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Faculty of Business Administration & Economics
Graduate Division**

&

**Bordeaux Management School
Institute of International Business**

Youth Integration in the Lebanese Labor Market:
Situation Analysis and Implications on Development Policies

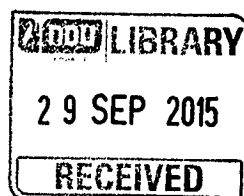
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Supervised by: Dr. Soha Fahed

**A Thesis Submitted in Partial Fulfillment of the
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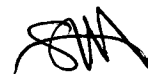
Youth Integration in the Lebanese Labor Market:
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BY

Angela A. Abdel-Sater

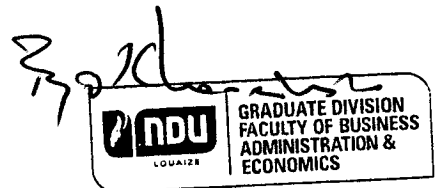
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14 March 2014
Date

DECLARATION

I hereby declare that this Thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

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Angela A. Abdel-Sater

ABSTRACT

Purpose - In the current climate of grass-rooted revolutionary changes in the Middle East, uncontrolled dispersion and oppression of youth is still leading to drastic systematic changes in the world order.

Today, youth are not only assets, but also considered as agents of change in the International community. As a result, youth need to be treated as a distinct socio-demographic group targeted by specific national policies.

Design/methodology/approach - This work will target the integration of youth through a mixed research methodology which will include a combination of exploratory content analysis, participant observant, and in depth-interview assessments. This combination will be referred to as the desired result of the work that will influence integration policies.

Findings - The desired results should be the product of collaborative efforts between different social partners.

Research limitations/implications - The work stresses on a participatory approach that will enable a smooth transition process to a more dynamic labor market.

However, some limitations bound to this work included: politicized data, support from enterprises in providing information, and time limitations.

Practical implications - This paper explores where Lebanon's stance in identifying youth and their participation in the labor market. Moreover, it highlights the benefits of youth integration, stressing their implications on the conditions of the Lebanese labor market.

Originality/value - As a concept, integrating the youth in economic development processes guarantees benefiting from the vast potential of young people's capabilities.

Moreover, the creation of decent work opportunities can turn current wasted productive capacity into positive force for development.

Failing to integrate the youth, employers will be facing costly drawbacks. This systematic failure can lead to the exclusion and marginalization of youth while depriving communities of their energy, dynamism, and innovativeness.

Keywords - *Demographic transition, youth bulge, employment policies, development, economic growth*

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Dad, I wish you were here standing next to me to share my happiness and success. Still, I'm convinced you are watching over us and proud of the great achievements we have done.

Allow me to dedicate this work for your memory, you've always been my role model and moral support and this is the least I can offer you in return of your endless love.

Angela A. Abdel-Sater

Chapter 1: Introduction

A large number of “developing” countries in the world are now striving to meet the Millennium Development Goals (MDGs) that were adopted after the 2000 Summit of the United Nations.

All social groups play a very active role in the realization of most of the eight agreed upon goals.

However, nowadays, many contributions of unrecognized social groups are often invisible and this is mostly prevalent to vulnerable groups such as the youth.

In the current climate of grass-rooted revolutionary changes in the Middle East, uncontrolled dispersion and oppression of youth is still leading to drastic systematic changes in the world order.

Similarly, lack of integration or poorly formulated integration policies for the different social groups within a community, is a threat to social cohesion and human sustainability.

Community spirit and social support are important building blocks that help promote integration, having an inclusive participatory approach from the different participatory agents.

Today, the world is facing difficulties in maintaining a legalized and socially informed system that is able to grasp the unlimited potential of the different social groups within a community.

In order to develop a suitable framework for youth integration, it is important to understand why special attention should be directed to youth.

Moreover, understanding the major aspects behind reinforcing the dimensions of integration acts as a support mechanism for key actors to help them identify integration problems and find solutions to implement integration policies.

1.1 Why Youth

Based on a study developed by the ILO, the world is facing uncontrolled youth integration challenges, and the following arguments have been put forward to justify youth-specific interventions.

- 1) Wrong assessments of the labor market, lowers youth chances in finding decent jobs. (Wolbers, 2007)

The Lebanese market assessment will be further discussed in upcoming chapters.

The main difficulties are:

- Higher chance of young people losing their jobs during economic downturns.

Low labor demand disproportionately affects young people, who are more vulnerable to the business cycle.

In times of economic recession young people are more likely than adults to become or remain unemployed.

They are the first to be made redundant during economic downturns, reflecting the “last hired-first fired” practice.

- Specific barriers to entry such as lack of experience and expertise.

Youth face greater barriers than adults in securing decent employment, more so in some regions than others.

This is influenced by a number of factors, including education and vocational training outcomes and quality, work experience and entrepreneurship options, discrimination and exclusion. (ILO, 2005)

- 2) Underutilization of the youth potential causing social exclusion and migration of brains. (Knoester & Haynie, 2005)
- 3) Lack of integration resulting in social conflicts such as violence and juvenile delinquency, which will incur high costs on governments. (Coenjaerts C. , Ernst, Fortuny, Rei, & ILO, 2009)

1.2 Dimensions of Integration

Integration is a “two-way process of mutual accommodation between the socially active groups and the hosting system.” (Salcher, 2012)

Both groups can engage together as **beneficiaries** through frequent interaction, as **partners** through access to mainstream institutions, and as **initiators** through participating in integration policy-making. (Bucholtz, 2002)

This process involves acceptance by the hosting system and adjustment by the social group in a dynamic relationship between both.

This idea will be further developed in the Literature review chapter with the Three Lens approach model, and its different dimensions of viewing social groups, youth in specific.

1.3 Purpose behind Integration

The basic idea behind this work stems from the need of the Lebanese society to a socially integrated development framework through building youth capacities and providing them with opportunities that reflects upon their effective integration.

This work will be realized through reflecting on the emerging demographic changes that acted as an important trigger to address integration topics, stressing on its different social and economic impacts.

Moreover, these changes will be accompanied by the basic factors that are influencing the integration process:

- Vocational specificity of the education system
- Social and cultural support mechanisms
- Labor market interactions

These main factors will be discussed thoroughly in the following chapters.

1.4 Solution through Development Programs

Development programs will help develop knowledge, skills, and values appropriate to help create a fairer and less troubled globe.

Similarly, integration should be the sole concern of the latest human development programs. Integration requires a conscious commitment to the future of youth and not only to their present.

It also challenges the different groups within the Lebanese community to focus their development responsibilities to help equip the coming generations with skills needed to bring about sustainable growth, the cornerstone of sustainable development.

Therefore, due to urging difficult times and massive economic, social and political challenges that are affecting the society, integration has become an integral part of the reform platform.

Thus the main target is to develop adequate development strategies and expand them to include not just education, protection legislations, social and cultural support, or market regulations, but also capacity building programs for the next generation and providing this generation with fairer labor market opportunities.

For this purpose, the study will shed the light on the Lebanese businesses, specifically the small to medium enterprises.

The study will be launched with a literature on youth definition and integration headlines, coupled by exploratory content analysis on the related topics.

Employers will also get the chance to share their views and concerns on integration prospects: advantages and disadvantages, and the future considerations to improve youth access to the labor market.

The data will be supported by some observations from concerned parties and stakeholders from my participation in one of the Workshops conducted at the **Economic and Social Commission for Western Asia (ESCWA)** in Lebanon addressing Youth Unemployment in Arab Countries.

1.5 GIVE Concept

This project will be referred to as the GIVE project.

GIVE stands for: “Grass root¹ Integration through Vocational Employment²”.

The idea behind GIVE is having youth integration in the employment system as a major concern of the Lebanese development platform, as should be vocational education.

The real integration GIVE will be addressing stems from the vocational employment of youth.

GIVE also targets assessing the above listed factors that aim at stimulating vocational employment. These factors will be further listed and described at later stages of the study.

Restoration of human capital should act as the core element when addressing the major problems faced by youth nowadays, as it will help bringing considerable economic, social and political benefits to the Lebanese community as a whole.

Adding to that, Lebanon’s labor market assessments through GIVE will constitute a strategic tool in designing assistance instruments to foster youth apprenticeship development and to support mainstreaming objectives influenced by many International actors such as ILO. (International Labor Organization, 2007)

1.6 Integration actors

Finally, GIVE is a mutually exclusive responsibility between the different actors in the society.

As defined in the *dimension integration section*, actors of integration are the youth themselves and the public/private sectors governed by the legal system of the Lebanese society and the International Labor standards.

This study will concentrate on the private sector in its course of action.

GIVE will help answer the main problems addressed by youth:

¹ Grass root: Fundamental; the nature of the integration is referred to as natural and spontaneous.

² Vocational Employment: Employment based on the teaching of procedural working knowledge.

- Studying the factors that might be hindering youth integration, what is the percentage of youth integrated in the workforce?
- Does understanding the benefits of integration encourage the private sector to integrate youth in the workforce?

The mechanisms by which these questions will be answered will follow in Chapter three of this study.

The results of the study and recommendations for future and complementary studies will wrap-up in Chapter four and five.

Chapter 2: Review of Literature

2.1 Working with Youth: Threat or Opportunity

According to James D. Wolfensohn, President of the World Bank, "... By the year 2015, there will be three billion people under the age of 25. They are the future... they are also the now."

As James Wolfensohn perceived a new "window of opportunity" for a world mostly dominated by youth, the current calculations of a demographic change in the MENA region confirms this fact.

This window of opportunity is defined by the increase in proportion of a working age group, which is characterized by the increase of a socio-demographic group referred to as the youth, and a decline in its dependency rates. (Black, 2013)

Since the 1980s, the Arab region has experienced an unparalleled increase in the number of young people. In the early 80s, the number of young people mounted up to 19.5% of the total population, while it witnessed a drastic increase in 2005 to 20.6% of the total population.

The surge in the number of young people in Arab countries is intimately linked to the demographic evolution of the region after the 80s.

The age distribution of the Arab population increased significantly and the age pyramids totally changed in percentages of population distributions, and are still going to change up to year 2020 where most of the Arab countries will reach their peak, while many others have already reached. (Bchir & Rajhi, 2012)

Category	Definition and countries
1	Countries reached the peak or will reach before 2010 to before 2020: Tunisia, Algeria, Qatar, Lebanon, Morocco
2	Countries reaching the peak 2020-2030: Jordan, Bahrain, Libya, Syria, Egypt
3	Countries reaching the peak after 2030: Comoros, Djibouti, Iraq, Mauritania, Yemen, Oman, Somalia, Palestine, Saudi Arabia

Table 1 Adapted from: UN Population Division, World Population Prospects: The 2008 Revision

After the 1970s concept of transition to lower fertility rates, the age pyramids of Arab countries, witnessed a change from a wider base with high fertility and death rates, to pyramids characterized by narrower bases and wider middle-aged population group. This increase, referred to as the youth bulge, has resulted in the most rapid growth in the number of young people in the region's history. (Khalifa, 2009)

In the upcoming sections of the study, we will take a quick look at the group of young people in different fields, and how they contributed to the well-being of their societies, or the potential they are or they can be, if they were recognized as contributing agents to change.

2.1.1 Youth in the MENA Region

Nearly half of the MENA's population, or more accurately, one in five living in the MENA region is between the ages of 16 to 24 years; the age group defined by the United Nations as youth. (Assaad & Roudi-Fahimi, 2007)

According to Farzaneh Roudi, the number of youth in the MENA region is unprecedented; and mounted up nearly to 90 millions in 2010 (Roudi, 2011), and the numbers are drastically increasing during the coming years, summing up to 27% of the overall population. (Cava, 2010)

Youth as defined by many scholars, are not only viewed as economic agents, but also lately as an important social asset demanding change and changing the world order.

The demographic opportunity is viewed as the majority of countries, especially in the MENA region where the percentage of youth is high, are integrating youth in their productive peak while other demographic groups remains smaller in size.

The recent uprisings in most Arab countries, specifically: Tunisia, Egypt, Libya, Yemen, and Syria since 2009 events of what was so-called the Arab Spring, brought back to focus an undermined group of people referred to as the youth that was completely marginalized throughout decades from participating and deciding the future it wants to live.

Today, the greatest strength viewed in the Arab countries is this group that constitutes a strong economic, social, and political power in the MENA region a fact that was explicitly highlighted and witnessed throughout the Arab Spring revolutions.

The recent uprisings in the Middle East and North Africa region are not but a clear example of a full potential, distinct socio-demographic group demonstrating its needs and demands for greater economic, social, and political integration opportunities. (Sutton, 2007)

However, traditionally, young people have always had minimal access to the economic, social and political life that they always wanted, which has undermined a great potential of dynamism and innovativeness due to traditional hierarchical structures that have been enforced and legalized by governments and political structures with time.

This has always been aggravated by the fact that the concerned party, mostly the government, does not play an active and strategically oriented role in shaping the youth's demands in social life and within the civil society which can add to the richness of the formulated policies.

Obviously, this marginalization restricted opportunities of developing interest and expertise among young generations in economic, social, and political life.

However, with what Arab countries have witnessed lately, youth have proven to have interest in the future they want to live and have pushed countries to acknowledge their existence and integrate them in their current plans which will shape the future reform processes in the MENA region. (DanishYouthCouncil, 2010)

When Marcus Cornaro, the Neighborhood Director at EuropeAid was asked about the expected impact of the Arab Spring on the region, Cornaro replied: *“...For Tunisia, economic progress was the key, whereas in Libya the focus was on civil society outreach and capacity building. In Egypt, the transitional government expressed a strong request in the field of housing, while cooperation with Jordan is more focused on vocational training and youth employment. For Morocco, an EU-Morocco protocol is about to be signed on “ensuring the success of the advanced status...”*

Different strategies in different countries have been pushed by the latest revolutions in order to grasp the human capacities, specifically the youth.

Similarly in Lebanon, the civil society, private institutions, and the public sector sought the need behind legalizing and enforcing strategies that will alleviate the youth from their status-quo, and help benefit the Lebanese community from the richness of their innovative techniques.

In an attempt to legalize the work of the youth and for the sake of the youth, the document of the youth policy in Lebanon was endorsed by the Lebanese government on the 3rd of April 2012.

The Youth policy document covers different aspects of youth work including the youth forum that was recognized by the Lebanese government per the council of Ministers decree number 80/2007. This forum emerged as a result of partnership between youth

organizations and the Lebanese Ministry of Youth and Sports with the aim to have a national youth friendly policies in Lebanon. (Youth Forum for Youth Policy, 2012)

2.1.2 Youth in Business at the International Level

Wanting to view youth from a different perspective, youth participation in business life has had a turning point due to the large efforts driven by many civil society actors.

In the United States for example, the White House Council for Community Solutions, which was developed by President Barack Obama on December 14, 2010, focused on re-engaging low-income high school students and out-of-school youth; which are part of the youth bulge, in volunteer work and new service-learning programs to make changes in relation to challenges in their local communities.

Adding to that, the Youth Engagement Zones of this program, lead the emergence of the term “opportunity youth”.

Opportunity youth is a term developed by the Civic Enterprises and America’s Promise Alliance after conducting a research which revealed that most youth are optimistic about their futures, and represents a tremendous opportunity for employers, communities and nations. (2013)

Opportunity youth are mostly those youth who have been raised either by a single parent, come from poor households and have parents with low education levels, and do not have the full expertise that is required for a full-time job.

As per Milano and Bridgeland, these youth possess difficulties of which we can mention: high cost education, poor family conditions, transportation fees, and lack of expertise.

These youth will fail to integrate in the overall employment system if they do not receive support from the concerned parties. (Milano & Bridgeland, 2011)

Moving to Europe, France has been thriving to enforce its so-called plan: “Hope for suburbs”, which was developed by the French President Nicholas Sarkozy in January 2008. (Gineste, 2010)

This plan sets great focus on youth in underprivileged areas, and highlights attempts of increased involvement of employers in marginalized youth integration schemes. (Financial Times, 2005)

According to a report from Columbia University and City University of New York, Queens College, there are currently 6.7 million youth in the world, age range between 16 and 24 years old that are not in school and not working. (Milano & Bridgeland, 2011)

Finding solutions to put them back on productive pathways is critical, and requires an early intervention to shape their skills, attitude, and outlook on life.

As a clear example, the loss of revenues and social services associated with these youth has mounted up to \$93 billion, due to the limited attention that has been given to them at the level of employment and policy formulation.

Ironically, that today, the number one leader in innovation and development, the United States, still faces skills gaps at a time of high unemployment.

This was found through surveys with employers of small and medium enterprises which clearly stated that they are not able to find qualified workers in the U.S. to fill their non-managerial ranks. (Stonesifer, 2011)

For this purpose, it's no longer affordable to ignore the untapped potential all young people represent and must redouble efforts to educate and train them and get them ready for the challenges on the job in order to benefit from the vast potential and contribution to a bright future.

2.1.3 Youth and the Millennium Development Goals

More often, youth are exposed to a wide number of risk factors, resulting in greater health, lifestyle, behavioral, and developmental challenges throughout their lives.

Youth development programs as the ones listed above provide opportunities and alternatives for young people to develop skills and healthy behaviors as they progress into different stages of their lives. (Small & Memmo, 2004)

Youth development programs are targeted to address the capacities, strengths, and developmental needs of youth by identifying the problems, risks, and behaviors young people face in everyday life. (Judd, 2006)

Today, most governments of developed countries set out policies to tap into the full potential of young men and women to face global economic meltdown and growing extremism.

As an example, the EU-funded Youth Programme has been embraced as a unique opportunity to fulfill a policy to empower the young. (Hussein, 2012)

Youth integration forms an integral part of the development of youth at many different levels.

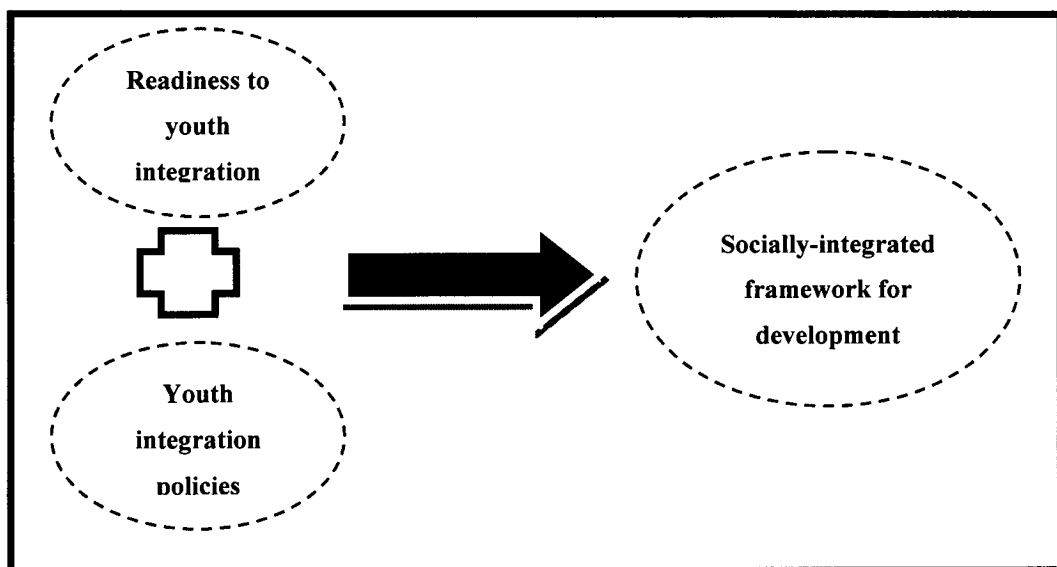


Table 2 Adapted by Eva Golden, Indiana University, 2010: Opportunities for a joint Approach

As highlighted in table 2, adopting active youth integration policies and the readiness of the concerned parties to integrate by providing a suitable integration framework, will pave the way to a socially-integrated framework for development.

Youth integration policies favored in this study include: vocational specificity of the educational system and community support through targeted participatory programs.

- Vocational specificity of the educational system

This section analyzes “the dual system” of education: to which extent education is linked to the workplace, and whether education includes vocational trainings that help in stronger access to the market. (Angel-Urdinola, Senglali, & Brodmann, July 2010)

In some countries education is weakly related to the workplace and vocational training is mostly obtained on the job. Hence, the link between education/training system and the employment system is referred to as poor. (Muller & Gangl, 2003)

Most of the time, the result of this weak link is a mismatch between the job requirements and the acquired skills which causes costly drawbacks on employers and discourage them to hire fresh graduate students.

On the contrary, “dual systems” help youth mold their skills to the firm’s specific needs at the very first instance of recruitment and ensure youth higher job stability. (Scherer, 2005)

Moreover, employers find school leavers with already acquired vocational training very attractive for their jobs, since the curricula of vocational programs, supply youth with the required skills for their jobs, which in turn reduces selection, allocation, and training costs for employers. (Blossfeld, 1992)

The positive correlation created between vocational specificity of education and job requirements, creates a safety net for both youth and employers. (Shavit & Muller, 2000)

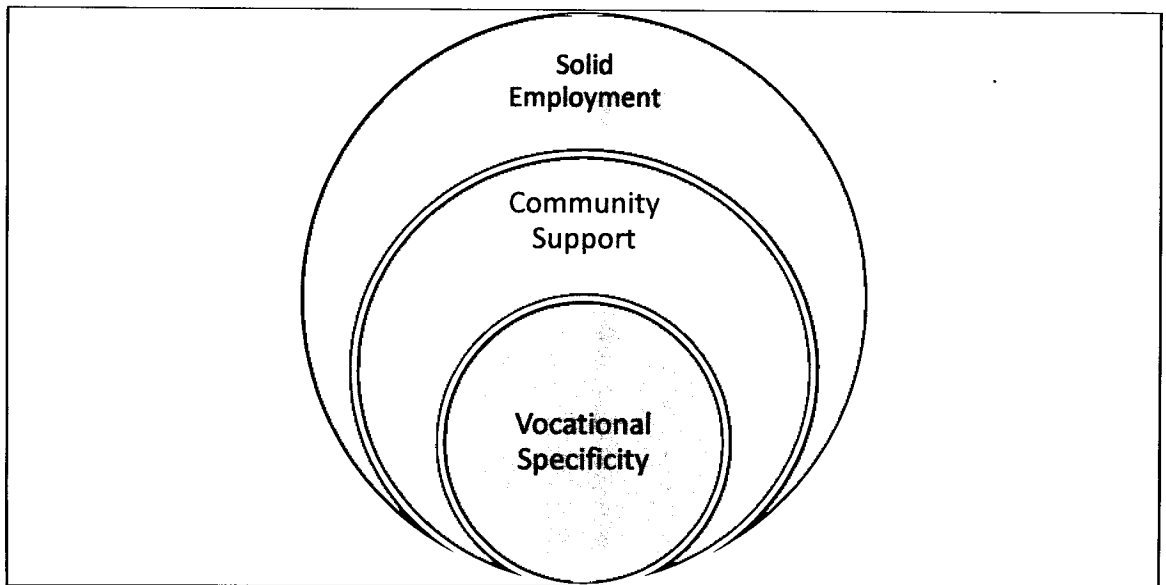


Figure 1 Solid Employment Strategy

Youth will guarantee their competitiveness and the stability of their job, and employers will guarantee lower costs of recruitment and allocation of employees with high dynamism and innovativeness.

- Community Support

Support from other stimulating social groups such as the family, formal institutions, and informal support from peers also help frame adjustment and push youth towards integration. (DeGarmo & Martinez, 2006)

Support models are further described in the next section of this study: The Three Lens approach and Roger Hart's Ladder.

Adopting a participatory approach in which youth are given appropriate support and opportunities to become a potentially powerful force for the achievement of the Millennium Development Goals is likely to ensure their long term sustainability. (Coenjaerts C. , Ernst, Fortuny, & Rei, 2009)

Countries are gradually realizing that greater investment in youth education, employment generation and social support, as stipulated by the adherence to a human-rights-based approach to development, is essential.

As a result, International commitment to the right of youth to development, participation, and integration has been elevated in recent years. (Ginwright & Cammarota, 2002)

2.2 Defining Youth integration

By definition, youth integration is the active, informed, and voluntary involvement of the 16-to-24 years age group in the decision-making and the life of their communities; both locally and globally. (Golden, 2010)

In its broader sense, integration is working **with** and **by** people and not merely working **for** them. The human rights approach to development also acknowledges the right of young people to take part in the society, and their right to express their views freely in all matters that affect them, given due weight in accordance with their age and maturity. (Szekler)

2.3 Different approaches to integration:

2.3.1 Three Lens Approach (World Bank theory)

In 2007, the Youth Working Group for the UK Department for International Development developed a youth integration assessment tool.

This tool clearly describes the different approaches to youth integration and the different participatory practices. This tool works on the basis of empowering youth and giving them the theoretical and occupational skills, the capacity to act, and the ability to change their own lives.

This empowerment can only be achieved by fully consulted and informed youth who are able to intervene within existing economic structures.

The model also focuses on three lenses or three different approaches in viewing youth. The lens highlights the interrelation and correlation between all three approaches and confirms that no one can be viewed or attained without achieving the other.

What differentiates this tool from any other is that it is inclusive in its approach, dynamic, and stems from a foundational base. (Ben-Attar, 2010)

- The different approaches to youth integration are **not mutually exclusive**, i.e. should not be taken or assessed separately, instead a combination of all three measures gives the broader picture of integration.
- The model is **dynamic** in its approach as every lens of all three can have a prominent focus depending on the analyzed local development situation.
- Youth integration is not only about **viewing youth** as partners or leaders of the future, but also about viewing them **as beneficiaries** of the currently assessed present.

This study advocated that youth assistance should be done on three correlated levels: “work **for** youth as targeted beneficiaries, work **with** youth as partners, and **by** viewing youth as leaders.” (DIFD & Maguire, 2007)

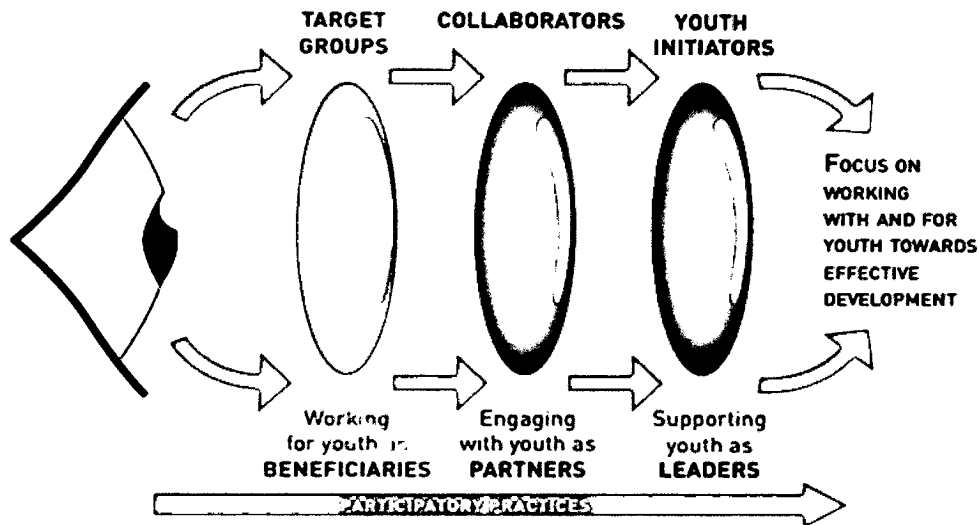


Figure 2 Adapted from: World Bank Development report 2007

2.3.2 Roger Hart's Ladder

In his Ladder of Young People's Participation, Roger Hart describes youth participation in the political life, and transition attempts towards democracy.

Hart describes youth participation as a trend towards the inclusion of youth in decision-making and the full right to citizenship. However, economic development and youth integration is an integral part of the political framework of governments.

In this paper, Hart's model will be applied to measure youth integration in the Lebanese market.

As defined by Hart, integration is compared to a ladder with eight rungs ranging from non-integration of youth into their full-integration. (Ben-Attar, 2010)

The first three levels of the ladder, recognizes youth as a distinct group of people with specific views and concerns, however, they are not given the means to express their concerns fully, or if they were given the means, their voice will not be echoed or raised.

The next five levels, ranging from rung 4 till rung 8 included, expresses the full and genuine participation of youth through understanding and choosing to become involved.

Rung 8 is the last level of the ladder, where the participation level strictly matches the mid-participatory practice of the Three-Lens Approach that views youth as partners.

This approach is the only way to admit youth as leaders and working with and for youth towards effective development.

Roger Hart's Ladder of Young People's Participation

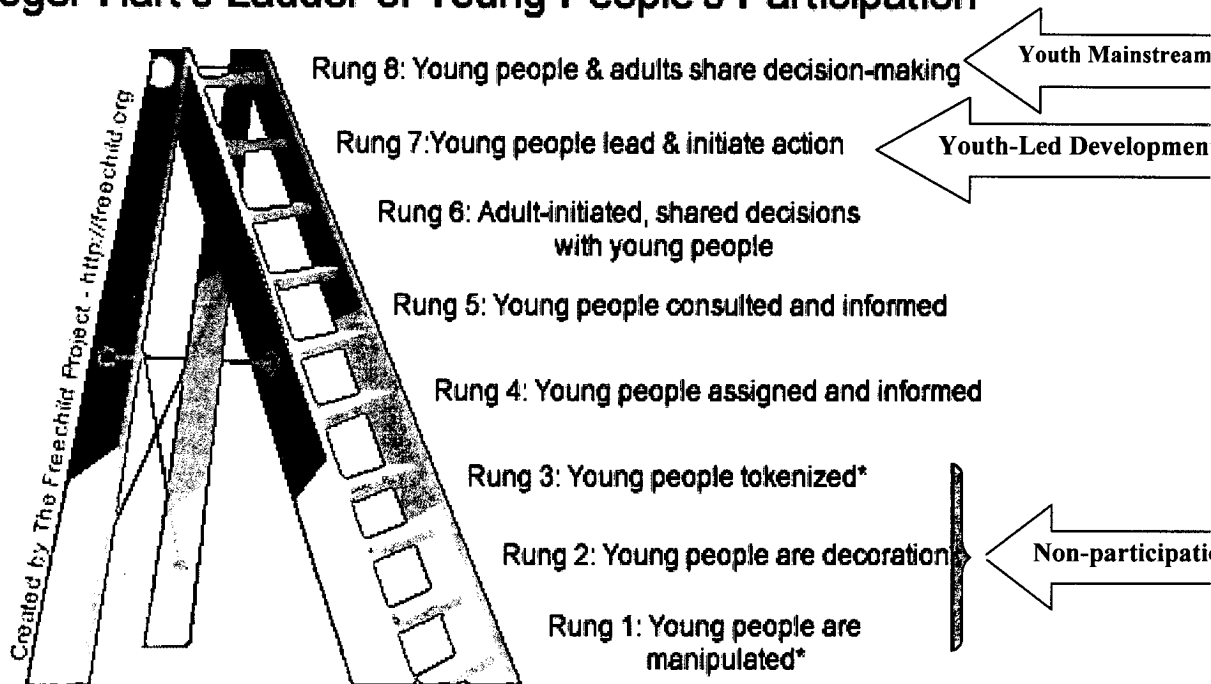


Figure 3 Adapted from Hart, R. (1992) Youth Participation: From Tokenship to Citizenship

2.4 Examples of integration in foreign countries

In order to assess integration, it is important to differentiate between four different types of Labor Markets that were previously discussed in a study that was aiming to assess the Labor-Market Integration of youth in Europe. (Blob Servlet)

The four types of markets are clearly illustrated in figure 3 below:

- Friendly Labor Markets
- Rigid Labor Markets
- Strongly Segmented Labor Markets

- **Low Employment and Skills Mismatch in Transition Economies**

Friendly Labor Markets are mostly common in countries like Austria, Denmark, Sweden, and the United Kingdom. This type of market has the highest human development indicators and is the best performer in youth employment.

However, **Rigid Labor Market** is the type of market in countries like France, Belgium and Germany.

Rigid Labor markets are characterized by low employment opportunities, but well-founded grounds for development (good capability indicators) (Hammer, 2003)

Moving to the third category which is widely spread in countries like Greece, Italy, Spain and Poland, the **Strongly Segmented Markets** are the hardest to deal with as they face tremendous grass rooted integration challenges.

These challenges include the promotion of economic independency for young adults; a criterion already discussed previously in the demographic transition guidelines of the MENA region.

Moreover, the extension of the public and private employment services network has been very poor in these countries and has discouraged the participation of specific social groups, women and youth for example, in the Labor Market.

Finally, countries with **Low Employment and Skill Mismatches** are countries like Czech Republic, Cyprus, Malta, Romania and Bulgaria.

The challenges faced by these countries also fit in most of the Arab countries whereby national strategies and Active Labor Market Policies (ALMPs) for education, employment, and training systems for example, are missing.

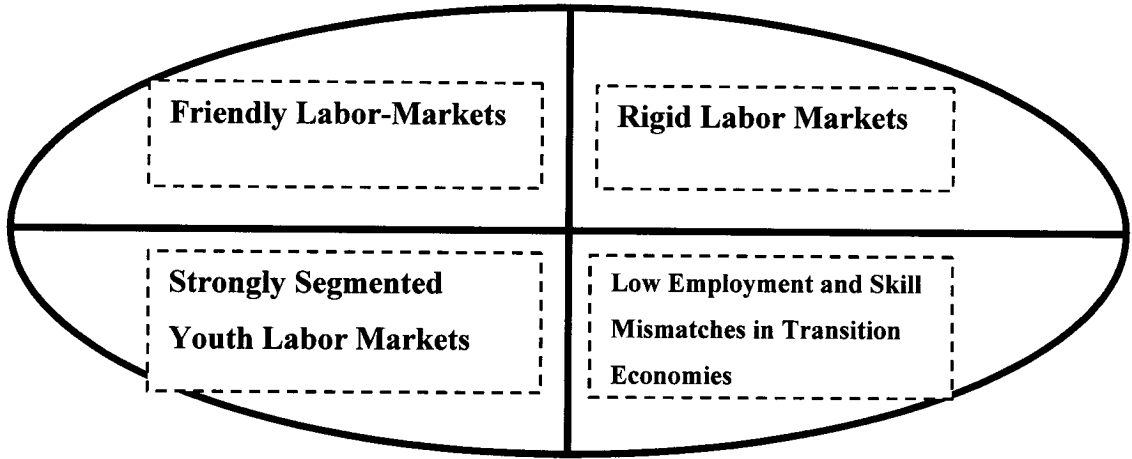


Figure 4 Different Types of Markets

2.5 Current situation in Lebanon

Before moving on to the next chapters whereby we will be discussing integration evolution in Lebanon, it is important to highlight that the type of market we are dealing with is a combination of type 3 and 4.

The Lebanese market is a highly segmented market with low employment and skill mismatch opportunities, with a high flow of manpower due to demographic changes in the MENA region. (Ohrstrom, 2007)

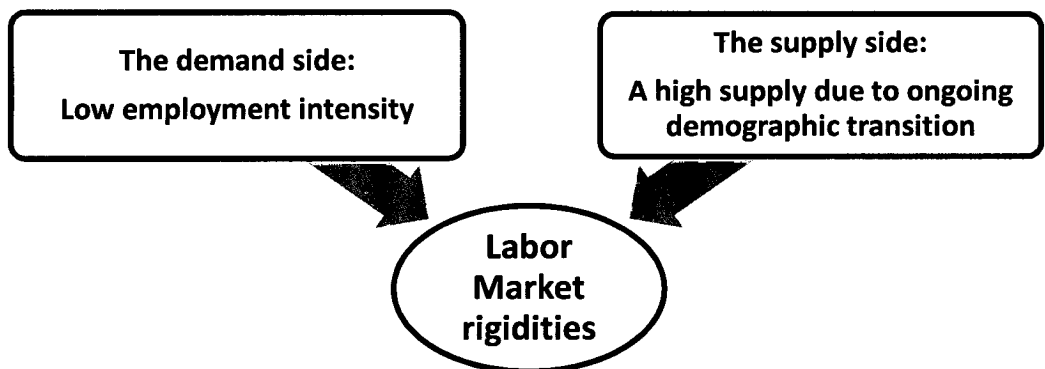


Figure 5 The Lebanese Market Demand and Supply

Throughout the study, this paper will aim at exploring where Lebanon's stance in terms of youth participation in the labor market.

Moreover, it will highlight the benefits of youth integration, stressing their implications on the current rigidity conditions of the Lebanese labor market.

The study will answer the research questions through a combination of both assessment tools: The Three lens approach and Hart's Ladder for youth Integration.

The assumed hypotheses of this study will be further described in Chapter 3.

Chapter 3: Procedures and Methodology

According to the statistics released by the Lebanese Ministry of Youth and Sports in 2012 and the Central Administration of Statistics in Lebanon, youth between the ages of 16 and 24 years old constitute 28% of the population in Lebanon.

As detailed in the last section of Chapter 2, the Lebanese labor market is facing certain challenges in terms of balance between the demand and supply of job opportunities.

This is basically considered the main reason behind the rigidity of the Lebanese labor market, as explicitly highlighted in Figure 5: “The Lebanese Market Demand and Supply.”

In order to find a solution to this problem, it is important to assess to what extent youth have been lately involved in the labor market.

Analyzing the causes behind the lack of youth integration is crucial, because finding the causes will help us find adequate measures that are applicable to the Lebanese market and that will contribute to solving the integration problems.

The current chapter will briefly introduce the research methods used in this study, and present the research model that was developed to help answer the two main questions of this study.

3.1 Research Questions

- 1) In reality, what is the percentage of integrated youth compared to the percentage that the youth constitutes from the Total Lebanese Population?
- 2) From the employers’ perspective, what are the factors that might be hindering youth integration?
- 3) Does knowing and understanding the benefits and legalities surrounding integration encourage employers to integrate youth in their workforce?

Figure 5 below summarizes the layout of this research. The research will be conducted based on the following five levels.

Level 1: An Introduction highlighting the research purpose and the questions that are raised and should be answered at the end of the study;

Level 2: A literature review of the topic setting the theoretical framework of the study and listing two major models upon which the results of the study will be assessed;

Level 3: The methodology used throughout the study and the framework applied to assess integration;

Level 4: Analysis of results through a comprehensive approach;

Level 5: Conclusion of study and new horizons for later studies to be conducted

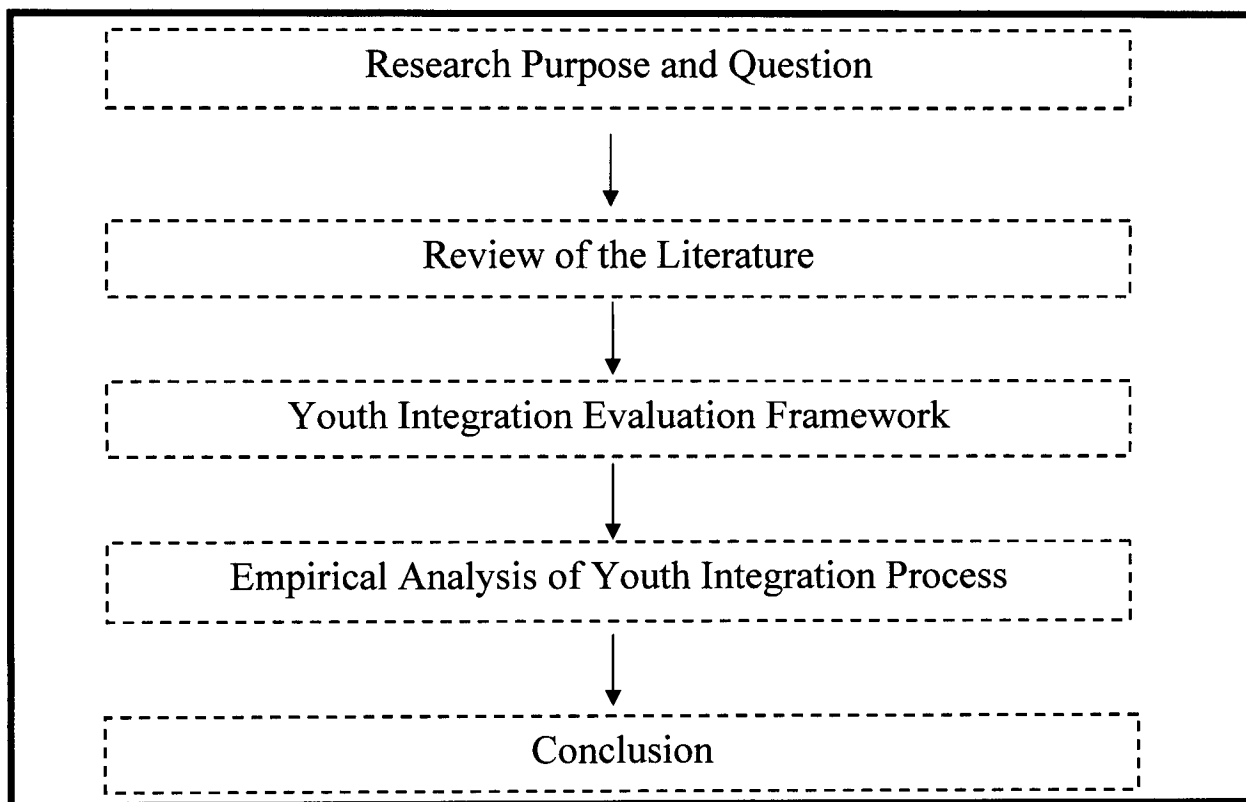


Figure 6 Research Layout

The age structure of any population in the world, affects the key socio-economic policies adopted by the state.

Countries with young population groups (high percentages under the age of 15) need to invest more in its educational institutions, while countries with older populations (high percentage ages of 65 and over) need to invest more in its pension, health, and social security sectors. (IndexMundi, 2012)

In the Lebanese context, and mainly since GIVE is targeted to assess integration of a specified age group, the young population group, investment should occur at the levels influencing youth such as:

- Acquiring adequate education
- Providing community support
- Setting adequate labor market regulations

With the current rapid pace of growth of population in Lebanon, if the young adult population was unable to “fit in” the society, this will inevitably lead to socioeconomic instability and unrest.

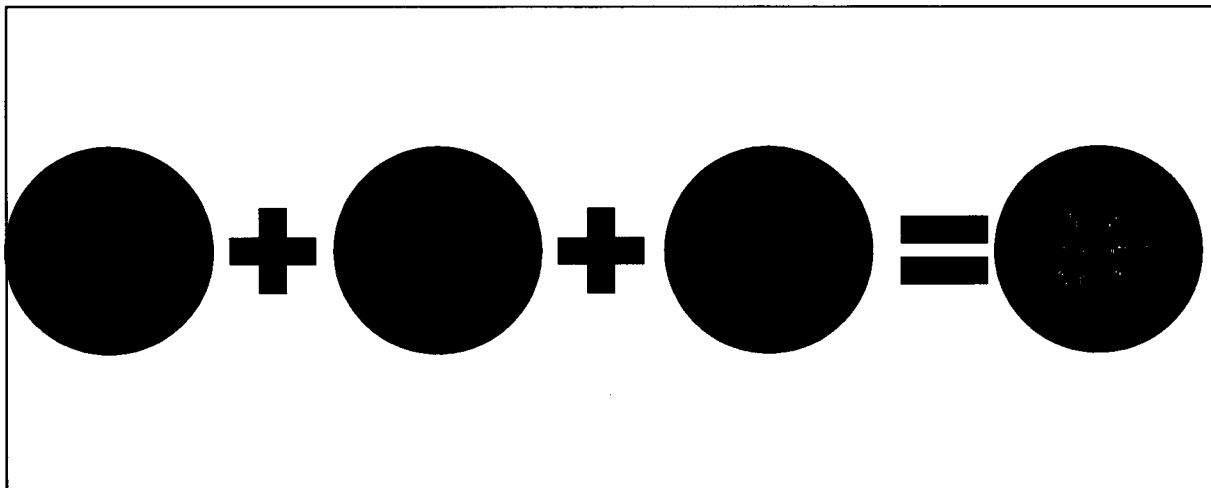


Figure 7 Requirements of Socio-economic stability

3.1.1 Integration Stimulators

GIVE will assess integration of one social group of the Lebanese population; the youth. The in depth- interviews were specifically designed to give answers to the questions of this study. In depth- interviews were conducted with Human Resources specialists and

owners and managers of enterprises of different types in order to analyze the status-quo and future prospects for development in most of the enterprises in Lebanon.

The enterprises include:

- Manufacturing industries
- Services Industries

The choice of the enterprises was conducted on a random basis for convenience.

The targeted population behind the in depth- interviews will be:

- Nationality: Youth holding the Lebanese nationality.

Young migrant workers of nationalities other than the Lebanese, who for any purpose are working in Lebanon, though they constitute a big proportion of the young working population in Lebanon, falls outside the area of concentration of this study.

- Age: As previously discussed in the literature review chapter 2, and as defined by the United Nations the Youth age group ranges between the ages of 16 to 24 years old.

However, in order to avoid discrepancy in definition, and in order to relate it to the Lebanese situation, and assess its applicability, the definition should be compatible with the Lebanese Labor Law.

Therefore, we are going to divide the 16 to 24 years old group further to two main groups:

- 16 to 18 years old:

It includes youth ranging between the age of 16 and 18 years old, and as per the Lebanese Labor Law definition, this category of youth is referred to as juveniles.

*As per the Lebanese labor law, ratified on 23/09/1946, chapter one, section two;
Child Labor; articles 21:*

Text of Article 10 edited under the first article of Law No. 425 088 596 913 as follows: Juvenile labor for those who are under the age of eighteen is subject to the provisions contained in this chapter. (LaborLaw, 1946)

As specified by the provisions of the Lebanese labor law, Youth's age group bracket ranges from the age of 18 years inclusive. (Employment of juveniles outside the specified working conditions specified by Article 21 of the Labor Law, is sanctioned)

- 18 to 23 years old:

The 18 years old, is the legal age specified by the Lebanese Law. This age group is debatable and still open for discussion as to whether employed youth above the age of 20 are still considered as youth or adults.

- Gender: As per *the American National Intelligence Agency* on detailed country statistics, Youth age group (consisting 28% of the total population in Lebanon), is equally distributed between males and females. (CIA, 2013)

Males constitute 51% of the total population and females constitute 49%.

Therefore, the GIVE questionnaire will be targeting integration of both genders as the Lebanese community is a mixed community with qualification and expertise-need based community required by both; males and females.

- Sector: The survey will assess youth working in the occupational and vocational skill-demanding sector: Industry, and Trade and Services sectors.

As discussed in the literature review chapter, section 2, there is an overflow of graduates or technical degree holders mostly in the business and related fields.

Youth holding this type of degree, consequently fall working in the industry or services sector.

- Company size: This study will be focusing on youth integration in small to medium sized enterprises.

Small and medium sized enterprises (SMEs) play a very significant role in social and economic development, and the need to support their viability, expansion and development, is an important aspect of growth, especially in developing countries.

The promotion of SMEs is vital, as many of these enterprises operate in informal economies and lack strategic management.

Adding to that, most youth working in SMEs lack labor-intensive infra-structure, and social protection programs.

This fact is on the other hand discouraging youth from considering working for this type of companies. (International Labor Organization, 2007)

3.2 Research Methodology

3.2.1 Multi-method Research:

Theoretical Overview:

3.2.1.1 Mixed Methods Methodology: Triangulation

The concept of triangulation is not new as it was advocated for by Webb, Campbell, Schwartz, and Sechrest in 1966 and Smith in 1975. (Scandura & Williams, 2000)

“Once a proposition has been confirmed by two or more independent measurement processes, the uncertainty of its interpretation is greatly reduced.” (Bryman, 2004)

As proposed by Webb et al. (1966), triangulation of methods is used to get the desired result behind research with a decreased uncertainty. The triangulation method was further used by many scholars in other studies, specifically in social sciences studies.

From these studies, we can mention Research Methodology in Management (2000), and Exploratory-triangulation design in mixed method studies (2012)

Similarly, this study used a triangulated method of in depth- interviews, participant observation, and exploratory content analysis to connect ideas affiliated with integration and experience its reality.

Triangulation aimed at strengthening the findings and ground the research project in discourse at different sites.

It also aimed at eliminating the weaknesses behind the study, and increase credibility of results.

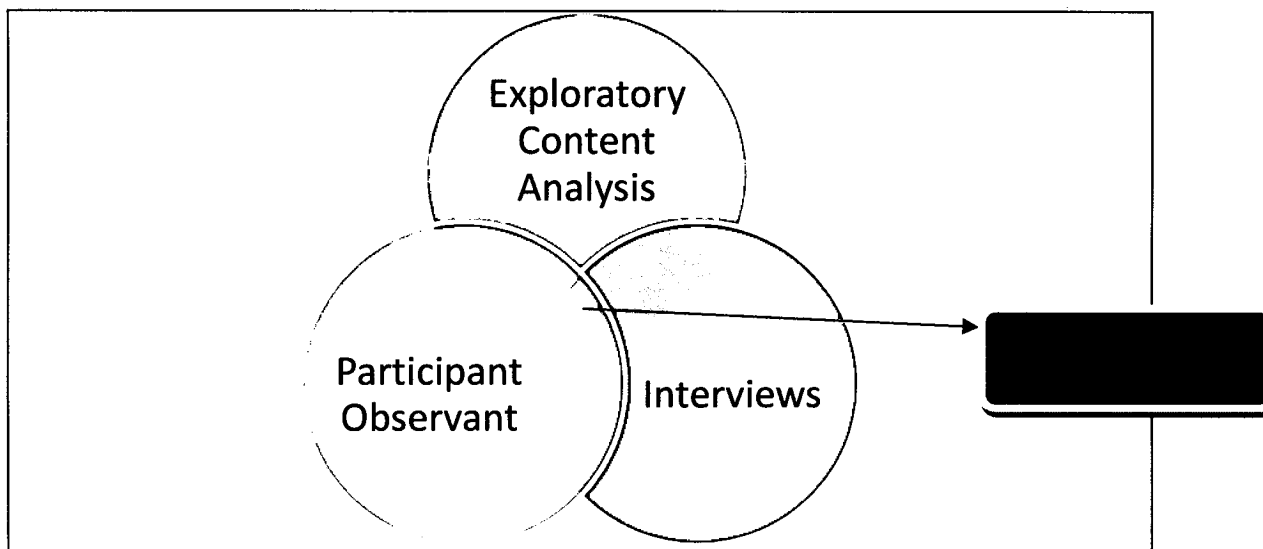


Figure 8 Triangulated Method

To get the desired results, this study focused on qualitative research method.

As Redman and Mory, defined research to be the systematized effort to gain a new knowledge, likewise, the systematic method used in this work, will help outline the desired results of this study. (Kothari, 2004)

3.2.1.1.1 Qualitative approach:

Qualitative approach to research is concerned with the subjective assessment of underlying behaviors and attitudes of human kind.

Research in such a situation is based on the subjective results obtained by the respondents.

Such an approach to research generates results in forms which are not subject to rigorous quantitative analysis. (Young, 1966)

The intentions of employers behind integration that are further described in the three Lens approach and/or Hart's Model of integration can only be developed through qualitative analysis, as it assess underlying behaviors and perceptions of employers on integration processes.

Qualitative approach will be the approach that will best analyze the social perspective of employment.

In order to get the desired result behind this methodology, the study was divided into three phases:

3.2.1.1.1.1 Exploratory content Analysis

This phase included the literature review section and the previous studies reported on the topic previously discussed in Chapter 2: Literature Review.

The concepts include: supporting opportunity youth and maintaining the dual system of education which increases vocational specificity.

It also includes the practice work and the work in progress on integration by the Lebanese targeted enterprises, and the adopted empowering mechanisms of youth as the cornerstone of the enterprises' social responsibility guidelines.

The work in progress that will be further detailed in Chapter 4 will help give a broader picture of the current situation of the rigidity of the Lebanese market discussed in Chapter 2.

This phase also targets identifying two major aspects:

- Willingness of enterprises to integrate youth into their platform of reforms
- Unwillingness for integration which will eventually lead to the marginalization of youth

A positive approach to integration will strengthen intergenerational solidarity and its dimensions. This idea will be elaborated upon in Chapter 4.

3.2.1.1.1.2 In depth- interviews

An in depth- interview assessment was conducted with employers of small to medium enterprises.

The in depth- interviews aim at analyzing the employer's approaches to integration, the extent to which employers are ready to support integration of the target population, and the mechanisms that are being enforced in favor of integration.

More poignantly, the open-ended questions of the in depth- interviews aimed at an honest engagement in the study, thereby revealing intentions, rationales, and commitment of one of the stimulating agents of integration: employers in the private sector.

The in depth- interviews mainly aim at understanding the employer's perspective on youth accessing the labor market, or how they are being viewed by their employers through the three lens approach: Youth as beneficiaries, partners, or as leaders.

The approach will eventually determine high or poor integration prospects, and/or willingness or unwillingness of employers to employ and employee to integrate.

In depth- interviews were conducted on a one-on-one basis in order to facilitate getting in-depth, core information on most of the targeted fields that employ youth.

The in depth- interviews conducted through this study aimed at analyzing the current situation by:

- Agreeing on one definition for youth
- Identifying the effective percentage of youth employed in different enterprises
- Strategies put into force to grasp the potential of youth
- Drawbacks of integration on enterprises and the alternatives
- Readiness of employers to favor youth on skilled labor

To complement the one-on-one in depth- interviews, the data was supported by attending the regional Workshop on Youth Unemployment in the Arab Countries that was initiated and executed by the *Economic and Social Commission for Western Asia* (ESCWA) on the Sixth and the Seventh of November 2013.

3.2.1.1.1.3 Participant Observant

Participant observation helped in getting a better understanding of how policies and norms of employment get developed and translated at the most basic level by National and International stakeholders and decision makers.

Moreover, being a participant observant helped in realizing the effect of International Organizations as stipulators of development programs and integration guidelines, and their importance in acting as role models of knowledge dissemination and accommodation.

3.2.1.1.2 De-coding information:

After completing the three phases, it was critical to transcribe the in depth- interviews and list out the results.

This phase included the analytical work which was divided into three segments:

- Systematic analysis of all the material gathered from various websites where the enterprises defined and implemented strategies for youth integration through their mission and vision statements.
- Analysis of transcribed in depth- interviews through close reading, by looking at the way certain phrases or ideas were shared, the framing of certain concepts through the Three Lens and Hart's Ladder's model, and how this collected information interacted with the global discourse.
- Relating the findings of the in depth- interviews to observations from participating in the Stakeholder's workshop on Youth Unemployment.

The results of the study will be further detailed in Chapter 4, which will describe the findings behind this methodology and Chapter 5 will follow to conclude with future recommendations and prospects for complementary studies to the GIVE project.

Chapter 4: Findings

After the methodology was thoroughly described in the previous chapter, this chapter followed to list the main findings behind the GIVE project.

The desired results were a mixture of the findings of the three approaches discussed in Chapter 3: Exploratory content analysis, in depth- interviews, and participant observant.

4.1 Exploratory content Analysis

Many of the reviews on the topic of youth employment and integration, highlights and advocates the main reasons behind addressing the importance of youth integration topics, and the social responsibility of employers towards youth.

The reasons are summarized into the following:

4.1.1 Attaining Intergenerational Solidarity

This topic was being raised by many scholars in articles and reviews on “Youth and Sustainability”.

This concept advocates providing a balanced approach, touching upon the concerns associated with taking into account the needs for the future generations. (United Nations General Assembly, 2013)

4.1.2 Strengthening Voluntary engagement

This aspect is being developed through a combination of community support, and enhanced dual-system of education and volunteerism that will facilitate transition to employment.

Voluntary engagement strengthens vocational specificity and helps attain desired integration outcomes through encouraging apprenticeship.³ (International Labor Organization, 2013)

³ Apprenticeship is a unique form of vocational education, **combining on-the-job learning and school-based training**, for specifically defined competencies and work processes. It is **regulated by law** and based on an oral or written employment **contract** with a compensatory **payment** and has a standard **social protection scheme**. A formal assessment and a recognized **certification** come at the end of a clearly **identified duration**.

Many of the reviews on the topic explicitly highlights that the blending of youth in the business structure, is a mutual responsibility between different social agents, and that it can only be attained through a planned partnership and coordination between these agents. This partnership is a pre-requisite for social and economic development at the national and International level. (United Nations General Assembly, 2013)

4.2 In depth- interviews

Tackling the topic at hand from a different angle, in depth- interviews with key informants in the public sector were conducted in order to assess the current integration situation in Lebanon.

The list of questions that was addressed to the respondents is attached to Appendix A of this study, and the results provided in this section, hold the same format and numbering as the questions.

The in depth- interviews were conducted over a period of one week, with every interview taking almost 30 to 45 minutes.

The questions were very clear and straight-forward; however, few points raised some question marks and necessitated debate.

The respondents agreed on the reasons behind poor integration, and the drawbacks of employing youth.

The disagreement was on the definition of youth, and the shared responsibility of the three sole actors: government, employer, and employee in paving the way to integration.

4.2.1 Results of the in depth- interviews:

After conducting the in depth- interviews with key informants of small to medium enterprises, unique answers to every question was provided by each.

The results of the in depth- interviews were compared and the following results were extracted, providing a general view of the main findings.

Due to confidentiality reasons, the results of the in depth- interviews remained anonymous as requested by the respondents:

I. Dividing youth into two main categories:

- 1) 16 to 18 years old, basically juveniles some of which hold high school academic degree, employed due to the fact that they are facing difficult social and economic problems.

Most of these juveniles in this group age are employed due to the fact that they are: child carers⁴ or child headed-household⁵, which are associated with the term: “opportunity youth” discussed in Chapter 2.

This category is easily employed by small to medium enterprises due to the low wages provided by the employer, and due to the ability of the employer to control the work of the employed juvenile.

However this category lacks community support, and adequate protection policies for proper and lawful employment.

This category is mostly concentrated in enterprises requiring soft skills.

Juveniles of this category mostly work as: aid carpenters, mechanical technicians, upholsterers, blacksmiths, plumbers, porters and messengers.

- 2) 18 to 24 years old, mostly fresh graduates holding university-level academic degrees, or technical degrees.

⁴ Child Carer: person below the age of 18, who has assumed responsibility as head of household. For example: A child who still lives with his parents, but have taken on the role of caring for them (and possible siblings) due to the fact that the parents are ill, disabled, etc.

⁵ Child headed-household: A household headed by a person below the age of 18 who is left without any adult to care for him/her, therefore assumes responsibility of a head of household.

This group of youth is considered risky in terms of recruitment as employers consider them beneficiaries from the established operating systems of the enterprise rather than being contributors to new ideas of the enterprise.

One of the respondents stated: “ Mostly young people from 18 to 24 years old, apply for certain posts with the aim of acquiring the experience needed, and then shift to another job in no less than one year of employment.

Youth tend to find their jobs boring after a certain period of time, and strive to look for something new that can better fulfill their ambitions.”

This idea will be further detailed in Section 4 dealing with problems behind lack of integration.

This category is mostly concentrated in enterprises requiring both: soft and occupational skills.

However, fresh graduates and new entrants lack the occupational skills and expertise demanded for the job, due to the skills mismatch between what they learned and the job requirements.

II. As a response on the percentage of youth employed in the respective enterprises, the results showed a low rate of youth employment in most of the Lebanese small to medium enterprises.

As discussed previously in Chapter 3, youth constitute 28% of the total population in Lebanon.

However, the data collected out of the 30 in depth- interviews conducted with focal points from small to medium sized enterprises in Lebanon, revealed that 52 out of the 220 of the total number of employees of the enterprises range between the ages of 16 to 24 years old.

Out of the 52 employees, 14 are between the age of 16 and 18 years old, and only 38 are between the age of 18 and 24 years old, constituting 17.27% out of the total number of the employees.

As per the specified sample of this study, the total that is of concern is 17.27% of the employees, ranging between the ages of 18 to 24, relatively a low percentage compared to the percentage that the youth constitutes from the total Lebanese population, considering that:

Out of the 38 of the 18 to 24 years old employees, 8 employees are under-employed⁶, or do not work in their fields of study.

The under-employed youth might exert danger on the society at any point in time, as from a scientific approach, under-employment is one part of unemployment.

Labor market rigidities are incurred as a result of the low demand rates of youth relative to the supply; i.e. Low employment opportunities, relative to the availability of youth.

This low rate of integration is also related to the lack of an integrated approach to Youth Development, which includes a wide array of thematic areas such as: education, vocational specificity, and participation. (United Nations Development Programme, 2006)

The calculations in this section are solely based on the results extracted from the in depth- interviews and the numbers provided by key informants of the small to medium enterprises.

The numbers are only reflective of the specified sample, which can be considered as a representative sample as a result of the desired effect withdrawn from this study.

⁶ Underemployment: An employment situation that is insufficient in some important way for the worker, relative to a standard. Examples include holding a part-time job despite desiring full-time work, and over qualification, where the employee has education, experience, or skills beyond the requirements of the job.

Further information about the integration situation will be described in the other two results categories: exploratory content analysis and participant observant.

One of the limitations to the numbers withdrawn from in depth- interviews is that the interview process is a very condensed, time consuming tool, and the numbers of in depth- interviews conducted was 30 interviews.

III. The purpose behind this question was testing the awareness of employers on the specific article for youth in the Lebanese Labor law. The results showed a limited knowledge of employers about the Lebanese Labor Law, especially the private section concerning youth that constitutes the cornerstone of legislation on the topic at the national level. The results were distributed as in the below table:

Knowledge of respondents on the presence of a specific section covering youth in the Lebanese Labor Law	Number of respondents
Good knowledge	7
Limited Knowledge	12
No Knowledge	9
No answer	2

Table 3 Knowledge on Lebanese Labor Law sections

40% of the respondents explained that they have a limited knowledge of the special section on youth employment in the Lebanese Labor Law. Moreover, they added, the special section on the employment of youth, lack enforcement from the Ministry of Labor. Next comes 30% of the respondents who are not at all aware of a specific section covering the employment of youth in Lebanon.

For most employers, no special attention was paid to youth, as a targeted distinct group, due to the lack of comprehensive youth policies formulated by the government, and adopted by the private sector.

Moving to the second part of the question on the responsibility towards adopting integration policies:

The employers denied their responsibility with regards to pushing for youth integration policies, and blamed it all on the government. The results were divided in accordance with the table below:

Party responsible to ensure proper youth integration prospects	Number of respondents
Responsibility of Employers	1
Responsibility of the government	19
Mutual responsibility between employers and the government	10

Table 4 Responsibility sharing on youth integration prospects

63.3% of the total number of respondents answered that ensuring youth integration is the sole responsibility of the government, while 33.3% of the respondents explained that ensuring integration is a mutual responsibility between the government and the employers.

As many of the employers were unaware of the special attention that should be directed to youth, many of them denied responsibility sharing on special programs that should be developed by the businesses to safeguard youth.

Many of the employers agreed that the government is the sole responsible for developing a specific program for youth to advocate for vocational and occupational based skills and new market entries.

IV. The 30 respondents agreed on five major problems behind lack of integration. The problems that were addressed by the business employers were divided as follows:

Drawbacks for hiring youth as opposed to trained personnel	Number of respondents
Skills mismatch	12
Lack of community support	3
Youth viewed as beneficiaries	6
Disagreement of major business decisions	3
Shortage of information on job requirements	6

Table 5 Drawbacks for hiring youth

1) Mismatch between the skills and the requirements for the job

40% of the total number of respondents agreed that the skills mismatch is a barrier to youth integration, and is a burden to business sustainability and development.

The respondents explained that many of the new entrants face difficulties in grasping the technicalities and the vocational skills required for their first job.

This problem goes back to the skills mismatch which causes a threat and burden on employers and lowers the pace of their work, and discourages them from employing youth.

Many employers consider training youth a waste of time and money, and thus fail to offer youth the required training to increase their productivity and competitiveness.

In other words, when capacity building programs fail to exist, the market will eventually lack “Young” intellectual prospects that will yield growth.

2) Youth viewed by employers as beneficiaries

20% of the respondents considered that young people are beneficiaries of the business rather than leaders and partners.

To many, youth get employed in order to gain the experience from the company through training sessions and on the job learning, and then leave their work within a period less than 1 year, in search for a more interesting job.

Employers agreed on the fact that integrating youth means working **for** youth, and not merely working **with** youth.

Employers consider youth to increase the percentage of labor turnover of the enterprises, compared to the experienced personnel that search for job security and stability, and are less likely to drop out of their jobs in a short time of employment.

3) Shortage in information about work opportunities and the required skills due to the absence of planning and organization in the job market.

20% of the employers are favoring experienced personnel over fresh graduates due to the incurred costs of training and labor turnover.

This is also related to the lack of confidence in youth and their abilities. For many employers, youth are “tomorrow’s generation”, hence their participation should be postponed till tomorrow.

4) Lack of community support

“Community support is one of the ways of enhancing intergenerational solidarity specifically designed to increase the integration process of vulnerable social groups such as youth”, one of the respondents mentions.

Others also agreed that community support acts as a stimulating agent of integration.

It is also related to the National Youth Policies adopted by the government, as per the Youth Policy in Lebanon, endorsed on April 3, 2012. (UNESCO, 2012)

5) Disagreement on major business decisions

Usually, youth approach business decisions from an innovative, creative and mostly risk taking approach which adults risk taking.

This difference in approaches to business, discourage employers to employ youth who sometimes “lead” their work.

As many employers answered this section: “As small to medium enterprises, our systems are not equipped with specific tools required to address youth needs and enable them to engage in our decision-making process.

However, if we get the intended support from government agencies, we will be able to increase our capacities and give more opportunities to the vulnerable social groups in the society, by offering them opportunities to mold in our work.”

The support mechanisms include:

- Inclusion of youth in regular awareness and skills development sessions at the national level to examine their skills.
- Participation from employers of different businesses in regular youth orientation session to grasp the importance of advocating for youth inclusion in the businesses.
- National monitoring and evaluation of the work of youth through reporting mechanisms from business owners.
- National monitoring and evaluation on the implementation of the youth related policies adopted by the state, by small to medium enterprises.
- The role of the government and the respective ministries to fund youth related projects adopted by the businesses.
- The role of the private sector to encourage innovative ideas and projects initiated by the youth.

The Lebanese economy also does not presently provide sufficient job opportunities for the young newcomers to the job market. Hence more attention should be paid to the most promising youth.

V. The 30 respondents narrowed down the solutions to solve integration problems into the following list of action in the below mentioned table:

Strategies in force to grasp and enhance the capacities of youth	Number of respondents
Involvement of youth in the co-management	9
Establishment of advisory boards	5
Development of capacity building programs	7
Initiation of youth safeguarding mechanisms	6
Development of mobilization strategies	6
Encouragement of youth-led projects	7

Table 6 Strategies enhancing youth capacities

- 1) 30% of the respondents considered that: **Involving youth in the co-management** of projects and services with the help of the government aim at providing better youth governance programs.

As John Stuart Mill, a respected English philosopher of the 19th century wrote:

“If you want people to behave responsibly, give them responsibilities; if you deny them responsibility, you cannot then complain if they behave irresponsibly.” (European Commission)

- 2) 23.3 % of the respondents also believe that **creating capacity building programs** and on the job training will help improve the “employability” skills of youth. The same percentage of respondents also considered:
- 3) **Developing specific youth-led projects** to encourage youth and motivate the youth to be more engaged.
- 4) **Develop youth safeguarding policies** within the enterprise and providing adequate environment for youth to flourish.
- 5) **Develop youth mobilization strategies** in coordination with the government to facilitate youth access to the business world.

This section includes reinforcing compatibility between professional and educational life, through motivating the private sector to be more flexible in determining working hours; and motivating educational institutions to take the needs of workers into consideration when scheduling educational activities.

It is also concerned with liaising with the government in order to provide correspondent youth integration planning programs and an updated version of the section targeting youth in the Lebanese Labor Law.

- 6) **Establishing youth advisory boards** to widen the “responsibility sharing concept” in making business decisions.

This type of boards, give youth the chance to participate as a team in influencing decisions of a business.

This does not mean that youth become the sole decision makers, however, allowing youth to experience co-ownership of the project through their ideas; which is just as powerful as ownership.

VI. Finally, on the last question, respondents considered that youth integration is a responsibility to the business but under certain conditions. On the readiness of employers to integrate more youth: 56.6% are ready to integrate more youth under the condition that the government provides the necessary incentives and safeguarding measures.

Readiness of employers to employ more youth	Number of respondents
Yes	8
No	5
Yes under conditions	17

Table 7 Readiness to employ more youth

One of the key informants responded: “We are somehow reluctant to employ more youth in our companies unless the government is willing to coordinate with us to develop a strategic national framework that targets youth and their special needs, and help equip small to medium sized enterprises with tools that aim at enhancing integration prospects.”

At this level, political will and government incentives will help foster development and problem-solving policies rather than temporary policies.

Developing developmental policies leads to preventive development which constitutes a solid ground for the prevention of multiple problems in a sustainable manner and addresses the major gaps behind integration. (UNESCO, 2013)

Throughout the interview, when the concept of GIVE was shared with respondents, employers of the private sector showed a great interest in the project, as the project was found to play an important role in bridging the gaps between both: employers and youth.

4.3 Participant Observant

In support of the data drawn out of the in depth- interviews, and in support of the literature review that tackled integration prospects and barriers from different perspective, I participated in the Regional Workshop on Youth Unemployment in Arab Countries that was hosted by ESCWA in Beirut on the Sixth and Seventh of November 2013.

The workshop combined decision makers representing different Labor organizations in different Arab countries.

The participants of this workshop came from Yemen, Qatar, Palestine, Morocco, Tunisia, Egypt, and Lebanon in order to tackle Youth integration problems through different experiences back in their home countries.

Topics that were raised included:

- 1) Development Policies and the Issue of Youth Unemployment in Arab Countries
- 2) Using an Integrated Approach to Youth Development: Analysis of Options
- 3) Skills Development and Employability among Youth
- 4) The Role of the Private Sector in Job Creation
- 5) Labor Markets and Active Labor Market Policies
- 6) Enabling Factors for Successful Youth Employment Policies and Programs
- 7) Implementation of Youth Employment Policies and Programs

Throughout the different panels and their related discussions, the participants agreed on the following conclusions:

1. Youth Integration is a central socio-economic issue that requires quick intervention through:
 - 1.1. Supporting development policies rather than welfare policies
 - 1.2. Promoting entrepreneurship
 - 1.3. Harmonization between economic policies
 - 1.4. Developing apprenticeship programs to foster skills employability and reduce skills mismatch
2. Reasons behind lack of integration:
 - 2.1. Lack of a comprehensive approach on the topic

This article was agreed upon by the different participants of the Workshop after the problematic on the absence of a strategic targeting approach to address the topic was raised.

2.2. Inability to differentiate the roles of the public/ private sector

The different roles of both sectors were analyzed by Dr. Nasri Harb a Professor of Economics at the Lebanese International University.

Dr. Harb stated that the Private sector should be the catalyst of job creation, trying to accommodate the needs of youth, while the Public sector should be focusing on attracting high number of youth, and fostering employment.

2.3. Labor market volatilities characterized by a high labor supply and low labor demand.

This idea was addressed by Mr. Elbahloul Ishtiwi, Economic Advisor for the Arab Labor Organization, due to his experience with different businesses in different Arab countries.

2.4. Lack of monitoring and evaluation mechanisms of Youth Behavioral Patterns

This weakness is the sole concern of International players especially ESCWA, as the inability to identify the weaknesses from current experiences, will disable constructive measures in the future, and will stabilize the status-quo in this regard.

The topic was addressed by Mr. Raidan Saqqaf from the Population and Development Unit at ESCWA.

2.5. Disjoint between economic and social needs leading to crisis.

Mr. Zaffiris Tzannatos, the Senior Regional Advisor on macroeconomics and employment policy analyzed this section by referring the causes of disjoint to the formulation of economic policies in the absence of assessment of social needs of the different social agents of the society.

3. The panel concluded with recommendations in order to help foster participation of the young generation in the private sector, as a tool to project the future of tomorrow.

4.4 Limitation of the study:

Data collection was difficult in terms:

- *Time consuming*

The procedure was difficult for both the interviewer and respondents in allocating time designated for the interview that suits both.

Adding to that, the choice of small and medium enterprises was random, and not restricted to measuring integration in a certain area, due to time constraints.

- *Statistical Figures Politicized*

Statistical figures at the national level are highly politicized, serving economic and political interests. This fact highly affects incurred results.

- *Support from the enterprises through a deep understanding of the importance of the topic*

The importance behind the topic, and its use for being a platform for future policies designated to help strengthen the role of youth is still missing.

- *Results might not be representative of the entire enterprises*

The results of the study drawn from a qualitative research are usually considered bias and have low credibility by some policy formulators. The results drawn from 30 in depth- interviews might not necessarily reflect the views of all business partners.

- *Choice of Methodology*

The triangulated method used in this work, tackled the topic from a holistic approach⁷, and the above described results were drawn from the study.

⁷ Holistic approach refers to the practice of tackling the subject as a whole rather than isolating it into parts. The methodology of this study incurred the results on integration barriers in general from the employer's perspective.

Chapter 5: Conclusion and Recommendations

Youth integration is a global topic that was raised on the International agenda of development since the late 90s by many actors at the International level.

In Lebanon, since 2000, non-state actors have been thriving to bring into focus the integration process, especially after the Arab Spring Revolutions in most of the Arab Countries.

However, youth integration, as many other new concepts of development are still slow in progress and the formulation of policies relating to the need behind youth integration is still linked to the political will of the Lebanese state actors.

Nonetheless, lately, the state brought into focus, the importance of youth in the political, social, and economic life.

5.1 State Acknowledgement of the Importance of Youth

State actors in Lebanon have repeatedly expressed their faith, whether during oath speeches made by different Presidents of Republic or in ministerial statements made by successive governments, in the important role played by the youth which represents 28% of the population, and the need to give them attention and engage them in the decision making process.

This however was not reflected in practical orientations or plans that could secure the proper climate to develop young people's capacities and ensure their effective participation in all sectors.

This is likely due to the lack of a global vision on how to approach this category and analyze its needs on a systematic basis, by assessing their situation in all sectors and outlining a unifying framework, which sets orientations and plans needed for implementation.

5.2 The Development of Youth Policy in Lebanon

In the context of “path of youth policies,” work on developing a Youth Policy in Lebanon began in the year 2000 by a group of youth associations in collaboration with the United Nations group for Youth, and the Lebanese Ministry of Youth and Sports.

The working procedure started with determining the needs of young people, and classifying them into sectors, forming working groups on each sector, making recommendations for youth policies and submitting them to the Ministry of Youth and Sports, and pressuring decision-makers to approve them. This collective and cumulative methodical work, in partnership with the Lebanese Ministry of Youth and Sports and the United Nations Group for Youth yielded a scientific and reliable document on youth policy, and the establishing of a “Forum on Youth Policies.”

The document was unanimously well received by the Lebanese youth: it was tested in 15 youth meetings in various Lebanese regions. Moreover, it was equally well received in the various Ministries dealing with youth which shows a high interest on the ministerial level to invest in youth related projects and tackle policies directed towards youth.

As a result of the cumulative efforts of the Forum on Youth Policies, the UN working group on Youth, the Ministry of Youth and Sports, and with the support from the Office of the Prime Minister, the document on Youth Policy was approved by the Cabinet on April 3, 2012 as the State vision of National Youth Development, and action plan for the Ministry of Youth and Sports.

The Document on Youth Policy is comprised of recommendations for Youth Policy according to five sectors:

- Demographic Properties and Emigration
- Education and Culture
- **Social Integration and Political Participation**
- **Employment and Economic Participation**
- Health

The Youth Policy Document entails both triangles of development leading to an improved livelihood and effective integration process.

The triangle of development as part of the Report on “Development goals in the time of transition: Towards a comprehensive modular development”, published by the Economic and Social Commission for Western Asia is highlighted in Figure 10.

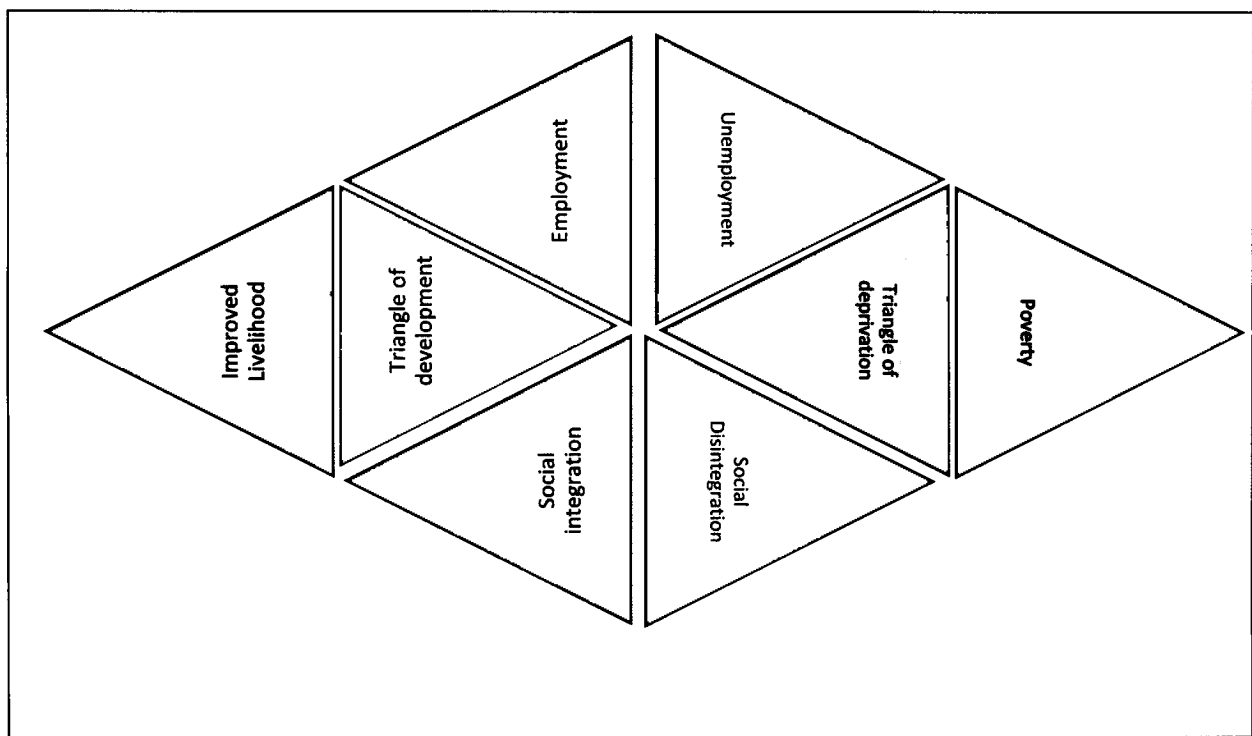


Figure 9 Triangle of Deprivation and Development

5.3 Characteristics of Decent Employment

Integration through Vocational Employment and skills development favored in this study is only one of the many components of development policies.

A decent job for a young person is a combination of many influencing factors, and future studies complementary to GIVE will help analyze these factors and their level of influence on responsive integration.

The factors as expressed by the International Labor Organization are reduced into five main points:

- Migration
- Social Dialogue Deficits
- Recruitment processes
- Labor Market Segmentation
- Public/ Private sectors

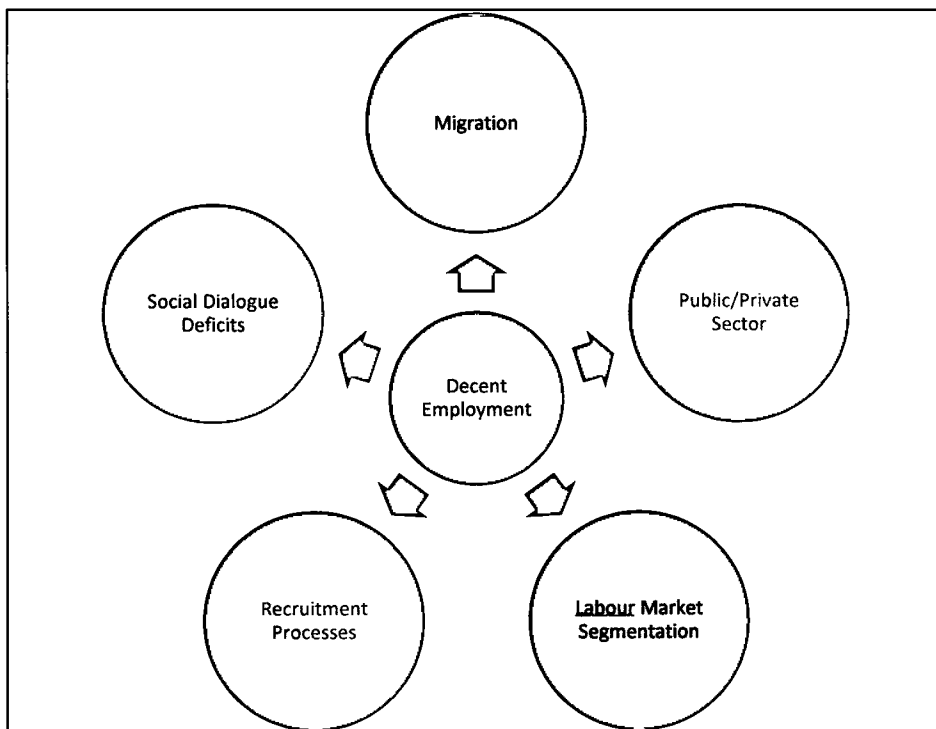


Figure 10 Factors influencing a decent job

Not accounting one or many of these factors does not merely mean that they do not exist, but it is only due to the lack of resources available to assess all of them at the same time.

Moreover, each of these factors is assessed separately in order to determine the real impact of each on integration.

5.4 Costs of neglecting integration

Youth integration has proven to shift young people from social dependence to self-sufficiency and helps them escape poverty and actively contribute to the society.

On the other hand, lack of youth integration and underemployment opportunities, impose heavy costs on governments.

Prolonged lack of integration may permanently impair employability, earnings and access to quality jobs.

5.5 Challenges

In conclusion, the GIVE framework still holds major challenges and binding constraints to an improved livelihood.

- GIVE as a concept, tackles increasing the employability skills and responsibilities of youth in their jobs however; it does not tackle increasing the job opportunities by themselves.
- Major concerns about the ability to implement a fair GIVE project without economic pressure exerted by political leaders.
- GIVE should be considered as one component of the many components of the national framework on development policies.
- The Arab world still faces major socio-cultural barriers that hinder integration. These barriers are related to AGD constraints. (Age, Gender, and Diversity)
- No guarantees of policy implementation mechanisms.

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Appendices

I. Appendix A

Interview questions:

- I. How do you define youth, and which group do you refer to as youth?
- II. How many employees are currently employed in your company?
Out of the total employees, what is the percentage of local employees whose ages range between 16 and 24 years old? Specify percentage of 16 to 18 years old, and that of the 18 to 24 years old?
- III. Is your company aware that there is a special section on employment of youth covered by the Lebanese Law?
In your opinion, who is the party responsible to ensure proper integration of youth in businesses: the employers, the government, or is it a mutual responsibility between both?
- IV. What drawbacks do you face when hiring fresh graduate youth or juveniles as opposed to trained and experienced personnel?
- V. When employed, are youth found to have the technical or vocational skills that the job requires?
What are the strategies put into force in your company in order to grasp and increase the capacities of youth?
- VI. Are you ready to employ more 18 to 24 years old employees in your company?
Under what conditions?

Interview 1:

- I. Youth are the group of people that reached the age of maturity. Young people's age range between 18 to 24 years old.

- II. 10 employees currently work in my company.
 Out of the total number of employees, 8 employees' age range between 16 to 24 years old, out of which 4 employees age range between 16 to 24 years old, and 4 others age range between 18 to 24 years old. It is also worth mentioning that 2 employees out of the 4 whose age range between 18 and 24 years old are under-employed, or do not work in their field of study.

- III. The Lebanese Labor Law offers guarding mechanisms for youth and for other employees. If I may say, I am not completely aware whether there are specific working conditions for the youth in general other than the special section on the employment of juveniles. The responsibility of enforcement lies in the policies that the government enforces on the businesses.

- IV. Most of the time, young people require a wider investment at the level of training when first recruited. Most young people only acquire theoretical skills in which sometimes they find difficulty in translating to practical skills. However, the main advantage for employing youth is the flexibility that most of them have on the job, as opposed to the older generations of employees.

- V. Most of the employed youth lack the occupational skills that are required on the job, however, the striving to learn from their work experiences, plays an important role in the advancement of their career and their willingness to produce more.
 I am personally concerned in increasing the capacities of youth through ensuring a safeguarding environment through youth safeguarding policies for the youth to flourish. Capacity building programs also aim at enhancing the occupational capacities and skills of youth which will in turn increase their productivity.

- VI. Personally I prefer hiring youth to trained personnel as they are dynamic in their work, and they come up with creative ideas that can benefit the business, rather than committing to the traditional working procedures which does not enhance business development. Nonetheless, the government plays an effective role in initiating incentives that encourages youth employment through specific educational and national programs.

Interview 2:

- I. Youth are the group of people between childhood and adulthood. Young people's age range between 16 to 20 years old.
- II. 9 employees currently work in my company.
Out of the total number of employees, 3 employees' age range between 16 to 24 years old, out of which 2 employee age ranges between 16 to 24 years old, and 1 others age range between 18 to 24 years old.
- III. The Lebanese Labor Law covers all the aspects of employment in Lebanon. There should be a special section for the employment of youth, as they are a specific socio-demographic group like women; however, I am personally not aware of the specific conditions of this section, as I never sought the need to, especially in light of the poor enforcement mechanisms by the Lebanese government.
The government plays a very important role in stressing upon the employment of youth.
- IV. Young people lack community support in Lebanon which makes them as vulnerable to the currently established employment system. Young people require a strategic framework of employment which can enhance their capacities.
- V. Most of the youth who come from a technical background mostly have occupational skills due to the intensive training and practice they are exposed to in their respective fields during their technical years of study. On the other hand, young people who graduate from universities might lack these skills as universities are mostly concerned with establishing a specific learning program which develops the analytical skills of the student rather than the occupational skills.
Specific strategies should be directed towards youth in order to enhance their capacities of which should be: encouraging projects and talents translated and initiated by the youth. This is where the respective ministries of labor and ministry of education play a role in funding youth related projects adopted by the businesses or by the youth themselves.
- VI. I don't mind employing youth as I believe youth play a strategic role in framing the image of a prosperous future. However, the government should place specific youth related policies that safeguard the present of the youth, encouraging them to be part of the country's future.

Interview 3:

- I. Youth are the group of people whose age range between 16 to 20 years old, and is also referred to as the group of people with innovative ideas.
- II. 7 employees currently work in my company. Out of the total number of employees, I have only one employee whose age is 22 years old majored in political science. This employee however works as an administrative assistant.
- III. Unfortunately I am unaware of the specific section in the Lebanese Labor Law regulating the work of youth.
Proper youth integration is a mutual responsibility between all the social partners mainly the governments that help standardize operating procedures among all businesses regarding youth integration, and the enforcement of employment mechanisms.
- IV. Mostly young people are considered beneficiaries from the employment system rather than contributors to new business ideas. They also lack the community support from most of the business owners for this reason. This mentality, cause a big burden on the businesses as it discourages them from employing more youth.
- V. Youth mostly graduate with a full knowledge of theory related to their field of expertise, but mostly this theory is not accompanied with a practical knowledge on the way of how things are done.
Youth needs to be more process oriented rather than results oriented, and this skill is developed through the inclusion of youth in regular development sessions and monitoring and evaluation of the work being conducted by the youth to improve its quality.
- VI. Employment of youth is an obligation towards a specific term of employment covered by the Lebanese Labor Law and the International Labor Law standards.
If the government works on developing youth related policies that promote youth partnership, employers including myself, will be ready to employ more youth. The GIVE project will help bringing the views between the youth and the employers closer.

Interview 4:

- I. Youth are the group of people whose age range between 18 to 20 years old. This group might also be extended to reach the 24 years old. Young people are also known as risk taker especially in business.
- II. 10 employees are working in my company. Out of the total number of employees, I have 5 employees whose age range is between 16 to 18 years old, out of which 3 hold the Syrian nationality. None of the employees' age range between 18 to 24 years old.
- III. The responsibility of the government lies beyond the Lebanese Labor Law document to its enforcement mechanisms. Today, Lebanon is lacking the luxury of time of following up on matters that affect the Lebanese society in light of the spoil system in the government and the political structure. Personally, I am aware that there is a special section safeguarding youth, however I am not knowledgeable about its terms and conditions.
- IV. Mostly youth lack occupational skills due to the lack of dual system of education which provided students with the skills needed on the job. Moreover, for many businesses, young people are a burden to the business as the system in place for many SMEs is not equipped with specific tools required to address youth needs and enable them to engage in the decision making process.
- V. Youth mold in the work in a very short period of time, however, they need their own time to be masters of their own work after they gain the needed experience. This process requires time.
In order to flourish the youth capacities, government should encourage youth incentives and youth led projects, and the government and its respective ministries should strengthen the young people's capabilities through funding these projects.
- VI. Unless the government which is the sole responsible for ensuring sustainability of the business is ready to take action and safeguard youth and their employers through specific policies, youth will remain a burden to businesses rather than bliss. Maybe the project GIVE that is initiated will help foster information sharing between employers and youth on business directions, and thus aim at enhancing developmental employment prospects.

Interview 5:

- I. Youth are the group of people whose age range between 16 to 24 years old.
- II. 13 employees currently work in my company.
Out of the total number of employees, I have 6 employees whose age range is between 16 to 24 years old, out of which 2 are 16 years old, and 4 are 23 years old.
- III. The specific section on the employment of youth prohibits employing youth below 16 years old in work of dangerous nature, and prohibits employing youth below the age of 18 years old more than six hours per day.
The Lebanese Labor Law especially the special section on youth lack enforcement by the government due to a culture of impunity.
- IV. Lack of occupational skills required on the job. For this purpose, youth are beneficiaries rather than contributors to the business, and the business assumes the full responsibility of training them and improving their skills. Once they are ready to be on the job, they start to believe they are overqualified and should change their work.
- V. Most of the youth who are trained on certain jobs prior to their employment, sometimes are ready to be on the job however, the major disagreement is on basic business decisions. Mostly youth are risk takers and try to lead the business.
Specific action should be taken to enhance the inclusion of youth in employment. Of which: involving young people in the co-management with due respect to their age and maturity, establishing youth advisory boards that promote youth safeguarding policies.
- VI. Young people are an additional value to the business with their fresh ideas, and approach. However, the government plays an important role in the regulation of the specific terms and working procedure of youth, and if it fails to do so, businesses will abuse the capabilities of youth, rather than benefit from it.

Interview 6:

- I. In the social context, a young person is someone who has a particular fresh mind of attitude. However by definition, it is related to the age of the individual, in this sense people ranging between 16 to 20 years old.
- II. The company currently runs on 11 employees, out of which 6 holds the Syrian nationality. Among the other 5 Lebanese employees, 3 of them are 20, 22, and 24 years old respectively, and all three employees are working in sales. One of the majored in Human Resources, the other in accounting, and the third in International affairs.
- III. The special section on the employment of youth is covered by the Lebanese Labor Law however, it lacks enforcement. For this reason, many employers including myself have limited knowledge on its terms and conditions.
The government is the sole responsible to enhance the young people's capacities through safeguarding their rights, and protecting them.
- IV. New market entrants usually lack the expertise and the occupational skills required on the job. For this reason, their employment becomes a burden to the business due to the intensive training and the extra effort that they require.
- V. As I mentioned earlier, young people usually lack the occupational skills that the job require due to a mismatch between their education and the skills required on the job. Sometimes, lack of community support also diminishes the capabilities of the young people.
The capacities of youth can only be enhanced through developing youth led specific policies, and developing specific mobilization strategies.
- VI. The employment of youth requires intensive care by the business owners. The only condition under which my business will employ more youth is getting more support from the government on the youth-related matters that regularize the business strategies regarding the youth. GIVE project will act as a cornerstone of development prospects at the level of employment of young people. It will bring young people and employers together.

Interview 7:

- I. Youth are the group of people whose age range between 18 to 24 years old, and lack the professional experience and occupational skills required for a job.
- II. The number of employed personnel in my company is 8. None of them is young. All my employees are aged and experienced, with the last one recruited, working for almost 10 years with us now. I personally do not have the capacity to train inexperienced personnel, as they need specific training courses which require time and money.
- III. The Lebanese Labor Law that was ratified in 1946 covered employment of youth and women, however, the articles does not specify employment conditions of young people whose age range between 18 and 24. This age group is not targeted as a distinct socio-demographic group.
The government plays an important role in the regularization of specific working conditions of the youth.
- IV. Young people lack the occupational skills that are required on the job due to the lack of vocational education that provides intensive training for the youth in their specific areas of specialization.
- V. Most of the youth lack the information on the specific requirements of a job due to the lack of communication between the business owners and the job seekers themselves. Moreover, the lack of community support discourages young people to learn more skills that are needed for their jobs.
Of the solutions to integration problems: involving youth in the co-management of projects and services: “hand on responsibility to them, of course with due to their age and maturity”. Moreover, establishing youth advisory boards helps widen the responsibility sharing.
- VI. Young people should be considered richness to the business with their innovative and creative ideas. However, if the government failed to take government incentives and political will to establish a reform platform, employers will be reluctant to employ more youth.

Interview 8:

- I. “Young” in the social context refers to a state of mind whereby the individual is fresh and ready for life, 18 to 24 years old
- II. My company is a family owned business. The total number of employees that I pay a salary to at the end of each month is 6.
3 of them are between the ages of 18 to 24 years old.
- III. I am not aware of the special section on the employment of youth, as youth are getting the same benefits as the other 3 adult staff.
Integration is a mutual responsibility between the three sole actors: government, employers, and employees themselves.
- IV. Young people lack expertise and specific skills that are required by the business however their readiness to learn is an advantage to their employment. Most young people are flexible in their working schedule and work system. Almost all of them are open to new business ideas that are promoted through globalization, which sometimes urges the traditional businesses like mine to cope with the changes in the market.
- V. Young people are contributors to the businesses, rather than beneficiaries of the established system, in my opinion, young people provide a platform for change and progress. Young people are fully equipped with bulk of new ideas which help traditional businesses maintain their competitiveness in the current climate of new business ideas.
Youth should be given adequate training to enhance their capacities. Businesses and governments should also encourage youth led specific projects.
- VI. Employing youth is not an easy task. Instead, the process requires commitment to the responsibilities required by the business towards the promotion of the well-being of the young person. The fact that this topic is being considered at the level of graduate university students, this means that the topic of youth integration is worth considering at the level of the national and International agenda.

Interview 9:

- I. Young people are the group of people whose age range between 18 to 24 years old.
- II. I have 6 employees in my company.
Out of the total number of employees I have 4 Syrian nationals whose age range between 20 and 24 years old, while only one who is 21 years old is Lebanese.
- III. I am not aware of the special section on youth, as I do not employ youth. However, I'm assuming that the recruitment of young migrant workers is not covered in the Lebanese Labor Law.
The government should not only work on issuing laws, but also on enforcing it, mainly through regular business control by the respective ministries.
- IV. Fresh graduates lack the occupational skills that many adults have been trained on for years to adapt to the business environment. In order to solve integration, community support is one of the ways that aim at enhancing intergenerational solidarity specifically designed to increase the integration process of vulnerable social groups such as youth.
- V. Especially in traditional business work, young people might not feel at ease at work, due to the systems that are put in place, and they cannot adapt to.
Personally, I am not concerned with the integration of youth, and the ages of my employees show it clearly.
- VI. My business is a traditional business, and I am not a great fan of change. I have certain systems in my work that I've been following for years, and the young people will face difficulties to adapt to. Projects like GIVE will encourage employers to employ more youth provided that safeguarding policies for employers and employees are tackled at the national and International policies.

Interview 10:

- I. Young people are the people whose age range between 18 to 24 years old.
- II. My company runs on 8 employees.
4 of these employees are Syrian and Egyptian nationals, and only one is Lebanese between the ages of 18 to 24 years old.
- III. The employees or the youth themselves being the targeted population, play a very active role in promoting business continuity. The employers being the population directly affecting integration holds the responsibility of promoting youth employment. The government holds on the responsibility of legalizing policies which plays a very important role in maintaining a systematic approach to employment and youth integration through pertaining social responsibility.
- IV. Young people and employers mainly disagree on major business decisions due to the lack of information and training provided by the employers to the newly employed youth on the major course of action required on the job.
- V. In order to grasp and increase the capacities of the youth, business owners have the responsibility of participating in orientation sessions to grasp the importance of advocating for the youth, thus including the youth in co-management to prevent disagreement on major business decisions.
- VI. Readiness to employ more youth lies in the ability of the government to provide the respective safeguarding policies. Let's hope that the GIVE projects will play a role in getting employers closer to the youth.

Interview 11:

- I. Youth refers to the group of people who did not yet reach the age of maturity and are not ready to take business responsibilities.
- II. Only 6 employees work in my company.
Out of the 6, only one employee is Lebanese and is 24 years old.
- III. Ensuring proper integration is a mutual responsibility between the different social partners within a society aiming at promoting effective local partnership for development. My knowledge on the special section pertaining to youth is limited.
- IV. Young people lack the technical expertise and the occupational skills required for the job. Young people however, lacks the community support that acts as a support mechanism for the youth and encourage them to commit to their work. Young people also lack commitment, and they always have the tendency to shift to another work that seems interesting to them.
- V. This depends on the person himself and whether he has the capacity to grasp and learn from his previous work experiences. If the person is not well equipped with the theoretical and technical knowledge, he will face difficulties in coping to the different changes in the business.
The main duty of the company is to ensure a smooth environment, whereby all employees feel themselves engaged in the business and aware of the business decisions. Knowledge of the mission statement and the vision of the company are also important as it enlarges the perspective of employees on the work being done.
- VI. Engaging more youth in the company is a big responsibility to the business and the employees themselves. However, there should be a chance given to all fresh graduates to experience on the job training, which will enhance his performance. The GIVE project as a concept will shed the light on the integration of youth and will encourage the responsible parties to take corrective action.

Interview 12:

- I. Youth are the group of people between childhood and adulthood. Young people's age range between 16 to 20 years old.
- II. I currently have 8 employees in my company.
Out of the total number of employees, only 2 are between the ages of 18 to 24 years old. One is Syrian and the other one is Lebanese.
- III. The Lebanese Labor Law covers different aspects of employment. However, I am personally not aware of the specific conditions of this section, as I never sought the need to, especially in light of the poor enforcement mechanisms by the Lebanese government.
- IV. Youth in general lack occupational skills needed on the job. Young people are also viewed as a burden to the business as the system in place for many SMEs is not equipped with specific tools required to address youth needs and enable them to engage in the decision making process.
- V. In my opinion, young people are contributors to the businesses, rather than beneficiaries of the established system. The main duty of young people is to be fully equipped with new ideas which help traditional businesses maintain their competitiveness in the current climate of new business ideas.
Youth should be given adequate training to enhance their capacities. Businesses and governments should also encourage youth led specific projects.
- VI. Young people play a strategic role in framing the image of a brighter future. However, the government should place specific youth related policies that safeguard the present of the youth, encouraging them to be part of the country's future.

Interview 13:

- I. Young people are the group of people whose age range between 18 to 24 years old.
- II. My company currently holds 4 employees.
Only one Lebanese national is between the ages of 18 to 24 years old.
- III. I am not aware of the special section on the employment of youth, as in my company, the Lebanese young employee is getting the same benefits as the other adult employees.
Integration is a mutual responsibility between the three sole actors: government, employers, and employees themselves.
- IV. Young people lack the occupational skills that are required on the job due to the lack of vocational education that provides intensive training for the youth in their specific areas of specialization.
- V. In order to grasp and increase the capacities of the youth, business owners have the responsibility of participating in orientation sessions to grasp the importance of advocating for the youth, thus including the youth in co-management to prevent disagreement on major business decisions.
- VI. Young people should be considered richness to the business with their innovative and creative ideas. However, if the government failed to take government incentives and political will to establish a reform platform, employers will be reluctant to employ more youth.

Interview 14:

- I. Youth are the group of people whose age range between 16 to 20 years old.
- II. My company is consistent of 4 employees out of which only one is a Lebanese national is 23 years old.
- III. I have a limited awareness on the special section on youth. I'm assuming that the recruitment of young migrant workers is not covered by the Lebanese Labor Law. At some point, many companies lack systematic monitoring by the government. For this purpose, the government should not only work on issuing laws, but also on enforcing it, mainly through regular business control by the respective ministries.
- IV. Fresh graduates lack the occupational skills that many adults have been trained on for years to adapt to the business environment, mainly because they are not being treated by their employers as contributors to the business rather than beneficiaries.
- V. Young people might not feel at ease at work, due to the systems that are put in place, and they cannot adapt to. These systems proved over time that there is a lack of inclusion of youth in regular awareness and skills development sessions that aim at enhancing their employability skills, and a higher participation from business owners in youth orientation sessions.
- VI. Youth integration is a very big project that should be assessed and tackled at the national level, before moving to its implementation at the businesses level. Integration is not only about finding a suitable job for any young person, as in addition to this work, the business holds responsibilities towards this employed young person.

Interview 15:

- I. Youth are the group of people whose age range between 16 to 20 years old.
- II. The number of employed personnel in my company is 7. None of them age range between 16 to 24 years old, except for 2 minor Syrian nationals who are currently working part time as messengers.
- III. I am not at all aware of the special section about the employment of youth, as until now I did not employ any young person in my company. I did not feel the need to do so, except for two Syrian nationals that I recruited recently as they are children head of their household who fled from Syria due to the current uprisings and are facing difficulties with their families to cope to the living conditions in Lebanon.
In my opinion, the government plays a very effective role in encouraging employers to employ more youth through targeted specific national policies that safeguard youth working conditions.
- IV. I cannot answer this question accurately as I did not employ youth in my company, however I believe that most youth lack the skills required for a job due the skills mismatch between the educational system and the working environment.
Moreover, in my opinion, young people are beneficiaries from the business system as they work to gain the expertise that they require, and then quit in search for a more interesting job. As for the trained personnel, they mostly look after stability in their jobs.
- V. Most of the youth lack the vocational skills that are required for the job, as they sometimes face pitfalls in the training system of the business, or the educational system of which they take part of, especially in Lebanon.
In my opinion, there should be specific national monitoring and evaluation mechanisms through reporting mechanisms from the business owners, inclusion of youth in regular awareness and skills development sessions that aim at enhancing their employability skills, and participation from business owners in youth orientation sessions.
- VI. If the government helps the businesses on developing a strategic framework for the employment of youth, I am willing to employ youth under specific terms and obligations of my own business, which include specific working procedures, time obligations, and employment criteria.

Interview 16:

- I. Young people are the group of people whose age range between 18 and 24 years old. In the social context, they include people who reached the age of maturity.
- II. Currently, 9 employees are working in my company.
Out of the 9 employees only 1 is 17 years old and is currently working as a porter. None of the employees is between the ages of 18 to 24 years old.
- III. The Lebanese Labor Law document is available to all, however, very few business have a complete knowledge of it, including myself. The only thing I know about the special section on youth is that minors bellows 18, should be only working for six hours a day in a row, and are put under certain law provisions that protects them.
The government plays an effective role in regularizing the laws and their enforcement for better development prospects.
- IV. Shortage in information about work opportunities and the required skills due to the absence of planning and organization in the job market causes the young people to be less ready for the job.
- V. Young people should be developed specific mobilization strategies that aim at enhancing their capacities. This will allow employers to include them more in the business, and in taking business decisions through co-management.
- VI. The only way businesses can encourage young people's capacities is through safeguarding mechanisms provided by the government. If the government succeeds in this, they will encourage employers to integrate more youth in their respective companies. The GIVE project will encourage employers to push more for integration policies adopted by the government to safeguard youth developmental policies.

Interview 17:

- I. “Young” in the social context refers to a state of mind whereby the individual is fresh and ready for life.
- II. I have a total of 4 employees.
Only one of them is Lebanese and is 22 years old.
- III. The special section on the employment of youth covers the employment of juveniles, but does not pertain to the young people between the ages of 18 to 24 years old as a distinct socio-demographic group, thus it does not cover their employment conditions separately.
The government is the party responsible behind enforcing safeguarding policies within the current spoil system, and the culture of impunity at different stages in employment and use of labor.
- IV. Fresh graduates lack the occupational skills that many adults have been trained on for years to adapt to the business environment.
- V. Most of the young people lack the vocational skills that are required for the job, due to pitfalls in the training system of the business, or the educational system of which they take part of, especially in Lebanon.
In my opinion, there should be specific national monitoring and evaluation through reporting mechanisms from the business owners, inclusion of youth in regular awareness and skills development sessions that aim at enhancing their employability skills, and participation from business owners in youth orientation sessions.
- VI. Employing youth is not an easy task. Instead, the process requires commitment to the responsibilities required by the business towards the promotion of the well-being of the young person.

Interview 18:

- I. Youth are the group of people whose age range between 16 to 20 years old.
- II. My company only holds 4 employees. One of them is a Lebanese national and is 20 years old.
- III. I am not aware of the special section on the employment of youth, as in my company, the Lebanese young employee is getting the same benefits as the other adult employees. There is no differentiation in age among employees instead, their treatment is directly linked to their performance.
Integration is a mutual responsibility between the three sole actors: government, employers, and employees themselves.
- IV. Young people lack expertise and specific skills that are required by the business however their readiness to learn is an advantage to their employment. Most young people are flexible in their working schedule and work system. Almost all of them are open to new business ideas that are promoted through globalization, which sometimes urges the traditional businesses like mine to cope with the changes in the market.
- V. Most of the youth lack the information on the specific requirements of a job due to the lack of communication between the business owners and the job seekers themselves. Moreover, the lack of community support discourages young people to learn more skills that are needed for their jobs.
Of the solutions to integration problems: involving youth in the skills development sessions.
- VI. Youth employment requires more attention to the special terms and regulations that should be enforced by the government. If the government fails to provide a suitable integration framework, business owners will be reluctant to employ more youth.

Interview 19:

- I. Youth are the group of immature people whose age range between 16 to 18 years old.
- II. I have 8 employees, but none of the employees in my company are between the ages of 16 to 24 years old.
- III. I am not at all aware of the special section about the employment of youth, as until now I did not employ any young person in my company. I did not feel the need to do so, except for two Syrian nationals that I recruited recently as they are children head of their household who fled from Syria due to the current uprisings and are facing difficulties with their families to cope to the living conditions in Lebanon.
In my opinion, the government plays a very effective role in encouraging employers to employ more youth through targeted specific national policies that safeguard youth working conditions.
- IV. Young people lack the occupational skills that are required on the job due to the lack of vocational education that provides intensive training for the youth in their specific areas of specialization. Therefore, they require capacity building programs to make them ready for their jobs.
- V. In order to grasp and increase the capacities of the youth, business owners have the responsibility of participating in orientation sessions to grasp the importance of advocating for the youth, thus including the youth in co-management to prevent disagreement on major business decisions.
- VI. Young people should be considered richness to the business with their innovative and creative ideas. However, if the government failed to take government incentives and political will to establish a reform platform, employers will be reluctant to employ more youth.

Interview 20:

- I. Young people are the group forming the middle of the age pyramid, ages ranging between 18 and 24.
- II. The number of employed personnel in my company is 6.
Currently only one employee is a Lebanese national between the ages of 18 to 24 years old.
- III. The Lebanese Labor law covers in its Article 21 till 24 the employment of juveniles that are subject to special provisions.
The government should share the responsibility of ensuring proper integration of youth with the businesses. The collaborative work of both help safeguard integration policies and allow youth to be more positive about their employment.
- IV. Young people usually come up with innovative and new business ideas, as opposed to the traditional business workers who have been working for so long, at aim at certain stability in their jobs. The young people however, most of the time benefits from the established system , rather than they contribute to it. Many of them also lack the occupational skills that are required on the job due to the lack of previous experiences as a result of their young age and maturity.
- V. Young people always have the capacity to learn new skills and acquire new working techniques. However, as compared to the trained personnel, with previous years of experience, the young people sometimes find difficulties to contribute with an added value to the business.
Inclusive training sessions and including the youth in the co-management are very effective to ensure a smooth transition to the professional work of youth.
- VI. Young people are a responsibility to the businesses, as their employment affects their professional career and contributes to shaping it. Personally, I feel a responsibility towards the people of the future, and I am ready to encourage them.

Interview 21:

- I. Young people are the group of people between the ages of 18 to 24 years old.
- II. My company is consistent of 8 employees. Only 1 is between the ages of 18 to 24 years old.
- III. The government is not paying special attention to youth as a targeted distinct group due to the lack of comprehensive youth policies formulated by the government and adopted by the private sector.
The government plays a strategic role in developing specific programs for youth to advocate for vocational and occupational based skills and new market entries.
- IV. Mostly young people from 18 to 24 years old, apply for certain posts with the aim of acquiring the experience needed, and then shift to another job in no less than one year of employment.
Youth tend to find their jobs boring after a certain period of time, and strive to look for something new that can better fulfill their ambitions.
- V. Young people needs to be treated as a distinct socio-demographic group, and given specific attention to flourish. Youth development strategies includes: involving youth in the co-management by giving them the opportunity to participate in taking business decisions with due respect to their age and maturity. Development strategies also include: establishing advisory boards, creating capacity building programs, and developing youth specific led policies to encourage young people to be more engaged.
- VI. We are somehow reluctant to employ more youth in our companies unless the government is willing to coordinate with us to develop a strategic national framework that targets youth and their special needs and help equip small to medium sized enterprises with tools that aim at enhancing integration prospects.

Interview 22:

- I. Youth are the group of people whose age range between 16 to 18 years old.
- II. I only have 4 employees, only one of them is Lebanese and aged 18 years old.
- III. I am aware of the special section on young people in the Lebanese Labor Law, article 21 through 25.
The government plays a major role in protecting the youth through the enhancement of youth developmental policies.
- IV. When hiring young people, people are found to lack the occupational skills due to the mismatch between the skills attained and the requirements for the job. Young people are also viewed by the businesses as beneficiaries rather than contributors, due to the lack of a community support which alleviates the needs of youth and alert them on their responsibilities in return.
- V. The capacities of youth can be enhanced through capacity building programs, and mobilization strategies.
- VI. On the issue of employment of youth: political will and government incentives will help foster development and problem solving policies rather than temporary policies that aim providing temporary alternatives to employment. The GIVE initiative project plays an effective role in bridging the gaps between the employers and the youth.

Interview 23:

- I. Young people are the group of people between the ages of 18 to 24 years old.
- II. My business runs on 5 employees.
Only 2 employees are 20 years old. One is Syrian and the other one is Lebanese.
- III. I am aware of the special section in the Lebanese Labor Law articles 21 till 25 however; these specific articles are legalized but not enforced by the government. Law enforcement of policies is a mutual responsibility between the business and the government.
- IV. As small to medium enterprises, our systems are not equipped with specific tools required to address youth needs and enable them to engage in our decision-making process.
However, if we get the intended support from government agencies, we will be able to increase our capacities and give more opportunities to the vulnerable social groups in the society, by offering them opportunities to mold in our work.
- V. Young people are fully equipped with bulk of new ideas which help traditional businesses maintain their competitiveness in the current climate of new business ideas.
- VI. If the government helps the businesses on developing a strategic framework for the employment of youth, I am willing to employ youth under specific terms and obligations of my own business, which include specific working procedures, time obligations, and specific employment criteria.

Interview 24:

- I. Young people are the group of people between the ages of 18 to 24 years old.
- II. I have a total of 7 employees in my company.
Only two of my employees are between the ages of 16 to 18 years old. One of them holds the Syrian nationality, while the other one is Lebanese.
- III. The Lebanese Labor Law document is available to all, however, very few business have a complete knowledge of it, including myself. The only thing I know about the special section on youth is that minors bellows 18, should be only working for six hours a day in a row, and are put under certain law provisions that protects them.
The government plays an effective role in regularizing the laws and their enforcement for better development prospects.
- IV. Shortage in information about work opportunities and the required skills due to the absence of planning and organization in the job market causes the young people to be less ready for the job.
- V. In order to grasp and increase the capacities of the youth, business owners have the responsibility of participating in orientation sessions to grasp the importance of advocating for the youth, thus including the youth in co-management to prevent disagreement on major business decisions.
- VI. Young people should be considered richness to the business with their innovative and creative ideas, and I will personally encourage their employment.

Interview 25:

- I. Young people are the group of people between the ages of 18 to 24 years old.
- II. I have a total of 7 employees in my company.
I have 3 Syrian minor children working as porters and messengers, while only 1 Lebanese who is 20 years old.
- III. I am not aware of the special section on youth. However, I'm assuming that the recruitment of young migrant workers is not covered by the Lebanese Labor Law. At some point, many companies lack systematic monitoring by the government. For this purpose, the government should not only work on issuing laws, but also on enforcing it, mainly through regular business control by the respective ministries.
- IV. Fresh graduates lack the occupational skills that many adults have been trained on for years to adapt to the business environment, mainly because they are not being treated by their employers as contributors to the business rather than beneficiaries.
- V. Young people might not feel at ease at work, due to the systems that are put in place, and they cannot adapt to. These systems proved over time that there is a lack of inclusion of youth in regular awareness and skills development sessions that aim at enhancing their employability skills, and a higher participation from business owners in youth orientation sessions.
- VI. The only way businesses can encourage young people's capacities is through safeguarding mechanisms provided by the government. If the government succeeds in this, they will encourage employers to integrate more youth in their respective companies. The GIVE project will encourage employers to push more for integration policies adopted by the government to safeguard youth developmental policies.

Interview 26:

- I. Young people are the group of people between the ages of 18 to 24 years old.
- II. My company runs on 13 employees.
Out of the total number of employees I have one whose age is 16 years old of Syrian nationality, and another one whose age is 17 years old of Lebanese nationality. 3 other young employees are between the age of 18 and 24 years old.
- III. The government is not paying special attention to youth as a targeted distinct group due to the lack of comprehensive youth policies formulated by the government and adopted by the private sector.
The government plays a strategic role in developing specific programs for youth to advocate for vocational and occupational based skills and new market entries.
- IV. Mostly young people from 18 to 24 years old, apply for certain posts with the aim of acquiring the experience needed, and then shift to another job in no less than one year of employment.
Youth tend to find their jobs boring after a certain period of time, and strive to look for something new that can better fulfill their ambitions.
- V. Vocational skills are can only be acquired through a dual system of education that train young people during school years. On the job training also aim at increasing the capacities of young people.
- VI. Engaging more youth in the company is a big responsibility to the business and the employees themselves. However, there should be a chance given to all fresh graduates to experience on the job training, which will enhance his performance. The GIVE project as a concept will shed the light on the integration of youth and will encourage the responsible parties to take corrective action.

Interview 27:

- I. Young people are the group of people between the ages of 18 to 24 years old.
- II. I have only 5 employees in my company.
Out of the total number of employees, I only recruited one young people whose age range between 18 to 24 years old and is currently working as administrative clerk.
- III. Ensuring proper integration is a mutual responsibility between the different social partners within a society aiming at promoting effective local partnership for development.
- IV. Young people lack the technical expertise and the occupational skills required for the job. Young people however, lacks the community support that acts as a support mechanism for the youth and encourage them to commit to their work. Young people also lack commitment, and they always have the tendency to shift to another work that seems interesting to them.
- V. Young people should be developed specific mobilization strategies that aim at enhancing their capacities. This will allow employers to include them more in the business, and in taking business decisions through co-management.
- VI. Young people are considered richness to the business with their innovative and creative ideas.

Interview 28:

- I. Youth are the group of people whose age range between 18 to 24 years old.
- II. The number of employed personnel in my company is 8. Only two of them are between the ages of 18 to 24 years old. One is a Syrian national working as a porter, and another Lebanese national majored in Business Administration and working as an administrative clerk.
- III. The Lebanese Labor Law offers guarding mechanisms for youth and for other employees. If I may say, I am not completely aware whether there are specific working conditions for the youth in general other than the special section on the employment of juveniles. However, I blame business including myself, for not being aware of the section that is there to safeguard youth, as a result to protect them from exploitation.
- IV. Most of the time, young people require a wider investment at the level of training when first recruited. Most young people only acquire theoretical skills in which sometimes they find difficulty in translating to practical skills. However, the main advantage for employing youth is the flexibility that most of them have on the job, as opposed to the older generations of employees.
- V. Most of the youth lack the vocational skills that are required for the job, as they sometimes face pitfalls in the training system of the business, or the educational system of which they take part of, especially in Lebanon.
In my opinion, there should be specific national monitoring and evaluation mechanisms through reporting mechanisms from the business owners, inclusion of youth in regular awareness and skills development sessions that aim at enhancing their employability skills, and participation from business owners in youth orientation sessions.
- VI. If the government helps the businesses on developing a strategic framework for the employment of youth, I am willing to employ youth under specific terms and obligations of my own business, which include specific working procedures, time obligations, and employment criteria.

Interview 29:

- I. Young people are the group of people whose age range between 18 to 24 years old.
- II. My company is currently consistent of 5 employees.
Out of the 5 employees, 3 are Syrian nationals, and only one is a Lebanese national between the ages of 20 to 24 years old.
- III. The recruitment of young migrant workers is not covered by the Lebanese Labor Law.
The government should not only work on issuing laws, but also on enforcing it, mainly through regular business control by the respective ministries. The government also holds the responsibilities of sharing the laws with the business owners through regular meetings.
- IV. Other than the youth not being equipped with the occupational skills required for the job, we SMEs do not possess specific tools required to address youth needs and enable them to engage in the decision-making process. The integration system also suffers from shortage in information about work opportunities and the required skills due to the absence of planning and organization in the job market.
- V. This depends on the person himself and whether he has the capacity to grasp and learn from his previous work experiences. If the person is not well equipped with the theoretical and technical knowledge, he will face difficulties in coping to the different changes in the business.
The main duty of the company is to ensure a smooth environment, whereby all employees feel themselves engaged in the business and aware of the business decisions. Knowledge of the mission statement and the vision of the company are also important as it enlarges the perspective of employees on the work being done.
- VI. Integrating the youth in economic development processes guarantees benefiting from the vast potential of young people's capabilities. The government should provide the adequate framework to ensure good work opportunities for the youth.

Interview 30:

- I. Young people are the group of people whose age range between 18 to 24 years old.
- II. I have 2 employees between the age of 18 to 24 years old, both of them are underemployed.
- III. Ensuring proper integration is a mutual responsibility between the different social partners within a society aiming at promoting effective local partnership for development.
- IV. Young people lack the technical expertise and the occupational skills required for the job. Young people however, lacks the community support that acts as a support mechanism for the youth and encourage them to commit to their work. Young people also lack commitment, and they always have the tendency to shift to another work that seems interesting to them.
- V. Young people needs to be treated as a distinct socio-demographic group, and given specific attention to flourish. Youth development strategies includes: involving youth in the co-management by giving them the opportunity to participate in taking business decisions with due respect to their age and maturity. Development strategies also include: establishing advisory boards for youth.
- VI. Engaging young people in the business is an added value. Youth are not only assets, but also considered as agents of change in the International community that believed in them and adopted their determination and intention to be the revitalizing tools of the future.

II. Appendix B

Lebanese Labor Law

Lebanese labor law, ratified on 23/09/1946, chapter one, section two; Employment of Children and Women; articles 21 through 25

CHAPTER One -Section Two- Employment of Children and Women

Employment of Children, (Articles 21 through 25), unofficial translation

Article 21 *(As modified by law No. 536 of 24 July 1996)*

The employment of juveniles less than eighteen years of age is subject to the provisions of the present chapter.

Article 22 *(As modified by Law No. 536 of 24 July 1996)*

It is absolutely forbidden to set to work juveniles who have not yet completed their thirteenth year of age. A juvenile may only begin to work after a medical examination to ascertain that he can carry out the work for which he was hired.

Medical certificates are delivered free of charge by the Ministry of Public Health until the juvenile reaches the age of eighteen. They may be withdrawn at any time if it is later noticed that the juvenile is no longer capable of doing the work for which he was hired.

Article 23 *(As modified by Law No. 536 of 24 July 1996)*

It is forbidden to set juveniles to work in industrial enterprises or in jobs which are too strenuous or detrimental to health, listed in Annexes No. 1 and No. 2 of the present law, before they have completed their fifteenth year of age.

It is also forbidden to set to work juveniles before they have completed their sixteenth year of age in jobs of a dangerous nature or which represent a threat to life, health or public morals because of the circumstances in which they are carried out.

These jobs shall be determined by decree issued by the Council of Ministers on the proposal of the Minister of Labour.

It is forbidden to set juveniles, who have not yet completed their eighteenth year of age, to work more than six hours a day, with a break of at least one hour if the daily working period exceeds four consecutive hours.

It is also forbidden to set them to work between seven o'clock in the evening and seven o'clock in the morning. A period of rest of at least 13 unbroken hours must be granted to the juvenile between two periods of work, and it is absolutely forbidden to set him to work on an additional job or to set him to work during daily or weekly periods of rest or during holidays or periods during which the establishment is closed.

Every juvenile employed in an establishment for at least one year shall be entitled to an annual holiday of 21 days with full pay. The juvenile shall benefit from at least two-thirds of the period of holiday without interruption, and he shall benefit from the rest of the period during the same year.

Article 24

The establishment of the age of children and juveniles shall be effected under the responsibility of employers, irrespective of the categories to which they belong. They are required to ask every juvenile to produce his identity card before hiring him.

Article 25 *(As modified by Law No. 91 of 14 June 1999)*

Vocational training establishments may derogate to the provisions of articles 22 and 23 on condition that the juvenile is not under full twelve years of age and on condition that the programme of the said establishments specifies the nature of the trades, the hours and conditions of work and that it is approved both by the Ministry of Labour and Public Health Services.