment” exists, and the laws, regulations, and practices that continue to condone such practices. Encourage public dialogue on attitudes toward work, public service, private sector employment; the state; and private initiative. 	<ul style="list-style-type: none"> Implement business enabling environment and labor market reform priorities. Run a public campaign on rights at work. Undertake the public dialogue on work, the state, and private initiative. 	<ul style="list-style-type: none"> Enhance an economic environment that is conducive to private sector job creation. Create flexible labor market legislation (flexible working hours, part time work, working from home). Invest in the future through early childhood development. Pursue sustainable fiscal and monetary policies for economic growth and job creation. Develop industrial and investment policies towards economic growth with job creation.

	Short Term Learn More About Libya's Labor Market & SMEs' Assets & Weaknesses (2012)	Medium Term Implement Strategies to Address Labor Market & SMEs' Weaknesses (2013-2014)	Long Term Increase Productivity Through Human Capital and Economic Restructuring (2015+)
JOBS & LIVELIHOODS	<ul style="list-style-type: none"> Invest in carefully selected pilot, regional public works projects (roads, rails, telecommunications, construction of schools, health clinics,...) to put people to work. Monitor and evaluate responses to gauge whether Libyans are willing to take such jobs. Expand public sector employment in public safety (police, fire, emergency responders) and security (military) sectors, providing re-training as needed. Identify areas outside of Tripoli for investment, private sector growth, and employment opportunities. 	<ul style="list-style-type: none"> Develop a national service corps that could introduce summer employment and voluntary work opportunities, especially to youth. 	
EMPLOYMENT SERVICES & WORKFORCE DEVELOPMENT	<ul style="list-style-type: none"> Identify integrated active labor market programs (ALMPs) for these regions that would fit into the regional economic development programs. Deepen understanding of what public & private employment services and workforce development programs exist and their effectiveness. A broadened geographic focus is needed to gauge to what extent needs may be greater outside of Tripoli in order to develop ALMPs in key population centers beyond the capital. 	<ul style="list-style-type: none"> Design and implement integrated active labor market programs in targeted regions outside of Tripoli. <ul style="list-style-type: none"> Improve MOLR capacity to provide an integrated ALMP package, including employment services and a labor market information system. Develop a program to promote student placements and internship programs in the private sector, including strategies for integrated school-to-work transitions. Develop a pilot program to enhance private employment services, providing competitive grants to promising initiatives (e.g., web employment systems, job fairs). Develop a pilot program to build the capacity of career guidance services for education institutions, specifically, and the labor market, more generally. Develop a workforce training program that charges all employers, both Libyan and foreign, annual fees on foreign workers' work permits in order to fund ALMPs. 	<ul style="list-style-type: none"> Establish a National Qualifications Framework to build alignment between employers' needs and education and training curricula.
SME DEVELOPMENT	<ul style="list-style-type: none"> Address governance/management aspects of the <i>Tamouh</i> program, defining GOL roles, responsibilities, and funding allocation across agencies. Establish appropriate <i>Tamouh</i> program management infrastructure. Identify sector-specific teams/components. Assess the BDS market in order to avoid replication of existing services and to build on promising, already-existing initiatives. Identify <i>Tamouh</i> program client skills profiles and needs. 	<ul style="list-style-type: none"> Develop a competitively awarded, matching grants program to cultivate promising local initiatives to bring together SME business development, workforce development, and other training services. Provide both general and project- or sector-specific training. Involve the private sector in training and implementation to the greatest extent possible. Train not only selected entrepreneurs and start-up companies but also BDS firms. Ensure clear guidelines for distributing <i>Tamouh</i> funds. Expand coverage of U.S.-sponsored regional entrepreneurship programs to Libya. 	<ul style="list-style-type: none"> Develop and implement rigorous monitoring and evaluation, based on best practices.

DONOR COORDINATION

Just as it is clear that there is much that can be done to address weaknesses in Libya's labor market, it is also clear that a number of other donor organizations are eager to work in the area of job creation with the Libyan government. It is advisable that USAID coordinate with the German Agency for International Cooperation (GIZ), European Union, the World Bank, and other actors that may yet be identified to avoid redundancy of initiatives and to present a coordinated set of options to the Libyan government.

- ***Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ): Challenges for Education & Employability:*** The German International Development Agency (GIZ) produced an extensive labor survey in 2011 (Braun and Jones 2011), focusing on the career prospects and aspirations of Libyan youth and the prospects for improving the quality of education and secondary vocational education institutes in Libya. The survey concluded that while Libya has done well in literacy and gender parity, the quality of its education is among the worst in the world. In addition, the study concluded that the education system and the economy are almost completely separated, that many Libyans lack methodological and entrepreneurial competencies, and that external stakeholders have little to no voice in the development of educational institutes, curriculum, or management. No follow-on project has been announced since the final report was published.
- **European Union Training Foundation: Technical and Vocational Education & Training:** The European Union conducted an assessment of Libya's technical and vocational education and training system (TVET) in April 2012. The mission had two major components: the first one targeting the unemployed with a focus and a priority given to former-fighters (response to needs in the short-term); and a second component to start addressing weaknesses of technical and vocational education and training, such as relevance and quality (in a longer-term perspective). The mission concluded that TVET exists in relative isolation from Libya's labor market, training provision needs to be reformed with a greater focus on setting standards for improving teacher and curriculum quality, stakeholders need to be involved in the training process, and intermediate institutions need to be developed and strengthened. A final report has not been released to date, and no follow on project has been announced.
- **World Bank: Labor Market Supply & Demand:** The World Bank undertook a rapid labor market appraisal in Libya in mid 2012, implemented by Altai Consulting. The mission focused on evaluating labor demand and labor supply, analyzing current sector growth potential, and recommending high growth sectors with the potential to generate employment. The final conclusions of this appraisal were not made available before the drafting of this report. The World Bank has indicated it will use the results of this appraisal to guide future development programming in Libya.

As detailed in the previous section, other organizations are or may also soon become active in this space.

CONSIDERATIONS FOR USAID

Possible specific initiatives that might be considered by USAID for support include efforts to

1. Contribute to a number of regionally focused, active labor market programs in Libya, to
 - Improve MOLR capacity to provide an integrated ALMP package, including employment services and a labor market information system.
 - Develop a program to promote student placements and internship programs in the private sector, including strategies for integrated school-to-work transitions.
 - Develop a pilot program to enhance private employment services, providing competitive grants to promising initiatives (e.g., web employment systems, job fairs).
 - Develop a pilot program to build the capacity of career guidance services for education institutions, specifically, and the labor market, more generally.
2. Provide support to the WAC's proposed *Tamouh* program, as detailed in Section 5.

Annex A: Libyan Contacts Made

GOVERNMENT

- Adel Abd, Economic Development Board
- Muftah Al Ghadi, Tripoli Labour Office
- Mokhtar Al Jeweli, National Board for Technical & Vocational Education
- Abdunnabi Al Madni, Director of Administrative & Financial Affairs, National SMEs Programme
- Ramadan Alferjani, Director of SMEs Finance & Support, National SMEs Programme
- Abdulrahman Al Mansouri, Warrior Affairs Commission, Prime Minister's Office
- Kamal Assayed, General Information Authority
- Esam Gharba, Ministry of Planning
- Nabil R. Msallem, HR Manager, Ministry of Industry
- Ahmed Nakma, Hotel School/Skills Sectors Council
- Mohamed Senussi, Ministry of Labour/Ministry of Planning
- Ibrahim Shadi, HR/Recruitment, Central Bank of Libya

PRIVATE SECTOR

- Sarah Abukhreis, HR Manager, Libyan International Telecom Company
- Ibrahim O. Al-Mjadam, Training & Development, Libyan International Telecom Company
- Khalifa A. Abdulla, Chairman, National Mining Corporation
- Adulmenam, Libyan Employment Network
- Eng. Ahmed M. Arateeb, Executive Manager, The National Real Estate for Investment & Construction Co.
- Tarek Bedri, Co-founder, Alwijha exhibition services (Job fairs)
- Zeyad Mohamed Ben Othman, HR Supervisor, HB Group
- Ahmed Bsebsu, After Sales Manager, Car Mode Vehicle Co.
- Alsaid A. Dhaim, Deputy Chairman And Managing Director, The National Real Estate for Investment & Construction Co.
- Ali El Trhuni, Managing Director, Roya Graphics
- Taher Essa Hessen, Tripoli Chamber of Commerce & Industry
- Peer-Christian Fritz, General Manager, Four Points Hotel, Sheraton Group

- Dr. Younis Krekshi, Deputy, Arab Centre for HR Development
- Eng. Mohamed Kreyam, Young Businessmen's Association
- Dr. Abdunasser Mekhzanji, Medical Director, Al Houwa Hospital, Brothers Clinic
- Abdulhadi Naser, Co-founder & CEO, www.jobs.ly
- Salem Nawal, General Manager, HR Development Department, National Oil Corporation
- Lorraine Radford, Director of Operations, Corinthia Hotel

U.S. GOVERNMENT & OTHER DONOR ORGANIZATIONS

- Marwan Al-Abassi, World Bank – Tunis/Tripoli Office
- Laurence Hargreaves, Altai Consulting
- Dawn Liberi, Senior Assistance Coordinator, U.S. Embassy, Tripoli
- Maura McCormick, USAID/Libya

FOCUS GROUP DISCUSSIONS

- Employed persons: Organized by Know Libya
- Women: Organized by Phoenix Group
- *Thuwar*: Organized by Warrior Affairs Commission
- Youth: Organized by Know Libya

Annex B: Focus Group Discussion Summaries

Group Category	Location	Participants
Women Group	Phoenix Libya office	11 participants, included 3 who were unemployed, and others who described themselves as dentist, students, IT engineers, teacher, and laboratory technician.
Youth Group (18-25 years)	Alleqa Foundation office	11 participants, who described themselves as engineers, accountant, medical technician, medical doctors, students.
Working Group (25+ Years)	Know Libya offices	10 participants, all employed, including an English teacher working as office manager for a general manager, dentist, medical doctor, IT, engineer, architect, private business owner, hospitality worker, interior designer working in administration, accountant working in administration.
Thuwar Group	Know Libya offices	11 participants, who described themselves as unemployed (1) and engineer, accountant, economic strategist, IT, management, and agriculture engineering.

LIBYAN WOMEN - 10 JULY 2012

Q1. Are there any jobs preferred by women? If yes name them and why they are preferred? What do you think about setting up SME? What is your ideal job?

	Public sector	Private sector
Examples	Police woman Education Nursing Laboratory	Private companies operating in different sectors People seek employment in large private companies rather than small ones because the work packages they offer are more attractive (insurance, training, salary).
Cons		Employment regulations are never clear and are always manipulated to serve the owner of the business more than the employee. No flexibility in working hours
Pros	Better work environment Better and secure salaries Labor laws and regulations are more defined and applied in this sector Flexible working hours	Owning your own business
SME		
Examples of own business ideas	Healthy food chain Production facility Food Inspection center	

Sources of finance	Bank loans Savings Identify partners who can support the idea financially OR Offer the idea for investment
Ideal job	
Examples	Librarian Cook , chef Teacher Social service Medical Doctor Jewelry designer

Q2. To what extent do the following effect women working in the labor market?

Age	Age has no effect. It is more of a personal choice that is different from one woman to another.
Education level	Education level has no effect; job seekers from different educational levels are pursuing the labor market based on their qualification.
Residency location (rural/urban)	Has no effect, the only problem we foresee is for women living in rural area and working in urban areas, as they have to commute on a daily basis and this may affect their choice of the job or the continuity in that post.
Marital status	Single women show more commitment and flexibility in work than married ones Married women have more social commitment & obligations Married women would require support services in order to be able to continue in their job and develop their career Married women would require more flexibility in the working hours Seeking to improve their standard of living.

Q3. Why do women leave the labor market?

Work environment e.g. harassment at work U work regulations Family commitments Marriage Lack of support service (e.g. day care) Society and cultural issues Low salaries	All the women in the group agree that these are some of the reasons that make women leave the labor market
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Q4. What are your suggestions to support women in the labor market?

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Capacity building of different professions

Raising awareness among men about women's role at work

Provide support service such as day care, cleaning services, Maids, etc

More flexibility in working hours

Raising awareness of women about the importance of their role in the development of the country and its economy.

Q5. How would you conduct a job search?

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Online , using libyainvestment.com

Family, friends and recommendations

100% of the attendance agrees that family, friends & recommendation is the most common way to get a job.

Personal submission of CV to work locations gives the jobseeker a more confidence, that they will have a better chance of success.

Job fair

Main problem of identifying a suitable job

- Being a recent graduate is always a problem as employers always require you to have job/work experience
- Unequal opportunities
- Most Jobs are assigned because of a friendship or a recommendation from someone rather than on qualification or capabilities

LIBYAN YOUTH (18 -25 YEARS) - 14 JULY 2012

Q1. What are the ways you look for a job? What do you think is the best way, and why? And what is the worst way, and why?

Job Search Methods	Why Preferred	How did the participants get their first job? Those who have a job
Online by using websites such as libyainvestment.com / bayt.com / opensooq.com	Is considered to be a good way to search for job and depends on how it is utilized.	20%
Family , friends and recommendations	100% of the group agrees that this is the most common way people use to get a job. Because they think it is the easiest and the most guaranteed way to get a job.	70%
Government direct recruitment	Certain professions like doctors and dentists usually get direct employment from government after graduation – typically with very low wages.	10%
Personal submission of CV to a place of work/job site	It is considered to be not very effective. One of the group had submitted his CV to 60 places with no luck in finding a job.	
Job fair	A new approach recently introduced in Libya, that the group think can be very beneficial.	
Newspapers	Average use.	

Q2. What are the main problems and challenges you encountered when you look into the labor market for the first time? How did you deal with it?

Labor regulation and laws	<ul style="list-style-type: none"> • Lack of knowledge about labor laws by the employee and employer. • Incomplete and unclear labor laws and regulations, make it easier for the employer to manipulate them in their favor, i.e. working hours and overtime hours
Lack of previous experience	<ul style="list-style-type: none"> • Most jobs announce that they are seeking new graduates but when job seekers apply they are surprised about the requirement of experience. Hence great contradiction in this concept.
Work environment	<ul style="list-style-type: none"> • Is different between sectors; preference is given to the oil sector because of its wages, and job packages. It has better administration and management systems that make the employee feels he is working in a more professional environment that helps to develop his career. • Lack of internship programs and summer job programs that help prepare employees for the job. • Some employees turn down a job because it is located far from where he lives and it will be difficult for him to

Job location	relocate. Also sometimes the employer rejects an applicant because he or she would require to be relocated and companies will have to incur extra expenses to do so.
Employment opportunities are inappropriate and unequal	<ul style="list-style-type: none"> • Lots of job seekers in Libya work in different domains outside their qualification just to guarantee a source of income or improve their income. • Preference is always give to expats over Libyans
Lack of knowledge of job opportunities available	<ul style="list-style-type: none"> • First time job seekers tend to take on posts which are not related to their qualification to secure an income. • About 70 percent of the group had more than one job when they started their career until they got the job they wanted.

Q3. Did you participate in any training programs when you started work? What were the areas of training? How would you evaluate it? What skills and knowledge did you lack when you started work?

- Training programs are different from one company to another.
- Some international companies do not introduce their new employee to the company training program so employee can make better use of it.
- Training programs usually have very limited spaces and only certain people are shortlisted for such programs.
- Training program is never laid out properly in order to carry out career development and continuous learning - on the other hand it is selected very randomly and some in cases has nothing to do with the trainee's qualification.
- Most training programs which are part of project abroad, are used as holidays rather than training.
- Some companies do not provide training when you first start work since enrolment is offered on the basis that you fulfill most of the skills required by the post and hence the job will not include training for new recruits.
- Approximately 70 percent did not get training when they started work.
- Some companies' carry out training program for their new employees immediately after assignment, their programs are usually related to company activities and are carried out inside the company premises by external trainer. (30 % of the group got training this way and rated it as average)
- 100% of the group agreed that the English language is the skill that they require the most when first joining a job.

Q4. Did you participate in a training program at your own expense to get a better job?

The majority of the group, i.e., 90 percent, have joined training program on their own expense to improve their skills.

Q5 . What are the areas of work (occupation, economic activity) that you want to work in? Do not want Work in and why?

Public sector	Better wages + job security
Administration	One of the areas of work which the country lacks, this is mainly due to most qualified people being of technical background i.e. Doctor, engineers, dentists, scientist.
Manual trade such as carpenter, electrician , plumber	Better wages can be achieved
Private business	Better wages can be achieved
Any other area of work that offer better salaries	Salaries really define the work area more favored by job seekers

LIBYAN WORKING GROUP (25+ YEARS) – 15 JULY 2012

Q1. What are the ways in which you looked for a job? What do you think is the best way, and why? And what is the worst way, and why?

		How the participants got their first job.
Online by using websites such as libyainvestment.com, bayt.com, opensooq.com, and gulftalent.com	Is considered to be a good way to search for job and depends on how it is utilized.	10%
Family , friends and recommendations	100% of the group agrees that this is the most common way people use to get a job. Because they think it is the easiest and the most guaranteed way to get a job	70%
Government direct recruitment	Certain specialties like doctors and dentists usually get direct employment from government after graduation that used to be with very low wages up to 200 LYD per month.	20%
Personal submission of CV at job site	It is considered to be not very effective.	
Job fair	A new approach recently introduced in Libya, that the group think it can be very beneficial.	
Newspapers	Average use	
Job center (Labor Office)	Recommended by 30% of the group as an approach to look for a job especially people in isolated areas. These centers can be set up through MOLR or city council.	

Q2. Are you satisfied with your work? And why? Not satisfied? And why?

20% Partially Satisfied	They are keen to change their jobs or to take part in well-defined development programs, however they are very patriotic and think that now is the time for all Libyan to do their best to make Libya a better place and play a more proactive role.
30 % Not satisfied	Lack of incentives, development, and training programs as well as recognition by their institutions result in demoralizing the staff. For example, after shifting some government employees to contracts 2 years ago, no consideration was given to years of experience.
50% Satisfied	This group enjoys their work very much and feels they are satisfied with their job. However, they would like to see themselves develop more in their work area either by training or gaining higher education or experiencing new ventures.

Q3. What are the areas of work (occupation, economic activity) that you want to work in?

Education	“Teaching people is a job I enjoy doing and believe I can add more value by helping people to develop themselves and achieve their goals”
Political science	“I am always keen to work in the diplomatic work area “
SME	“I am medical doctor who loves her job and enjoy it very much but I would like to set up a private business for social events.
Laboratories +clinics Large scale companies Culture	“enjoy working with my hands and doing something practical”

Note: Libyans tend not to work in manual trades or as waste collection or waiters, this is still not acceptable by the society as a job a Libyan should be doing. But in the past year this has been changing slowly and a few are now doing such jobs.

Q4. What are your suggestions to solving the problem of employing Libyan youth, rebels, and women?

Youth	There should be more collaboration between universities and companies, in order to help students identify a work place they can join once graduated, e.g., internship, summer jobs.
Women	Large numbers of women attain high level of education but end up teaching in primary and secondary schools; women should be encouraged to join private and public institutions more. This can be achieved by offering interesting work packages (salaries, bounces, insurance) and also by helping women to reach key positions in their work area.
Rebels	Some Rebels are educated and others are not so training programs should be based on their qualification and capabilities.

LIBYAN THUWAR - 18 JULY 2012**Q1. What were you doing before the revolution, e.g., employee or private business or not working? What was your main source of income before revolution? Self employed, private ownership of a shop etc?**

	Approximately
Not employed	- 10%
Employee	- 70%
Private business	- 20%
Main source of income	- 90% self-employment

Q2. Did you benefit from a medical treatment program at the expense of the state after the revolution?

100% of the group have not benefited from treatment program.

Q3. Have you participated in training programs or work programs after the revolution - if yes, what were they and when and who covered the expenses?

	<ul style="list-style-type: none"> • There are no training programs and if there are any they are still limited to certain people i.e. not equal opportunities. • Training should be based on the needs and how it can benefit the trainee in his job search. • Training is mostly needed in IT, English, and communication skills. • Train the Trainer (TOT) is the only training program done for the <i>thuwar</i> and we are the group who were trained by Dar al Khibrah in order to train other <i>thuwar</i>. • Online training can be used to train large number of trainee in a short time. However there is great preference by the group to be trained outside of Libya as they will be more focused and dedicated to the program. • Approximately 20 % of this group have joined training programs independently and covered the expense themselves.

Q4. What are your aspirations in free Libya? What is required from the government to achieve this?

<p>Work Training Private business Housing Education Health Health & social insurance</p>	<ul style="list-style-type: none"> • Government should support SMEs more and provide training programs that can help individuals to set up their own business. • People are skeptical of SMEs because they have concern about the safety and security of the country that can affect its economy. Hence they will be attracted more to a government job. • Improve Libyans standard of living • Improve the education system by developing and renewing it. • Transparency by the government to its citizens so they become more aware of all the projects being executed for his benefit • Improve health services. • Encourage employers to offer work packages that have incentives for the employees

Q5. What are the main demands of the rebels?

	<ul style="list-style-type: none"> • A secure source of income, i.e. a good job, to improve their living standards (home, car, work, educational and health services). • They understand that lots of job opportunities can be created if the country is safe and secure and the <i>Thuwar</i> have no problem in handing in their weapons to help this process, because their slogan is “from revolution to building the state” من الثورة الى بناء الدولة

Q6. When will the rebels go back to their normal life?

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We are now managing prisons, protecting warehouses full of weapons.

When there is an elected government and a president then our role becomes secondary.

When there is police and military force in place capable of providing safety and security to the people, we will then go back to our normal lives.

END

Annex C: Job Search Survey Summary

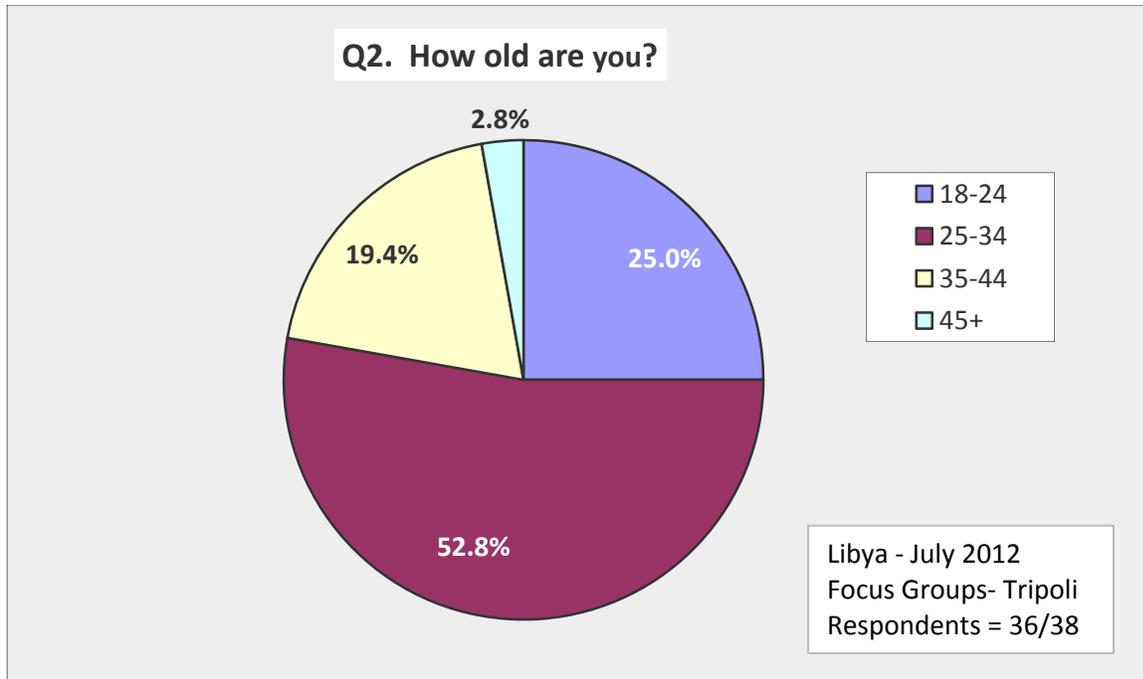
Following the focus group discussions in Tripoli, a 10-question paper questionnaire, in Arabic, was distributed to participants. Respondents from the four groups included: 11 Libyan women; 6 Libyan youth (aged 18-25); 10 Libyans aged 25+ with jobs, and 11 Libyan Thuwarr (revolutionary fighters). A summary of their responses are shown in tables and graphs below.

Know Libya Job Search Survey

Q1 - Are you male or female?		
Answer Options	Response Percent	Response Count
Male ذكر	50.0%	19
Female أنثى	50.0%	19
<i>answered question</i>		38
<i>skipped question</i>		0

Know Libya Job Search Survey

Q2. How old are you?		
Answer Options	Response Percent	Response Count
18-24	25.0%	9
25-34	52.8%	19
35-44	19.4%	7
45+	2.8%	1
<i>answered question</i>		36
<i>skipped question</i>		2



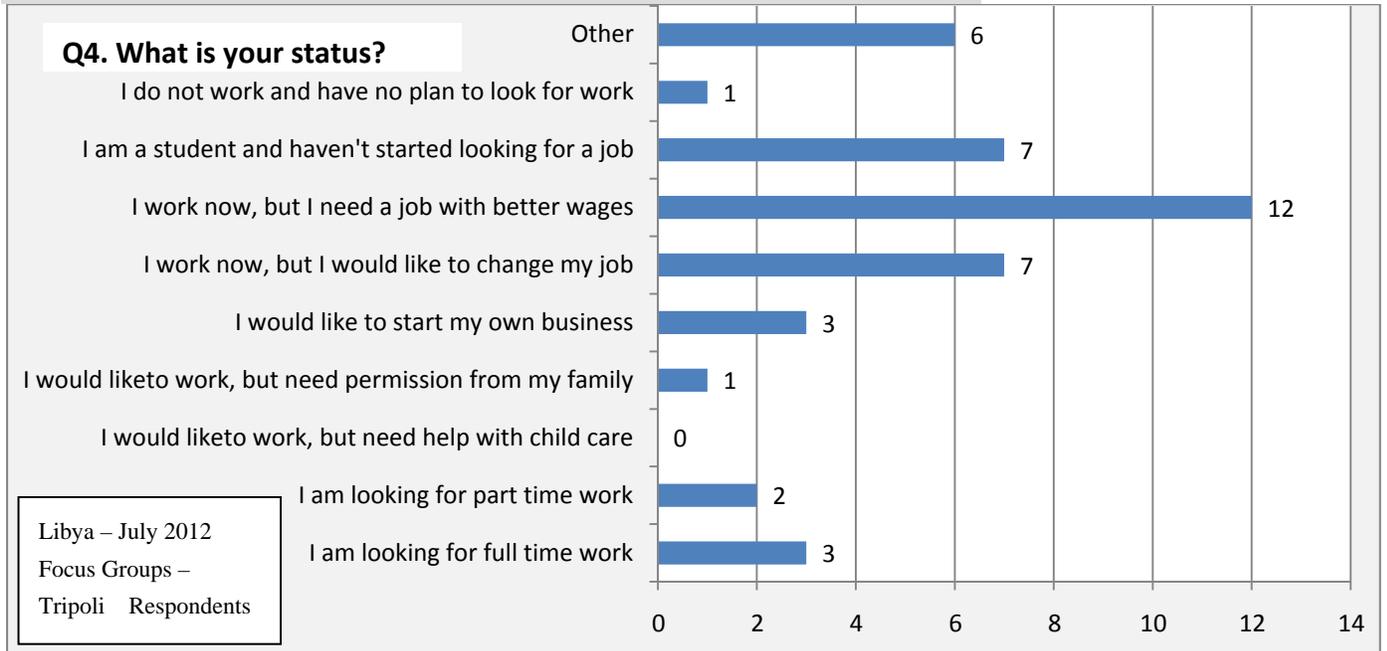
Know Libya Job Search Survey

Q3. Are you currently looking for a job in Libya?

Answer Options	Response Percent	Response Count
Yes نعم	52.8%	19
No لا	47.2%	17
<i>answered question</i>		36
<i>skipped question</i>		2

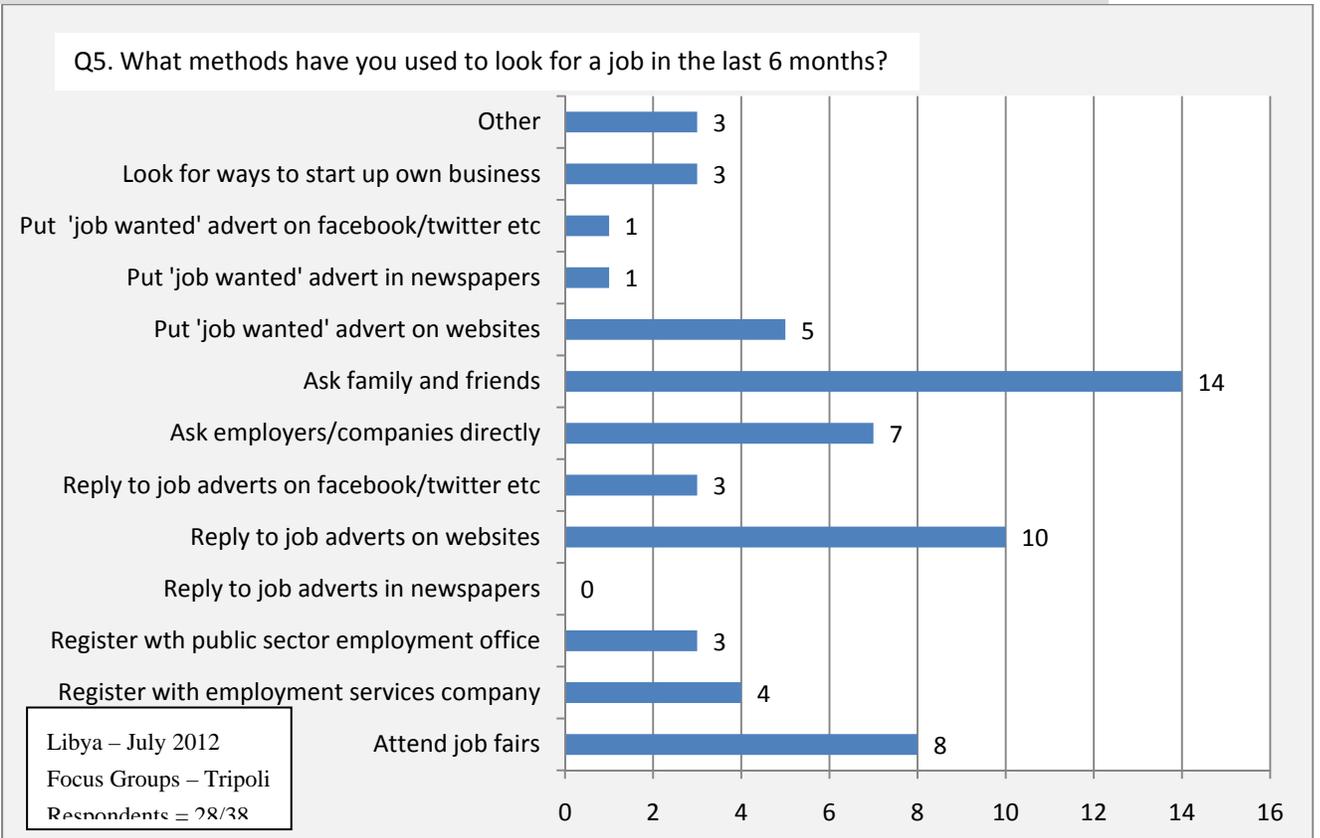
Know Libya Job Search Survey

Q4. What is your status?



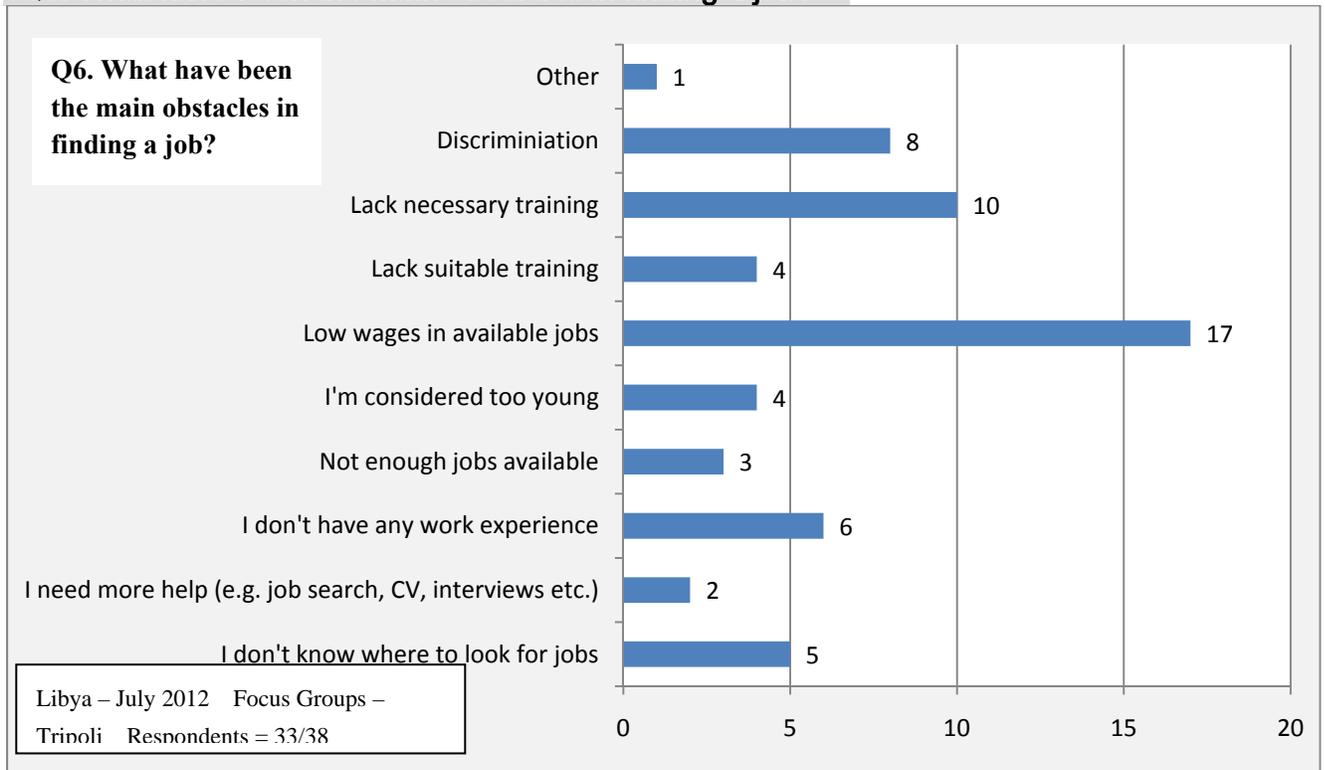
Know Libya Job Search Survey

Q5. What methods have you used to look for a job in the past 6 months?



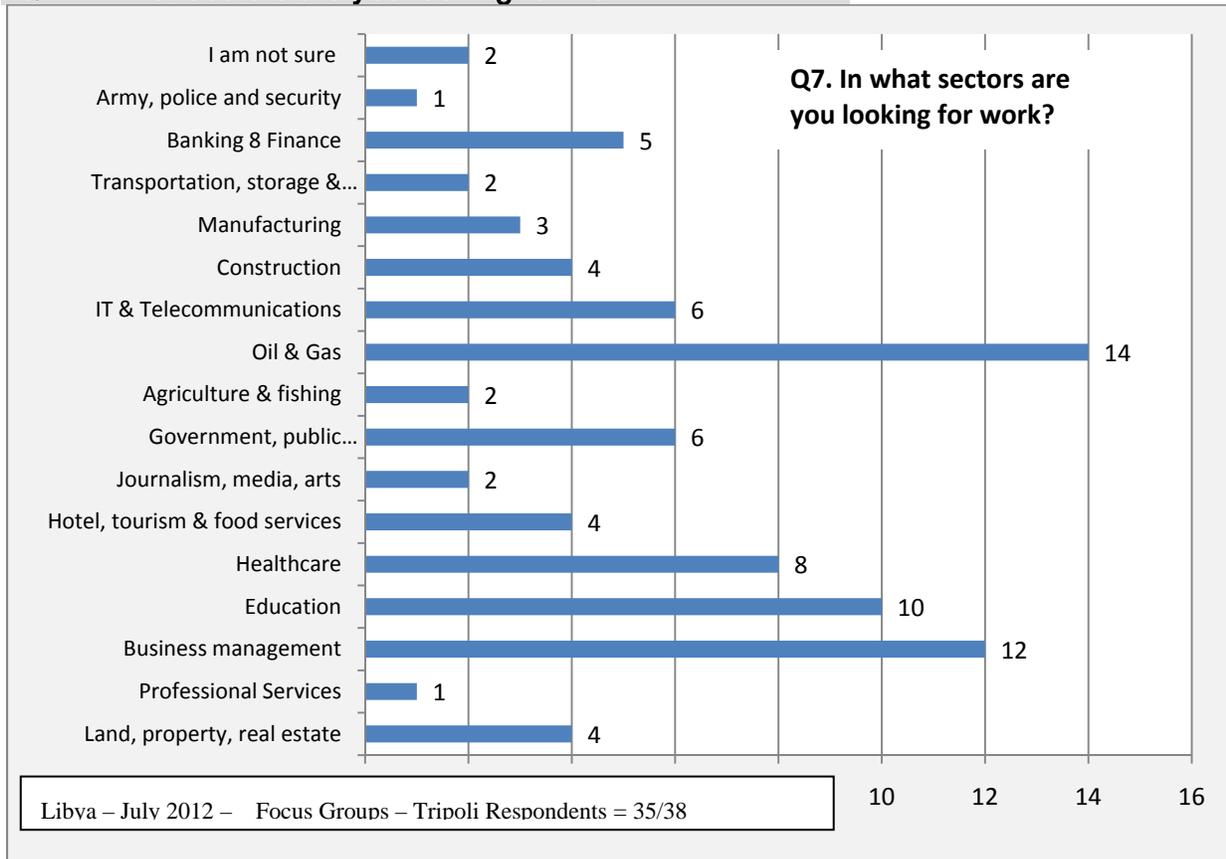
Know Libya Job Search Survey

Q6. What have been the main obstacles in finding a job?



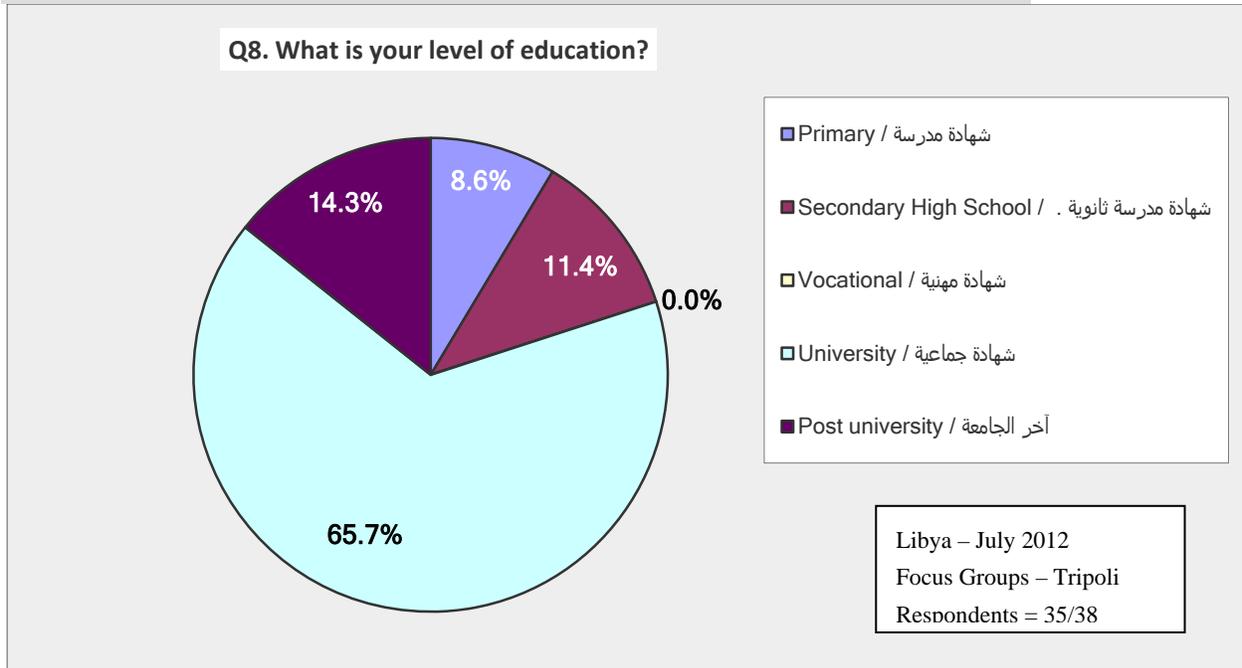
Know Libya Job Search Survey

Q7. In what sectors are you looking for work?



Know Libya Job Search Survey

Q8. What is your level of education?



Know Libya Job Search Survey

Q9. What would make it easier for you to find a job?

Answer Options	Response Count
<i>answered question</i>	26
<i>skipped question</i>	12

Key responses were:

- 1) There is a dearth of information about job vacancies in companies
- 2) For myself the best way is Internet or employment agencies
- 3) All companies announce their vacancies via the internet
- 4) Better coordination of work between the Ministry of Labour, universities and companies
- 5) TV advertising and radio
- 6) Access to information about jobs in universities
- 7) Training and qualification of graduates so as to be ready to work
- 8) Better advertising on jobs and provide appropriate salaries
- 9) Non-discrimination between male and female
- 10) Provide exhibition for employment.

Know Libya Job Search Survey

Q10. Would you recommend any service providers, organisations etc ?

Answer Options	Response Count
<i>answered question</i>	14
<i>skipped question</i>	24

Key responses were:

- 1) There isn't a specific website which has all the jobs available and desired.
- 2) Websites e.g. www.libyaninvestment.com
- 3) Companies advertising
- 4) Job announcements on line.

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