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## IMPROVING THE QUALITY AND ATTRACTIVENESS OF VOCATIONAL EDUCATION AND TRAINING IN LEBANON FOR VULNERABLE SOCIAL GROUPS (QUA-VET)

Desk Research & Benchmarking on In-Company Training (In-CT) Practices in Lebanon, Neighbouring Countries, and International Best Practices

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## 1 Abbreviations

Abbreviation	Full Term
ALI	Association of Lebanese Industrialists
BIBB	Bundesinstitut für Berufsbildung (Federal Institute for Vocational Education and Training – Germany)
BMZ	German Federal Ministry for Economic Cooperation and Development
BP	Brevet Professionnel
BT	Baccalauréat Technique
CAS	Central Administration of Statistics
CPF	Compte Personnel de Formation (France) - National Professional Development Account
CVET	Continuing Vocational Education and Training
DGTVE	Directorate General for Technical and Vocational Education
EBRD	European Bank for Reconstruction and Development
EPL	Employment Promotion Lebanon Project
ETF	European Training Foundation
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GEO	Guidance and Employment Office
IDAL	Investment Development Authority of Lebanon
IECD	Institut Européen de Coopération et de Développement
IFC	International Finance Corporation
ILO	International Labour Organization
In-CT	In-Company Training
IVET	Initial Vocational Education and Training
KfW	German Development Bank
MEHE	Ministry of Education and Higher Education
MoL	Ministry of Labor
NQF	National Qualifications Framework
NGO	Non-governmental organization
NSF	National Strategic Framework
PPP	Public-Private Partnership
PwD	Person with a disability
QuA-VET	Quality and Attractiveness of Vocational Education and Training
SAB	School Advisory Board
SERI	State Secretariat for Education, Research and Innovation (Switzerland)
SME / MSME	(Micro), Small, and Medium Enterprises
TS	Technique Supérieur
TSE	Turkish Standards Institution
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VET	Vocational Education and Training
WBL	Work-Based Learning

## 2 Executive Summary

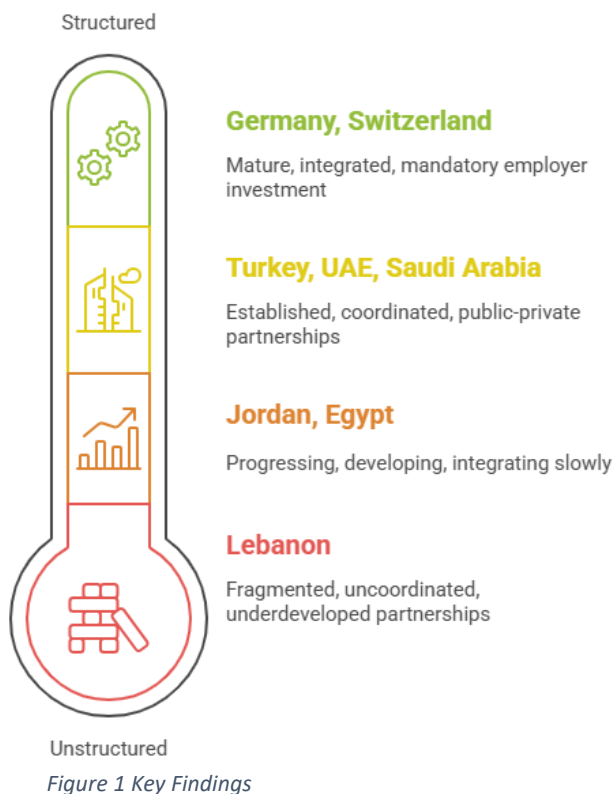
This report provides a comprehensive desk research and benchmarking study on **In-Company Training (In-CT)** practices in Lebanon, benchmarking them against neighbouring countries (Jordan, Egypt, Turkey, UAE, and Saudi Arabia) and global leaders (Germany, Switzerland, France, and Canada). The study was conducted within the framework of **QuA-VET project**, a co-financed project by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) that is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in partnership with the Directorate General for Technical and Vocational Education in Lebanon (DGVTE). The objective of this project is orienting vocational training and education towards the qualification needs of the labor market and therefore to increase the employability of vulnerable individuals and vocational training graduates.

### Purpose, Objectives, and Methodology of the Study

The objective was to understand Lebanon's In-CT landscape, identify structural gaps, and extract best practices from international benchmarks to design actionable policy recommendations. The methodology combined secondary research (legal frameworks, policy documents, reports), and comparative benchmarking.

### Key Findings

1. Lebanon's In-Company Training (In-CT) landscape is fragmented, with limited employer engagement and weak institutional coordination.
2. Government, private sector, and donor roles in workforce training are not fully integrated, leading to inefficiencies.
3. Sectoral engagement varies, with agri-food, ICT, industrial manufacturing, and services being the most active in In-CT.
4. Benchmarking analysis highlights that Lebanon lags behind neighboring countries (Jordan, Egypt, Turkey, UAE, Saudi Arabia) and global leaders (Germany, Switzerland, France, Canada) in structured workforce training. Despite growing donor engagement, Lebanon remains far behind its peers in employer mandates, fiscal incentives, and quality assurance systems, scoring just 2.5 out of 10 across five policy dimensions ([Table 18](#)).
5. Public-private partnerships (PPPs) are underdeveloped, limiting the scalability of training initiatives.
6. Regulatory frameworks for In-CT are weak, with no mandatory employer investment in workforce training.
7. Donor-funded programs play a crucial role in workforce development but lack long-term sustainability mechanisms.



## Gaps Identified

1. Limited employer participation in structured training programs, particularly among MSMEs.
2. Weak linkages between business needs and training programs, leading to skill mismatches.
3. Regulatory and institutional barriers, including outdated legislation and bureaucratic hurdles.
4. Financial constraints and lack of incentives for companies to invest in employee training.
5. Limited access to training for MSMEs and marginalized groups (women, youth, refugees).
6. Cultural barriers that undervalue structured training and professional development.
7. Lack of standardization and quality assurance in training programs, reducing credibility and impact.

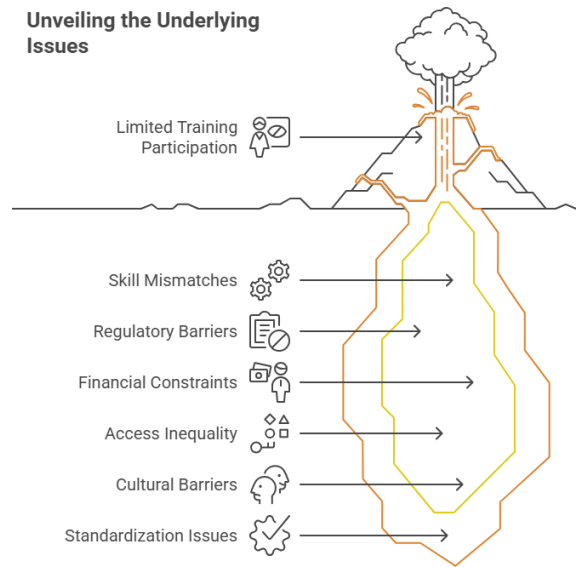


Figure 2 Gaps Identified

## Best Practices & Recommendations

1. **Policy Framework Development:** Introduce a Corporate Training Investment Mandate, requiring companies with 25+ employees to allocate 1.5% of payroll to structured training.
2. **Tax Incentives:** Implement a 20% tax credit for companies investing in workforce training, with 35% incentives for digital skills and green economy programs.
3. **Quality Assurance Standards:** Establish a national certification framework for corporate training programs.
4. **SME Support Mechanisms:** Develop training cooperatives to enable MSMEs to share resources and access structured training.
5. **Public-Private Partnerships (PPPs):** Strengthen sectoral training committees to align workforce development with industry needs.
6. **Regional Leadership:** Position Lebanon as a regional training hub, leveraging expertise in financial services, ICT, agribusiness, and creative industries.

## Best Practices & Recommendations

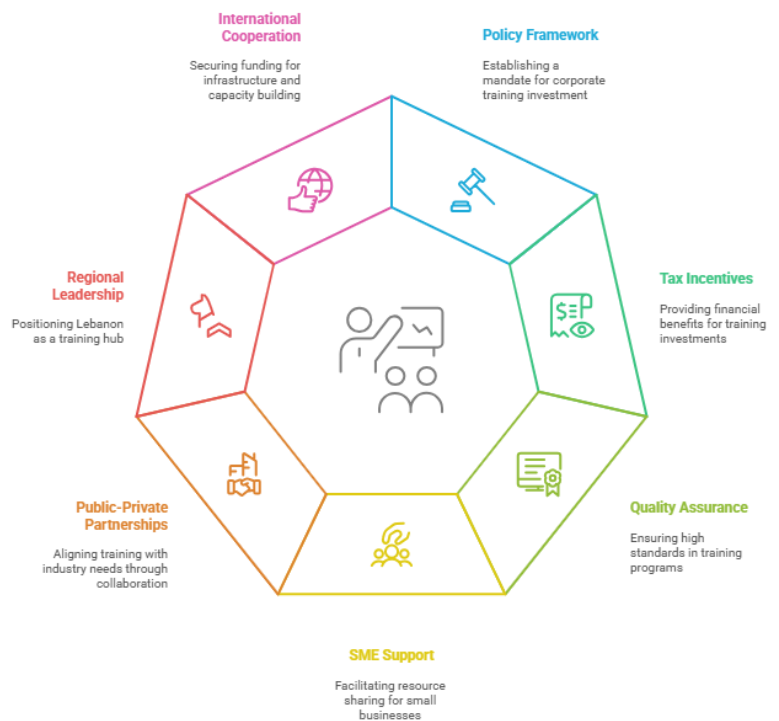


Figure 3 Best Practices

7. International Cooperation: Secure EU and World Bank funding for workforce development, targeting \$50-75 million in training infrastructure and institutional capacity building.

## 3 Introduction: Context and Rationale

### 3.1 Purpose of the Report

#### Objective of the desk research and benchmarking

The primary objective of this desk research and benchmarking exercise is to **assess and compare the current landscape of In-Company Training (In-CT) practices in Lebanon** with those adopted in neighboring countries and internationally recognized models. This process is crucial for identifying **gaps, strengths, and best practices** that can inform the design and implementation of more effective and inclusive training instruments tailored to the Lebanese context.

Specifically, the desk research aims to:

- **Map existing In-CT frameworks and practices in Lebanon**, including regulatory environments, implementation models, and private sector involvement.
- **Benchmark Lebanon's In-CT landscape** against selected neighboring countries (Jordan, Egypt, Turkey, UAE, Saudi Arabia) and countries recognized for international best practices (Germany, Switzerland, France, Canada).
- **Highlight successful mechanisms** in employer engagement, training design, funding, and quality assurance in In-CT models regionally and internationally.
- **Identify institutional, regulatory, and operational gaps** in Lebanon that hinder the effectiveness and scalability of In-CT programs.
- **Draw actionable insights and policy recommendations** to enhance Lebanon's In-CT system, aligned with its TVET and workforce development goals.

#### Alignment with the GIZ QuA-VET project goals

This desk research and benchmarking activity is a core and initial step of one of the QuA-VET project's components: "Enhancing the quality of In-Company Training for employees and Work-Based Learning for trainees". The research directly contributes to the project's overarching objective: to **improve the quality, relevance, and attractiveness of Technical and Vocational Education and Training (TVET)** in Lebanon, especially for vulnerable social groups, by strengthening the link between vocational training and education and the labor market.

In particular, this study supports the following QuA-VET goals:

- **Improving the cooperation between the private sector and TVET institutions** by identifying practical entry points for collaboration in the design and delivery of In-company Training and Work Based Learning (In-CT and WBL) initiatives.
- **Enhancing the relevance and responsiveness of training systems** by drawing on regional and international best practices that can inform contextualized, demand-driven training models.

- **Contributing to the development of national regulatory instruments and standards** such as training standards, certification schemes, trainer qualifications, and quality assurance mechanisms for In-CT and WBL.
- **Establishing a foundation for pilot initiatives** that will test new training tools and frameworks in collaboration with selected companies and TVET schools.
- **Generating evidence to inform policy reform and system strengthening**, particularly in areas related to employer engagement, incentives for training, and institutional collaboration.

By aligning with these goals, the desk research serves as a strategic tool to **build consensus among stakeholders**, support informed decision-making, and lay the groundwork for sustainable and scalable improvements in the Lebanese TVET and the private sector.

**This report proceeds as follows:** [Section 3](#) outlines the scope, purpose, and methodology of the benchmarking study. [Section 4](#) presents a comprehensive analysis of Lebanon's current In-Company Training (In-CT) landscape, including stakeholder roles, sectoral dynamics, and subnational disparities. [Section 5](#) benchmarks Lebanon's performance against neighboring countries and global best practice leaders, identifying critical success factors and comparative gaps. [Section 6](#) distills the implications for Lebanon, offering actionable policy recommendations and a phased implementation roadmap. Finally, [Section 7](#) provides data sources and references.

## 3.2 Scope & Methodology

### Approach to conducting desk research and benchmarking

The approach to conducting this benchmarking desk research is grounded in a **systematic, comparative, and evidence-based methodology**, designed to provide an in-depth understanding of In-Company Training (In-CT) practices within Lebanon, its neighboring countries, and globally recognized models. This approach combines **secondary data collection, policy and program analysis, and comparative benchmarking** to ensure that the findings are comprehensive, practical, and aligned with the objectives of the GIZ QuA-VET project.



Figure 4 Desk Research & Benchmarking Process

The process includes the following key components:

#### 1. Literature and Policy Review

- Review of national policies, strategies, legal frameworks, and donor-funded initiatives related to In-CT and Work-Based Learning (WBL) in Lebanon.
- Collection and analysis of similar documentation from selected **neighboring countries** (e.g., Jordan, Egypt, Turkey, UAE, Saudi Arabia) and **international best practice countries** (e.g., Germany, Switzerland, France, Canada).
- Use of reports from **international organizations** (ILO, ETF, UNESCO, OECD, World Bank, etc.), academic literature, and case studies.



## 2. Comparative Benchmarking Framework

- Development of a structured benchmarking matrix to compare key dimensions across countries, including:
  - Policy and regulatory environment
  - Role of employers and industry associations
  - Funding mechanisms and incentives
  - Training models and implementation approaches
  - Quality assurance systems and standards
- Scoring or qualitative assessment of Lebanon's current position against benchmarked models.

## 3. Mapping Existing Practices in Lebanon

- Identification and documentation of existing in-company training practices in Lebanon, including informal and formal approaches used by businesses.
- Mapping of sectors and companies with current or past involvement in training-related activities (especially in Agri-food and IoT sectors).
- Review of data and documentation from GIZ programs and other development partners working in TVET or workforce development.

## 4. Development of Key Outputs

- A comprehensive **written report** summarizing findings, gaps, and recommendations.
- A **comparative matrix** with charts and visual summaries of benchmarking data.
- A **presentation deck** highlighting main findings, comparative insights, and proposed support measures.

This structured and multi-layered approach ensures that the research is reliable, policy-relevant, and actionable, supporting both evidence-based decision-making and the development of future In-CT instruments under the QuA-VET framework.

Table 1: Scope & Methodology Summary

Component	Description	Key Activities	Coverage
<b>Overall Approach</b>	Systematic, comparative, and evidence-based methodology for In-Company Training (In-CT) benchmarking	Secondary data collection - Policy and program analysis - Comparative benchmarking	Lebanon, neighboring countries, and international best practices
<b>1. Literature and Policy Review</b>	Comprehensive review of relevant documentation and frameworks	National policies, strategies, legal frameworks analysis - Donor-funded initiatives review - International reports and case studies collection	<b>Target Countries:</b> Lebanon (primary) - Neighboring: Jordan, Egypt, Turkey, UAE, Saudi Arabia - Best Practice: Germany, Switzerland, France, Canada <b>Sources:</b> ILO, ETF, UNESCO, OECD, World Bank
<b>2. Comparative Benchmarking Framework</b>	Structured matrix for cross-country comparison	Policy and regulatory environment assessment - Employer and industry association role analysis -	<b>Key Dimensions:</b> Policy environment - Employer engagement - Funding & incentives - Implementation



		Funding mechanisms evaluation - Training models comparison - Quality assurance systems review - TVET institutional collaboration mapping	approaches - Quality standards - Institutional partnerships
<b>3. Mapping Existing Practices in Lebanon</b>	Documentation of current In-CT practices in Lebanon	Formal and informal training approaches identification - Sector-specific company mapping - GIZ and development partner program review	<b>Focus Sectors:</b> Agri-food - IoT (Internet of Things) <b>Practice Types:</b> Formal training programs - Informal workplace learning
<b>4. Key Outputs</b>	Deliverables for evidence-based decision-making	Comprehensive written report - Comparative matrix - PowerPoint presentation deck	<b>Output Features:</b> Findings and gap analysis - Recommendations - Visual data summaries - Actionable support measures
<b>Project Context</b>	GIZ QuA-VET framework support	Work-Based Learning (WBL) and In-Company Training development	<b>Objectives:</b> Policy-relevant insights - Actionable recommendations - Future In-CT instrument development

## 4 In-Company Training in Lebanon: Current Landscape

In-company training in Lebanon is a common practice aimed at improving employee skills and performance within the workplace. It's a way for businesses to adapt to changing market demands, enhance productivity, and ensure their workforce is equipped with the necessary knowledge and expertise. This type of training is particularly popular among larger organizations and those in sectors like banking, telecommunications, and manufacturing, but it's also increasingly adopted by smaller businesses seeking to stay competitive.

Lebanon's workforce development landscape has evolved significantly in response to the country's ongoing economic challenges and the urgent need to build a skilled, adaptable labor force. In-Company Training (In-CT) has emerged as a critical component of this ecosystem, serving as a bridge between formal education systems and the dynamic requirements of modern industries.

This chapter examines the current state of In-CT in Lebanon, analyzing its structure, key stakeholders, sectoral engagement patterns, and the policy environment that shapes its implementation. The analysis reveals a landscape characterized by strong donor engagement, active private sector participation in key industries, and significant challenges in scaling systematic training approaches across the economy. Understanding this current landscape is essential for identifying opportunities to strengthen Lebanon's In-CT ecosystem and enhance its contribution to economic recovery and long-term competitiveness.

### 4.1 Overview of In-CT in Lebanon

Lebanon's workforce development framework is supported by two key pillars: the Technical and Vocational Education and Training (TVET) system and the university and higher education sector. The TVET system is

structured into two main streams: Vocational Education and Technical Education, designed to equip learners with hands-on skills and practical competencies aligned with labor market demands. In parallel, universities and higher education institutions contribute significantly by offering advanced technical and applied science programs, as well as lifelong learning opportunities that promote innovation and adaptability. Together, these systems form the foundation for developing a skilled workforce. However, in-company training (In-CT) remains a critical but underutilized component in this ecosystem. While formal education provides the theoretical and technical basis, In-CT serves as the essential link between education and real-world application, enabling both TVET and university graduates, as well as existing employees, to continuously upskill within the workplace and meet evolving industry needs. In Lebanon, strengthening coordination between educational institutions and companies through structured in-company training programs is increasingly recognized as a priority for sustainable economic growth and employment development.

#### **4.1.1 General structure of Initial Vocational Education and Training (IVET) and Continuing Vocational Education and Training (CVET) in Lebanon**

Lebanon's Technical and Vocational Education and Training (TVET) system forms the institutional backbone for workforce development, structured into two complementary streams that serve different educational backgrounds and career trajectories: Vocational Education and Technical Education. These streams provide the foundational framework within which In-Company Training operates, establishing pathways for skills development that extend from initial training through continuing professional development.

##### **Initial Vocational Education and Training (IVET)**

IVET in Lebanon targets young individuals seeking practical skills before workforce entry, encompassing both vocational and technical education pathways that create natural connections to in-company training opportunities:

##### **Vocational Education Track:**

This pathway focuses on manual trades and practical skills, providing direct pathways to employment and further in-company development:

- Certificat d'Aptitude Professionnelle (CAP): A foundational vocational certificate completed after lower secondary education, often supplemented by workplace apprenticeships
- Brevet Professionnel (BP): An intermediate vocational certificate building on CAP training, frequently involving employer partnerships
- Baccalauréat Professionnel: An advanced vocational diploma preparing students for specialized trades with strong industry connections

##### **Technical Education Track:**

This stream requires higher general education levels and emphasizes technical competencies that align closely with industry needs:

- Baccalauréat Technique (BT): A technical secondary certificate enabling progression to specialized employment or further training
- Technique Supérieur (TS): A higher technical diploma often leading to supervisory roles, with strong emphasis on practical workplace application

These programs operate under the supervision of the Directorate General of Vocational and Technical Education (DGVTE) through both public and private institutions, creating multiple entry points for students to engage with industry-based training opportunities.

### **Continuing Vocational Education and Training (CVET)**

CVET addresses the needs of employed individuals seeking skills upgrading or career transitions, representing the most direct connection to In-Company Training activities:

- **Short-Term Training Programs:** Delivered by NGOs, development organizations, and private training centers, these programs focus on specific competencies aligned with immediate labor market needs and often take place within company premises or in partnerships with employers.
- **On-the-Job Training:** Many companies provide systematic in-house training to enhance productivity and adapt to technological changes, representing the core of In-CT activities in Lebanon.
- **Adult Education Programs:** Designed for career transitions and skills updating, these programs increasingly incorporate workplace-based learning components.

The Lebanese government's National Strategic Framework for Technical and Vocational Education and Training (2018–2022) explicitly emphasizes CVET's role in promoting lifelong learning and addressing evolving labor market demands, providing policy support for expanded In-CT initiatives. The forthcoming National Strategic Framework for TVET (2025–2029), expected to be published between late 2025 and early 2026 will focus on building resilience in crises, ensuring social inclusion, modernizing curricula and qualifications, linking TVET with the labour market, and strengthening governance and financing mechanisms to create a high-quality, inclusive, and market-driven TVET system.

### **Integration with In-Company Training**

The IVET and CVET structures create multiple touchpoints with In-Company Training:

- Apprenticeship placements during formal programs
- Transition pathways from education to employment
- Continuing education opportunities for employed workers
- Employer involvement in curriculum development and delivery

#### **4.1.2 Role of government, private sector, and donors in In-CT initiatives**

The development and implementation of Technical and Vocational Education and Training (TVET) in Lebanon involve a collaborative effort among government bodies, the private sector, and international donors. Each stakeholder plays a distinct yet interconnected role in shaping both the TVET and broader in-company training landscape for all types of employees.

#### **Government's Role**

The Lebanese government, primarily through the Ministry of Education and Higher Education (MEHE) and its Directorate General of Vocational and Technical Education (DGTVE), oversees the administration and regulation of TVET programs. The DGTVE is responsible for:

- Developing curricula and setting educational standards.
- Issuing diplomas and certificates.
- Organizing public TVET examinations.
- Monitoring the performance of both public and private educational institutions and training providers, including NGOs.

Additionally, the DGTVE coordinates with other ministries such as the Ministries of Labor, Social Affairs, Agriculture, Health, and Tourism to align training services with national labor market needs. This coordination aims to make vocational and in-company training responsive to the evolving demands of various economic sectors.

Beyond TVET, the government's role in In-CT also involves:

- Setting national standards for workplace learning and employee development.
- Facilitating the authorization of TVET schools and other institutions to act as accredited training centers for non-formal, short-term, and continuing education programs.
- Supporting regulatory frameworks that allow for the recognition of in-company training outcomes, whether for own employees or external participants.

### Private Sector's Role

The private sector in Lebanon is a key driver of in-company training, for a broad range of workforce competencies. Its contributions include:

- **Establishing and Operating Private Training Institutions:** Private companies and specialized training providers set up training centers that serve different target groups:
  - **Own employees:** Internal corporate academies or training departments focus on upskilling and reskilling staff in technical, digital, managerial, and soft skills. Major Lebanese companies such as LibanJus and INDEVCO have developed internal training academies to continuously upskill their staff. For example, LibanJus, a leading juice and beverage producer, invests in continuous training for its staff, focusing on: Hygiene and Sanitation; regular in-house training for all factory employees. Production Process Optimization; technical upskilling for machine operators and maintenance teams.
  - **External participants:** Some centers offer open-enrollment programs for individuals from other companies or the general public, often on a fee-for-service basis. Specialized private training providers like Berytech and Makhzoumi Foundation offer open-enrollment short courses and workshops in entrepreneurship, ICT, and business skills. These programs are accessible to individuals from other companies and the general public, often on a fee-paying basis. Berytech, for example, runs bootcamps and accelerator programs targeting both startups and professionals seeking to enhance their technical and soft skills
  - **TVET students and graduates:** Training centers may also collaborate with educational institutions to provide practical placements, internships, or sector-specific modules. Companies in the industrial and agri-food sectors, such as INDEVCO Group, collaborate with TVET schools to provide practical placements, internships, and sector-specific modules. These partnerships

allow students and recent graduates to gain hands-on experience and industry exposure, bridging the gap between formal education and workplace requirements.

- **Participating in Curriculum Development:** Companies collaborate with public bodies and training providers to ensure that both formal and non-formal training content aligns with current industry needs. Providing Apprenticeships, Internships, and On-the-Job Training: Firms offer structured work-based learning opportunities for both new entrants and existing employees, covering technical, operational, and leadership skills.
- **Public-Private Partnerships (PPPs):** These partnerships modernize training delivery, share resources, and promote best practices between sectors. They are increasingly used to address workforce needs beyond TVET, such as digital transformation and leadership development.

### Donors' Role

International donors and organizations play a significant role in supporting Lebanon's in-company training ecosystem by:

- **Providing Financial and Technical Support:** Donors fund both formal TVET reforms and non-formal, short-term training programs, often targeting vulnerable groups or priority economic sectors.
- **Supporting National Strategies and Frameworks:** They assist in the design and implementation of national policies for workforce development, including quality assurance and certification systems for In-CT.
- **Capacity Building:** Donors deliver training for trainers, administrators, and company HR staff, enhancing the delivery of both formal and non-formal training.
- **Promoting Inclusive and Flexible Training Opportunities:** Most donor-funded projects focus on non-formal TVET and in-company training due to the flexibility and faster impact of such interventions. Only a few donors engage in formal TVET reforms, as these require complex, high-level government approvals and longer timelines.

In summary: The synergistic efforts of government, the private sector, and donors are crucial for advancing in-company training in Lebanon. This collaboration extends beyond TVET to include all types of workforce development, ensuring that training programs are responsive to labor market needs and accessible to employees at all levels. Private training institutions serve diverse audiences, and donor support is especially prominent in non-formal training due to its adaptability and quicker implementation compared to formal TVET reforms.

#### 4.1.3 Sectors most active in In-CT

In Lebanon, several key sectors have demonstrated significant engagement in In-Company Training (In-CT) initiatives, aiming to enhance workforce skills and align training with industry needs. The most active sectors include Agri-food, Industrial Manufacturing, Information and Communication Technology (ICT), and Services.

### Agri-food Sector

The agri-food sector leads In-Company Training (In-CT) in Lebanon due to its inherent reliance on traditional apprenticeship models where agricultural knowledge is naturally passed down through generations via hands-on learning. Combined with continued investments to replace inaccessible imported goods and government recognition of agriculture's critical role in socio-economic recovery through the National Agriculture Strategy 2020-2025, the sector benefits from strong training mechanism. In addition, family-operated businesses naturally mentor workers, offer seasonal training opportunities, and respond to crisis-driven demand for local food production; further accelerating skills development initiatives.

The QOOT Cluster, Lebanon's agri-food innovation cluster launched in 2019 by Berytech and supported by the Kingdom of the Netherlands, brings together over 100 members, including startups and established enterprises. QOOT fosters collaboration, strengthens linkages, empowers In-CT through capacity building programs and workshops, and increases opportunities within the sector, promoting it to new levels of innovation and global recognition.

Additionally, the Agrytech Accelerator Program, jointly funded by the Kingdom of the Netherlands and Berytech, supports Lebanese startups with disruptive innovations in the agri-food sector. The program provides technical and business resources, community support, training and coaching sessions for the founders and employees of the SMEs, and access to prototyping facilities, aiming to scale ideas into successful businesses with global impact.

It should be noted that these are examples and not the only initiatives active in this support field. In general, the support mechanisms for in-company training and sectoral capacity building in Lebanon's agri-food and innovation sectors are predominantly driven by development organizations and civil society actors, rather than by direct government programs or funding. This reliance on external and non-governmental support is characteristic of the sector, as it enables greater flexibility and responsiveness to market needs, but also highlights the need for more sustainable, institutionalized frameworks for workforce development.

### *Industrial Manufacturing Sector*

The industrial manufacturing sector has also shown active participation in In-CT. In June 2023, the Ministry of Education and Higher Education (MEHE), the Ministry of Industry, and the Association of Lebanese Industrialists (ALI) signed a memorandum of understanding to advance technical and vocational education and training (TVET) in Lebanon. This cooperation aims to improve linkages between industries and training institutes, creating better quality education and an enabling environment for a productive and competitive industrial sector. The agreement aims to improve linkages between industries and training institutes to create better quality education and an enabling environment for a productive, innovative, and competitive industrial sector, with the Technical Institute for Food Industries in Qab Elias serving as a pilot project. The cooperation responds to Lebanon's economic crisis where youth unemployment increased from 23.3% in 2018-2019 to 47.8% in January 2022, despite having 104,000 students enrolled in technical institutes and 240,000 in universities, while employers struggle to find workers with the right skills.

### *Information and Communication Technology (ICT) Sector*

The ICT sector is increasingly integrating In-CT to meet the growing demand for digital skills. United States Agency for International Development's (USAID) Community Support Program (CSP) has developed and adapted market-based curricula for vocational courses in ICT, among other sectors. These courses are available

across CSP's thirteen partner TVET institutes, providing scholarships to job seekers and partnering with private sector businesses to facilitate graduates' access to employment opportunities.

The ICT sector stands out as one of the most active in In-CT for several reasons. Rapid technological change and the constant emergence of new tools, platforms, and programming languages require companies to regularly upskill their workforce to remain competitive. Many Lebanese ICT firms, such as CME Offshore and Murex, have established internal training academies and continuous learning programs for their employees, focusing on software development, cybersecurity, cloud computing, and project management. These in-house training initiatives help companies quickly adapt to market shifts and technological advancements, while also supporting employee retention and professional growth.

Moreover, the sector's global orientation and frequent collaboration with international clients drive the need for employees to maintain up-to-date technical and soft skills. As a result, ICT companies often invest in certifications, online courses, and workshops, sometimes extending these opportunities to external participants or collaborating with universities and training centers for joint programs.

Overall, the ICT sector's dynamic nature, reliance on cutting-edge knowledge, and international competitiveness make it a leader in adopting robust in-company training mechanisms in Lebanon.

### Services Sector

The services sector, encompassing areas such as healthcare and maintenance, is actively involved in In-CT. USAID's Community Support Program (CSP) has focused on vocational courses in home-based health care and industrial repair and maintenance, providing scholarships and partnering with private sector businesses to enhance employment opportunities.

The sector's high engagement in In-CT is driven by several factors. First, services like healthcare and maintenance require employees to stay updated on evolving standards, technologies, and best practices to ensure safety, quality, and compliance. For example, hospitals and clinics in Lebanon regularly conduct in-house training on infection control, patient care protocols, and the use of new medical equipment for nurses and support staff. Similarly, companies specializing in facility management or industrial maintenance provide ongoing technical training for their technicians to adapt to new machinery, digital maintenance tools, and safety regulations.

Additionally, the services sector is characterized by frequent changes in client needs, regulatory requirements, and industry certifications, making continuous professional development essential for maintaining service quality and competitiveness. In-house training programs also help address acute skills shortages in areas such as elderly care, medical assistance, and equipment servicing; fields that have seen rising demand in Lebanon in recent years.

Overall, the dynamic and client-focused nature of the services sector, along with its critical role in public health and infrastructure, makes it one of the most proactive sectors in adopting and investing in in-company training for its workforce.



Table 2: Illustrative Table - Sectoral In-Company Training Penetration in Lebanon (2024–2025)

Sector	% of Firms Offering In-CT	Avg. Training Hours/Year	Avg. Spend per Employee (USD)	Donor Program Coverage	Notes
ICT	75–80%	50–60 hrs.	\$500–600	Medium (USAID CSP, CodeBrave)	Driven by digital skills demand and internal academies (e.g., CME, Murex)
Agri-food	60–65%	25–35 hrs.	\$150–200	High (QOOT, Agrytech, IECD)	Strong donor support; informal apprenticeships common
Services (Health, Maintenance)	50–55%	20–30 hrs.	\$120–160	Medium (USAID, Right to Play)	High demand for upskilling in caregiving and repair sectors
Industrial Manufacturing	35–45%	15–25 hrs.	\$100–180	Low–Medium (GIZ, ALI-MEHE MoU)	Limited formalization; pilot projects emerging
Creative Industries	25–30%	10–20 hrs.	\$80–120	Low (UNESCO, Berytech)	Underdeveloped but high potential for regional export

(These figures are derived from triangulated proxies across donor program records, sectoral case studies (e.g., LibanJus, CodeBrave, QOOT), and extrapolated trends from ILO/UNICEF/USAID-supported initiatives, adjusted for sectoral weight and informality.)

Table 3: Economic Weight of Lebanon's Key Productive Sectors

Sector	Estimated Size (2023–2024)	% Of GDP	Key Insights
Agri-food	~USD 1.6 billion (2023)	~2.9% of GDP	Contributes 38% of industrial output; resilient export sector; supported by clusters like QOOT and programs like Agrytech
Industrial Manufacturing	~USD 8.8 billion (pre-crisis 2015); likely lower post-crisis	~17% of GDP (2015 est.)	Sector in decline due to inflation, currency collapse, and labor shortages; no official post-2015 GDP share published
ICT	~USD 1.1 billion (2018); projected impact up to USD 7 billion by 2025	~2.1% of GDP (2018 est.)	550+ companies; ~10,150 high-skilled jobs; strong export growth; digital penetration at 86.6% in 2023
Services	~USD 18.6 billion (2022 est.); likely stable or slightly contracted	~88.6% of GDP (2022 est.)	Dominant sector; includes finance, tourism, education, healthcare, and trade; continues to absorb most employment and economic activity

(Data Sources: [https://agriculture.ec.europa.eu/system/files/2023-05/agrifood-lebanon\\_en.pdf](https://agriculture.ec.europa.eu/system/files/2023-05/agrifood-lebanon_en.pdf) - <http://investinlebanon.gov.lb/Content/uploads/Publication/200402102635557~IDAL%20Agrifood%20Industry%20in%20Lebanon%20Factbook%202020.pdf> - <https://www.lcps-lebanon.org/en/articles/details/4783/manufacturing-in-crisis-how-can-the-sector-survive> - [http://investinlebanon.gov.lb/en/sectors\\_in\\_focus/ict](http://investinlebanon.gov.lb/en/sectors_in_focus/ict) - <https://www.unicef.org/media/152586/file/Lebanon-2023-COAR.pdf> - <https://datareportal.com/reports/digital-2023-lebanon> - <http://www.industry.gov.lb/getattachment/PublicationsAndStudies/Genral-final-en-%281%29.pdf?lang=en-US>)

#### 4.1.4 Subnational Disparities in In-Company Training Access

Lebanon's In-Company Training (In-CT) landscape is marked by pronounced regional disparities, reflecting uneven economic development, donor engagement, and institutional capacity across governorates. These disparities have direct implications for equitable workforce development and the inclusiveness of national TVET reform.

##### A - Concentration of Structured Programs

Structured In-CT programs are disproportionately concentrated in Beirut, Mount Lebanon, and North Governorate, where formal employment is higher and private sector engagement is more institutionalized. These regions benefit from a denser presence of donor-funded initiatives, corporate training academies, and public-private coordination mechanisms. For example, **School Advisory Boards (SABs)**, established to link TVET institutions with employers, are active in **14 public TVET schools**, with the highest concentration in **Mount Lebanon (4 SABs)**, **Beirut (3)**, and **North Governorate (3)**. These three regions collectively account for 70% of SABs in the country.

(Data Sources: <https://www.ilo.org/resource/news/increasing-collaboration-and-quality-lebanons-tvet-sector> [https://www.skillsforemployment.org/sites/default/files/2024-01/report\\_lebanon-ppp\\_2020\\_-\\_final.pdf](https://www.skillsforemployment.org/sites/default/files/2024-01/report_lebanon-ppp_2020_-_final.pdf))

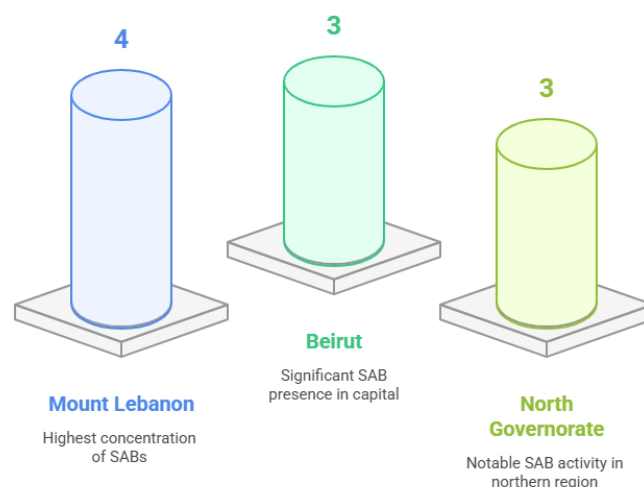


Figure 5: TVET–Private Sector Partnerships by governorate in Lebanon

##### B - Training Exposure by Region

Using a proxy model based on the 2022 Central Administration of Statistics-ILO (CAS–ILO) Follow-up Labor Force Survey and national averages of **48.5 weekly work hours**, we estimate that **Beirut and Mount Lebanon** offer the highest per capita exposure to structured training, and they have higher formal employment. This is primarily due to their higher concentration of formal employment, which stood at over **50% of total employment** in these regions compared to less than 30% in governorates like Bekaa and Nabatiyeh. Formal employment is a strong predictor of access to structured training, as companies with formal HR systems are more likely to implement internal upskilling programs or participate in donor-funded initiatives. These regions host the majority of donor-supported programs such as GIZ's QuA-VET, USAID's CSP, and IFC-CIS initiatives, which are often implemented through urban-based institutions and companies.

(Data Sources: [https://cas.gov.lb/images/Publications/LFS\\_2022/Lebanon%20FLFS%20Jan%202022%20EN.pdf](https://cas.gov.lb/images/Publications/LFS_2022/Lebanon%20FLFS%20Jan%202022%20EN.pdf))

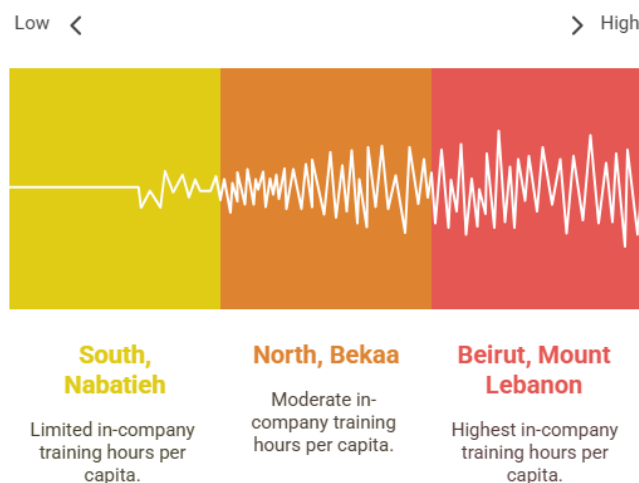


Figure 6: Training exposure across Lebanon, from low to high

(Data Sources: <https://data.unhcr.org/en/documents/download/73718>)

## C - Gender and Youth Access Disparities

Access to In-CT for **women and youth** is similarly uneven. While national-level data is limited, programmatic evidence from major donor initiatives reveals a stark concentration of gender- and youth-responsive training in a few urban and semi-urban pockets, leaving large swaths of the country underserved.

**Urban-Centric Access Points:** 3 flagship initiatives have emerged as primary access channels for women and youth:

- United Nations Children’s Fund’s (UNICEF) Generation of Innovation Leaders (GIL) program has reached over **12,000 youth** across Lebanon since its inception, with **64% female participation** as of 2023. GIL operates through a network of 13 innovation labs, primarily located in Beirut, Mount Lebanon, North Lebanon, and Bekaa, offering training in digital skills, entrepreneurship, and design thinking. Notably, GIL labs in Tripoli, Zahle, and Nabatiyeh have expanded outreach to rural youth, but Beirut and Mount Lebanon remain the most active hubs.
- United Nations Development Programme’s (UNDP) Greybell ICT initiative in Bcharreh (North Governorate) has created a rural tech cluster employing 30 professionals, **17 of whom are women**, and offering digital training to local youth and persons with disabilities. This initiative demonstrates the potential of decentralized, inclusive SMEs to anchor In-CT in underserved areas.
- UN Women’s partnership with the Codi Center in Beirut has supported cohorts of **women** in acquiring market-based ICT skills, including full-stack web development and digital literacy. The program specifically targets women from marginalized backgrounds, including those with interrupted education or caregiving responsibilities.

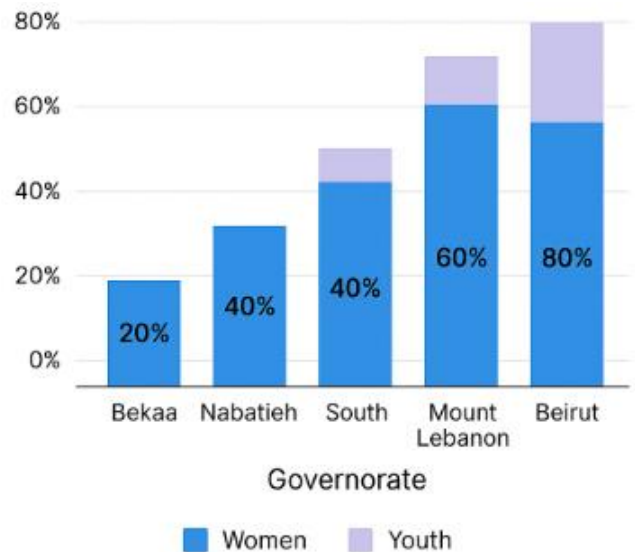


Figure 7: Gender and Youth access disparities in In-Company Training across Lebanon

**National Disparities in Reach:** Despite these efforts, the geographic and demographic reach of In-CT remains limited:

- Over 70% of structured, donor-supported training programs for women and youth are concentrated in Beirut, Mount Lebanon, and North Governorate.
- South Lebanon, Bekaa, and Nabatiyeh receive irregular coverage, often through mobile training units or short-term NGO-led pilots (e.g., ACTED, Right to Play).
- According to UN Women, women’s unemployment rose from 14.3% to 26% between 2019 and 2020, a 63% increase, underscoring the urgency of scaling inclusive training pathways.

**Barriers to Access:** Key barriers include:

- Digital infrastructure gaps in rural areas
- Gender norms limiting women’s mobility and participation in non-traditional sectors
- Lack of childcare and transport support for female trainees
- Limited employer incentives to recruit or train young women, especially in male-dominated sectors like ICT and manufacturing

**Policy Implications:** To close these gaps, Lebanon's In-CT strategy must embed:

- Gender-responsive budgeting and monitoring frameworks
- Quotas or targets for female and youth participation in employer-led training schemes
- Incentives for rural employers to host apprenticeships or digital upskilling programs
- Partnerships with women-led SMEs and cooperatives to localize training delivery

(Data Sources: <https://www.unicef.org/lebanon/GIL> , <https://www.undp.org/arab-states/stories/women-lebanon-redefining-tech-leadership> , <https://arabstates.unwomen.org/en/news/stories/2021/04/ict-trainings-for-women-in-lebanon-facilitate-access-to-job-market> )

In contrast, **South Lebanon, Bekaa, and Nabatiyeh** remain underserved. These regions face compounded barriers: lower formal employment rates, limited private sector training infrastructure, and fewer donor-anchored programs. While some NGO-led pilots and mobile training units (e.g., ACTED, Right to Play) have reached these areas, coverage remains fragmented and short-term in nature.

## D - Implications for Policy and Equity

These regional disparities underscore the need for **geographically targeted policy instruments**, including:

- Mobile training units to reach remote and underserved communities
- Incentivized cooperative training models for MSMEs in rural areas
- Regional training hubs in Bekaa and South to balance national coverage
- Gender-responsive programming that prioritizes access for women and youth in lagging regions

Without deliberate spatial equity measures, Lebanon risks reinforcing existing socio-economic divides through its workforce development agenda. Addressing these gaps is essential to ensure that In-CT becomes a lever for inclusive recovery and not a source of further fragmentation.

## 4.2 Existing Policies & Regulations

### 4.2.1 Overview of legal frameworks, incentives, and policies supporting In-CT in Lebanon

In-Company Training (In-CT) in Lebanon is shaped by a combination of government policies, legal frameworks, and a wide range of initiatives; many of which are initiated or supported by development organizations and civil society. While some government policies provide a foundation for In-CT, much of the practical support and innovation in this field comes from donor-funded projects and organizational initiatives, rather than direct government action.

#### Legal and Governmental Frameworks

- **Strategic and Regulatory Context:** Lebanon does not have a comprehensive, standalone legal framework dedicated exclusively to In-CT for all employees. Existing policies are largely embedded within broader workforce development and TVET strategies. MEHE and its Directorate General of Vocational and Technical Education (DGTVE) play a regulatory role, but most In-CT activities, especially those outside formal TVET, are not directly legislated or systematically governed.
- **National Strategic Framework for TVET (2018–2022):** Developed with the support of ILO and UNICEF, this framework aims to enhance the quality and relevance of workforce training and foster stronger

collaboration between training providers and employers. While it sets important directions, it does not establish enforceable legal provisions for In-CT across all sectors.

- **National Qualifications Framework (NQF):** The NQF, initiated in 2011, is intended to standardize and recognize competencies acquired through various forms of training, including In-CT. However, as of 2025, the NQF has not been formally endorsed or fully implemented, limiting its current practical impact.
- **Work-Based Learning (WBL) and Public-Private Partnerships (PPPs):** The government acknowledges the role of PPPs and WBL in workforce development, but most pilot programs and sectoral initiatives are implemented with donor support, not as a result of direct, sustained government funding or policy.

### Donor and Development Organization Initiatives

- **Donor-Driven Support:** Many active In-CT initiatives in Lebanon are designed, funded, and implemented by international donors (e.g., GIZ, ILO, UNICEF, USAID) and civil society organizations. These projects often pilot innovative training models, support curriculum development, and provide capacity building for both public and private sector actors. Donor support is especially prominent in non-formal and continuing education, where flexibility and rapid response are needed.
- **Formal vs. Non-Formal Focus:** Most donor programs prioritize non-formal In-CT and short-term upskilling, as formal TVET reforms tend to be more complex, require higher-level governmental approvals, and are slower to implement. Only a few donors engage directly in formal TVET reforms due to these challenges.

### Incentives and Support Mechanisms

- **Tax and Regulatory Incentives:** Lebanon's Investment Law (Investment Development Authority of Lebanon, IDAL) provides for tax exemptions (up to 100% for ten years), accelerated depreciation, and reduced customs duties for qualifying investments, including training infrastructure. However, in practice, these incentives are rarely accessed by companies specifically for In-CT, due to administrative complexity, lack of awareness, and limited enforcement. Most such incentives remain largely theoretical or underutilized.
- **Regulatory Benefits:** Some policies offer simplified licensing for training programs and expedited work permits for international experts, but these are not systematically applied to In-CT and are more often used for large-scale investments or donor-backed projects.
- **Government vs. Donor Support:** Pure government support for In-CT is limited and primarily regulatory. Most financial and technical support mechanisms, such as curriculum development, capacity building, and certification, are delivered through donor-funded initiatives, not through direct government programs or sustained public funding.

### Institutional Mechanisms

- **School Advisory Boards (SABs) and Guidance and Employment Offices (GEOs):** These bodies were established to institutionalize public-private dialogue and guide curriculum development, but their effectiveness in scaling In-CT depends heavily on ongoing donor engagement and project-based funding.

Table 4: Lebanon In-CT Legal Frameworks, Incentives, and Policies Overview

Category	Framework/ Initiative	Description	Key Features	Implementation Status	Limitations/ Challenges
<b>Legal &amp; Governmental Frameworks</b>	Strategic and Regulatory Context	No comprehensive standalone legal framework for In-CT	MEHE and DGTVE play regulatory role - Most In-CT activities not directly legislated - Embedded within broader workforce development strategies	Limited	Lack of dedicated In-CT legislation- No systematic governance outside formal TVET
	National Strategic Framework for TVET (2018-2022)	Framework to enhance workforce training quality and employer collaboration	Developed with ILO and UNICEF support - Aims to foster training provider-employer collaboration - Sets strategic directions	Established but limited enforcement	No enforceable legal provisions - Limited cross-sectoral application
	National Qualifications Framework (NQF)	Standardization and recognition of competencies from various training forms	Initiated in 2011 - Intended to recognize In-CT competencies - Standardization mechanism	Not formally endorsed or implemented	Not formally endorsed as of 2025 - Limited practical impact
	Work-Based Learning & PPPs	Government acknowledgment of WBL and public-private partnerships	Recognizes PPP role in workforce development - Supports WBL initiatives	Pilot programs with donor support	Relies on donor funding - No sustained government funding
<b>Donor &amp; Development Initiatives</b>	Donor-Driven Support	International donor-funded In-CT programs	Funded by GIZ, ILO, UNICEF, USAID - Pilot innovative training models - Curriculum development and capacity building	Active implementation	Dependency on external funding - Project-based rather than systematic
	Formal vs. Non-Formal Focus	Donor program priorities	Prioritizes non-formal In-CT - Short-term upskilling focus - Limited formal TVET engagement	Non-formal programs active	Complex formal TVET reforms - Slow governmental approval processes
<b>Incentives &amp; Support Mechanisms</b>	Tax and Regulatory Incentives (IDAL)	Investment law providing tax benefits for qualifying investments	Up to 100% tax exemptions for 10 years - Accelerated depreciation - Reduced customs duties - Covers training infrastructure	Legal framework exists	Rarely accessed for In-CT - Administrative complexity - Lack of awareness - Limited enforcement
	Regulatory Benefits	Simplified processes for training programs	Simplified licensing for training programs - Expedited work permits for international experts	Limited application	Not systematically applied to In-CT - Mainly for large investments or donor projects
	Government vs. Donor Support	Comparison of support sources	Government: Limited, primarily regulatory - Donors: Financial and technical support	Mixed implementation	Limited pure government support - Heavy reliance on donor funding
<b>Institutional Mechanisms</b>	School Advisory Boards (SABs)	Public-private dialogue institutionalization	Established for curriculum development guidance - Public-private dialogue platform	Established	Effectiveness depends on donor engagement - Project-based



					funding dependency
	Governance Executive Offices (GEOs)	Governance structures for training programs	- Support curriculum development - Facilitate public-private collaboration	Established	- Relies on ongoing donor support - Limited scaling without external funding

Table 5: Key Findings Summary

Aspect	Current State	Primary Challenge
<b>Legal Framework</b>	Fragmented, no dedicated In-CT legislation	Lack of comprehensive regulatory structure
<b>Government Support</b>	Limited, primarily regulatory role	Minimal direct funding or systematic programs
<b>Donor Dependency</b>	High reliance on international organizations	Sustainability concerns and project-based approach
<b>Incentive Utilization</b>	Low uptake of available incentives	Administrative barriers and awareness gaps
<b>Implementation Focus</b>	Non-formal training prioritized	Formal TVET reforms too complex and slow

#### 4.2.2 Donor-funded programs and initiatives supporting workforce training

Lebanon's workforce training landscape is strongly shaped by the efforts of major international donors and organizations, including the European Training Foundation (ETF), the Institut Européen de Coopération et de Développement (IECD), UNICEF, GIZ, USAID, and the International Labor Organization (ILO), among others. These main actors, often in collaboration with local institutions and civil society, play a central role in designing, funding, and implementing workforce training programs.

In response to Lebanon's ongoing economic challenges and high youth unemployment rates, numerous donor-funded programs have been launched to strengthen workforce training and improve employability across a range of sectors. These initiatives, often delivered in partnership with local organizations and public institutions, provide a variety of training opportunities, including technical, digital, managerial, and soft skills development, targeted especially at vulnerable and underserved populations. By supporting both formal and non-formal training, these programs help bridge skills gaps, enhance job readiness, and foster greater inclusion in the labor market.

For example, ETF supports the development of national TVET strategies and labor market analysis; IECD implements vocational training and apprenticeship programs in sectors such as agri-food and hospitality; and UNICEF focuses on youth skills development, life skills, and school-to-work transition programs. GIZ and USAID contribute through sector-specific initiatives and capacity building, while ILO provides technical support for policy reform and the promotion of work-based learning models.

Overall, these donor-driven programs are instrumental in filling gaps left by limited public funding, fostering innovation in training delivery, and ensuring that workforce development in Lebanon remains responsive to both immediate labor market needs and long-term economic resilience; and here are a few examples:



### *1. International Finance Corporation (IFC) and CIS Group Partnership*

In June 2024, the International Finance Corporation (IFC), a member of the World Bank Group, partnered with CIS Group, Lebanon's largest technical and vocational training school. This collaboration aims to strengthen CIS's operations across Lebanon and Iraq, enhancing youth employability by aligning training programs with market demands. The initiative is part of the Prospects Partnership, funded by the Government of the Netherlands, focusing on improving access to education and decent work for vulnerable groups.

### *2. International Labor Organization (ILO) Work-Based Learning Program*

The ILO has launched a Work-Based Learning (WBL) program targeting vulnerable host communities and Syrian refugees in Lebanon. The program provides market-responsive skills training and post-training support to facilitate the transition of 200 beneficiaries into the labor market. Key components include career counseling, TVET/WBL programs, and job placement opportunities in sectors such as dairy and non-alcoholic beverages.

### *3. Anera's Vocational Training Initiatives*

Anera offers job skills training in Lebanon to young adults, including Lebanese and refugee youth, aiming to connect them to the workforce. Programs cover various sectors, including hospitality, plumbing, solar energy, and heating systems. These vocational courses are designed to actively link participants to employment opportunities, often in partnership with local businesses.

### *4. Swisscontact's "Tafawoq" Project*

Swisscontact's "Tafawoq" project focuses on empowering marginalized youth to enter the labor market and supporting micro and small enterprises (MSEs) with access to new markets, tailored training, and business solutions. The project includes a six-month guided Coaching Cycle, providing theoretical and practical courses, internships, career counseling, and psychological support. It also introduces the Opportunity Hub, connecting graduates with MSEs for potential employment opportunities.

### *5. GIZ's QuA-VET Project*

The "Improving the Quality and Attractiveness of Technical and Vocational Education and Training in Lebanon for vulnerable social groups" (QuA-VET) project, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in partnership with the Directorate General of Vocational and Technical Education (DGVTE), adopts a holistic understanding of employment oriented TVET, which addresses both the supply and the demand side of the labour market in sectors with sustainable employment potentials. Key activities include developing: 1) Developing modularized and practice-oriented training programs in selected sectors; 2) Digitalizing e-learning lessons for the technical theoretical subjects and general subjects of selected TVET programs; and 3) Enhancing the quality of In-Company Training for employees and Work-Based Learning for trainees.

### *6. GIZ's EPL Project*

The Employment Promotion Lebanon project (EPL), implemented by GIZ Lebanon, has played a significant role in supporting MSMEs and employees working conditions on different levels. One of which is improving In-Company Training practices by providing didactics training for 27 in-company trainers. Participants received a customized, structured overview of didactic methods. The content was tailored to the trainers' specific needs

and daily work. Each participant was guided to develop a competence-based lesson plan and assessment. The EPL project, through their implementing partners, contributed to MSME's support by delivering training and coaching sessions to selected companies, directly enhancing the skills of their employees and strengthening internal training capacities. This hands-on support enabled participating companies to address specific workforce needs, improve productivity, working conditions, and inclusivity of People with Disabilities (PWD), and to foster a culture of continuous learning and development among their staff.

### *7. Right To Play's Skills Training and Empowerment Programs*

Right To Play, in partnership with organizations like UNICEF and the EU, implements programs aimed at equipping youth with life skills, vocational training, and mentorship. Projects such as the Skills, Training, and Empowerment for Palestinian Youth (STEP) provide Palestinian youth dropouts with opportunities to develop life skills, receive vocational training, and access mentorship programs. Additionally, initiatives like the Sport for Development project use sports as a tool for teaching important life skills, promoting physical and emotional well-being, and addressing issues such as gender equality and social cohesion.

### *8. CodeBrave's Tech Education Initiatives*

CodeBrave offers tech education programs to children from disadvantaged areas in Lebanon, aiming to equip them with skills in coding, robotics, and AI. In 2024, despite significant challenges, CodeBrave reached 2,888 students across 26 schools, up from 1,006 in 2023. These programs are designed to empower youth to lift themselves and their communities out of poverty by providing them with in-demand technical skills.

### *9. Amel Association International's Vocational Training*

Amel Association International provides vocational and educational training programs across Lebanon, focusing on improving individual abilities, particularly for women and youth. Since 1990, Amel has set up vocational training centers offering courses in various fields, aiming to enhance employability and support the socio-economic development of disadvantaged communities.

These donor-funded programs play a crucial role in enhancing Lebanon's workforce capabilities, promoting economic development, and addressing the challenges faced by vulnerable populations in accessing quality education and employment opportunities.

### *10. Focusing on skills needs and career guidance*

The European Training Foundation (ETF) has played a key role in improving education, training, and employment in Lebanon, with a focus on vocational education and training (VET). Through its Torino Process, the ETF has analysed Lebanon's VET system, identified the skills people need, and helped set policies to improve training and career opportunities. A major part of this task consists of career guidance and helping students and workers make informed choices about education and jobs. To achieve this, the ETF has collaborated closely with national stakeholders including the MEHE, the Ministry of Labor, vocational training centers, universities, employer associations, and professional syndicates. Together, they have developed strategies to provide lifelong career guidance, match skills with labor market needs, and improve employability and opportunities for young people and adults. This work is particularly important for the EU, as it supports EU priorities in promoting education, skills development, and youth employment in partner countries, demonstrating a strong political and strategic commitment to regional development.

### *11. European Institute for Cooperation and Development (IECD)*

Present in Lebanon since 1989, IECD and its local partners lead several projects of training and access to employment for the young Middle East and North Africa. IECD's key ambition is to develop youth employability through education and vocational training, implementing 13 projects IECD that focus on giving beneficiaries practical skills to improve their living standards and become productive members of society.

### *12. UNICEF*

UNICEF and the International Labour Organization (ILO) have launched a joint US\$ 2.5 million project aimed at improving TVET for youth in Lebanon, aligning with labor market needs. This initiative involves conducting labor market assessments and developing competency-based training programs. Additionally, UNICEF has introduced the "Code of Conduct for Employers Implementing Workplace-Based Learning Programmes" in Lebanon, providing guidance for safe and protective on-the-job training environments. In parallel, UNICEF, with funding from the BMZ through the German Development Bank (KfW), has implemented a comprehensive TVET program. This program offers training and job opportunities to Lebanese and non-Lebanese youth, focusing on employment in the water sector. Over 3,000 job opportunities are being provided, simultaneously strengthening the country's water infrastructure and improving access to vital water services for thousands of vulnerable households.

### *13. IFC (International Finance Corporation)*

IFC's new initiative, the Corporate Directors Certification Program for board directors launched in partnership with Excellence in Governance Lebanon; to help board members and senior managers build the governance skills and provide tools they can use in their companies. Additionally, IFC will partner with CIS, a Lebanese firm with operations across Lebanon and Iraq, to sharpen its corporate governance practices and education services by equipping youth with skills needed for employment.

### *14. EBRD (European Bank for Reconstruction and Development)*

The Bank will deploy EU funds to help SMEs and start-ups connect with research and development institutions and generate innovative products and processes. The Advice for Small Business Programme in Lebanon will support SMEs with business advisory services to boost their performance and sustainability, enhance their creativity and help foster innovation, competitiveness and create jobs.

## **4.2.3 Role of the Lebanese Ministry of Economy & Trade supporting workforce training**

The Lebanese Ministry of Economy & Trade offers a range of programs, initiatives, and support options for SMEs, startups, and entrepreneurs, including business development, training, and mentoring services designed to help companies develop their internal workforce capabilities. Some of these services are fee-based, while others are subsidized or fully supported by international development initiatives and donor organizations, such as those funded by the EU or UN agencies.

The uptake and effectiveness of these services vary. While certain programs, especially those with strong international backing, are trusted and actively used by companies, others may see limited engagement due to lack of awareness, perceived relevance, or the absence of recognized certification upon completion. For example, the "Lebanon Enterprise and Employment Programme" (LEEP), supported by the UK, provides

subsidized training and coaching to SMEs, including in-company upskilling and productivity improvement workshops.

However, not all offerings result in formal certification, and the degree to which companies value and follow up on these programs depends on the alignment with their business needs and the credibility of the provider. Directly related to In-CT, some initiatives, such as sector-specific technical training delivered in partnership with private consultancies or chambers of commerce, focus on upskilling existing employees within their workplace context.

Overall, while the Ministry plays a coordinating and facilitating role, the majority of impactful and widely used in-company training services for Lebanese businesses are either donor-funded or implemented through public-private partnerships, rather than being purely government-driven or universally standardized.

### 4.3 Key Challenges & Gaps

Despite the recognized potential of In-CT to address skills gaps and enhance workforce competitiveness, Lebanon's TVET sector faces substantial obstacles that limit the effective implementation and scaling of In-CT programs. These challenges are deeply interconnected, stemming from structural weaknesses in the education-industry interface, regulatory complexities, and resource constraints that collectively hinder meaningful employer participation in workforce development. The following analysis examines the primary barriers that must be addressed to unlock the potential skills development in Lebanon's current economic and institutional context.

#### 1. Limited employer engagement in structured training programs

Employer participation in structured in-company training remains low across most sectors. Many companies, especially outside large corporations, rely on informal or ad-hoc training methods, with limited investment in systematic upskilling or professional development for employees at all levels. This is due in part to a lack of awareness of the benefits of structured In-CT, as well as insufficient incentives and support for employers to invest in continuous workforce development.

#### 2. Weak Linkages Between Business Needs and Training Programs

There is often a disconnect between the skills employees acquire through in-company training and the evolving needs of the labor market. Many training programs are not regularly updated to reflect new technologies, industry standards, or emerging business practices, leading to skill gaps and reduced organizational agility. This issue is compounded by limited employer involvement in designing and evaluating training content, which can result in programs that are misaligned with real workplace requirements.

#### 3. Regulatory and Institutional Barriers

Characteristic	Description
Employer Engagement	Limited in structured training
Business-Training Link	Weak connection between needs
Regulatory Barriers	Institutional obstacles hinder progress
Financial Constraints	Lack of incentives and funds
Access Limitations	MSMEs and marginalized groups affected
Cultural Barriers	Perceptions create obstacles
Standardization	Lack of quality assurance

Figure 8 Key Challenges & Gaps

Lebanon's regulatory environment presents bureaucratic hurdles and lacks clear, comprehensive legal frameworks to support and incentivize in-company training. Licensing complexities, outdated legislation, and limited recognition of work-based learning make it difficult for companies to formalize and expand their training activities. Institutional capacity constraints further impede the development of high-quality, scalable In-CT programs, particularly for small and medium-sized enterprises (SMEs).

#### *4. Financial Constraints and Lack of Incentives*

Economic instability and limited access to funding restrict the ability of companies, especially MSMEs, to invest in employee training. Existing incentive schemes are either underutilized or not specifically tailored to encourage broad employer participation in In-CT. As a result, many businesses forego structured training, impacting the ongoing development of their workforce.

#### *5. Limited Access for MSMEs and Marginalized Groups*

Micro, small, and medium enterprises, which make up the majority of Lebanon's private sector, face particular challenges in providing training for their staff. Financial limitations, lack of tailored training programs, and geographical barriers reduce access to in-company training for both employees and marginalized groups, such as women, youth, and refugees. This limits opportunities for professional growth and inclusion across the workforce.

#### *6. Perceptions and Cultural Barriers*

Societal perceptions that undervalue structured training and professional development, often viewing them as secondary to formal education or on-the-job experience, further diminish employer and employee engagement in In-CT. This cultural barrier affects the quality and uptake of training initiatives, particularly for non-technical or soft skills.

#### *7. Lack of standardization and quality assurance in training*

This gap leads to inconsistencies in the quality of training delivered by companies, undermines the credibility and recognition of the skills acquired by employees, and weakens the alignment between training outcomes and labor market needs.

Lebanon currently lacks a comprehensive, formal quality assurance framework that covers all forms of workforce training, including in-company programs. While there are quality management training courses and certifications available (such as Certified Quality Management Professional and ISO 9001 training offered by private providers), these are not systematically integrated into national standards for In-CT. The Directorate General of Vocational and Technical Education (DGTVE) and other relevant authorities have minimal mechanisms to monitor or enforce quality standards across private sector training initiatives.

Moreover, the National Qualifications Framework (NQF) and quality assurance systems for TVET remain at early or conceptual stages, with limited institutionalization and stakeholder involvement. This lack of a robust quality assurance system results in fragmented practices, limited employer confidence in external certifications, and challenges in scaling effective in-company training programs across sectors.

### ***Lebanon's In-Company Training Ecosystem: Benchmarking Insights and Structural Overview***



This comprehensive table consolidates Lebanon's current landscape in In-Company Training, reflecting policy frameworks, financial structures, donor engagement, regulatory capacity, and international alignment. It draws from the detailed desk research to benchmark Lebanon's system against regional and global standards, highlighting both systemic gaps and emergent strengths. The synthesis is designed to inform policy dialogue, program development, and institutional reforms by presenting the structural, operational, and strategic dimensions of Lebanon's In-CT environment in one cohesive snapshot.

*Table 6: Lebanon's In-Company Training Ecosystem: Benchmarking Insights and Structural Overview*

<b>Dimension</b>	<b>Summary for Lebanon</b>
<b>Key Policy/Initiative</b>	National Strategic Framework for TVET (2018–2022); Draft National Qualifications Framework (NQF); Donor-supported pilot PPPs (e.g. GIZ QuA-VET)
<b>Requirements/Incentives</b>	No mandatory training requirements; tax incentives exist under IDAL law but underutilized; some fast-track licensing for training centers
<b>Target Coverage</b>	Primarily non-formal training providers, TVET institutions, MSMEs, and donor-supported projects
<b>Financial Commitment</b>	Limited direct government funding; most investment is donor-driven or privately initiated
<b>Major Programs</b>	GIZ QuA-VET, USAID CSP, IFC-CIS partnership, ILO WBL programs, ETF support, UNICEF-ILO joint TVET reform, Swisscontact "Tafawoq"
<b>Funding/Investment</b>	Varies by program: e.g., IFC (multi-million USD), GIZ QuA-VET (significant EU and German federal support), USAID (ongoing technical support)
<b>Company Coverage</b>	Limited but growing; notable engagement in ICT, agri-food, industrial manufacturing, and services sectors
<b>Focus Areas</b>	Digital skills, green economy, refugee and youth employment, sectoral upskilling, non-formal WBL, entrepreneurship
<b>Training Mandate</b>	None legislated for employers; some donor programs require structured training hours (e.g., IFC, GIZ pilots)
<b>Tax Incentives</b>	IDAL investment law provides tax exemptions, but uptake is limited due to administrative hurdles
<b>Government Funding</b>	Very limited; indirect support via donor coordination and policy frameworks
<b>Certification Requirements</b>	No national system fully implemented; DGTVE involved in standard setting; some pilots exist (e.g., GIZ-supported seals, IFC quality standards)
<b>Sector Focus</b>	Agri-food, ICT, services (healthcare/maintenance), industrial manufacturing (e.g., INDEVCO, LibanJus, QOOT cluster, CME Offshore)
<b>International Partnerships</b>	Strong donor presence: GIZ, ILO, IFC, UNICEF, EU, ETF, Swisscontact; bilateral and multilateral cooperation active
<b>Investment Scale</b>	Donor programs typically range from \$2.5M to \$75M; private sector training largely ad hoc and underfunded
<b>Key Policy Framework</b>	Strategic TVET Framework; Draft NQF; lack of standalone In-CT law; no binding employer training obligations
<b>Financial Support</b>	Mostly donor-funded with limited public sector subsidy; no dedicated national budget allocation

<b>Training Requirements</b>	TVET students may have work-based learning modules; companies not legally required to offer structured training
<b>Major International Programs</b>	GIZ QuA-VET, USAID CSP, UNICEF-ILO youth skills programs, IFC-CIS partnership, ETF support, Anera vocational courses, Swisscontact Tafawoq, Right to Play, CodeBrave
<b>Annual Funding</b>	IFC partnership (2024): part of \$150M Prospects Program; ILO youth training: ~\$2.5M; GIZ QuA-VET: multi-year national rollout
<b>Geographic Coverage</b>	Primarily national with concentrated activity in Beirut, Mount Lebanon, and donor-targeted regions (e.g., Bekaa, North, South)
<b>Government Investment</b>	Focused on TVET system; indirect support to In-CT through public TVET institution infrastructure
<b>Certification System</b>	DGTVE and donor-developed standards; no national seal fully operational yet; pilot efforts under QuA-VET
<b>SME Support</b>	Proposed cooperative model in QuA-VET; some donor projects (e.g., Swisscontact, LEEP) support SME upskilling, but coverage is limited
<b>International Scale</b>	Strong linkages to EU, UN, World Bank, IFC, and bilateral donors (Germany, France, UK)
<b>Global Reach</b>	Potential to position as a regional training hub in finance, agri-food, ICT
<b>Specialized Focus</b>	Support for refugees, women, youth; digital transformation; agriculture and green skills
<b>Success Factor Documented</b>	Agri-food sector clusters (QOOT), corporate training academies (e.g., INDEVCO, LibanJus), donor-funded short-term upskilling, public-private TVET MoUs (e.g., ALI-MEHE), cooperative training formats
<b>Primary Legal Framework</b>	Strategic TVET Framework, Draft NQF, MEHE/DGTVE supervision, investment laws (IDAL)
<b>Key Regulatory Features</b>	Fragmented; embedded within broader education/labor laws; donor-developed frameworks often guide practice
<b>Oversight Authority</b>	DGTVE (TVET institutions), MEHE, Ministry of Labor (labor policy), Ministry of Economy (SME support); many initiatives operate outside central oversight
<b>Quality Assurance</b>	Lacking comprehensive national standards; some program-specific mechanisms (e.g., IFC, GIZ, USAID) offer internal QA frameworks
<b>Mandatory Requirements</b>	None in law for employer training; voluntary or donor-driven compliance mechanisms
<b>Enforcement Mechanisms</b>	No legal enforcement; implementation is driven by donor conditionality and pilot agreements
<b>Financial Incentives</b>	Available under IDAL, but rarely utilized for training; donor programs offer financial support, scholarships, capacity building subsidies

**Looking Ahead:** The benchmarking in [Section 5](#) sheds light not only on how Lebanon compares to its regional and global peers, but more importantly, on what's possible. Countries like Jordan, Egypt, and Switzerland have implemented enforceable training mandates, fiscal incentives, and cross-sector partnerships that Lebanon can draw on. [Section 6](#) distills these insights into a pragmatic reform strategy for Lebanon, anchored in legal reform, SME inclusion, and regional leadership. If Lebanon is to close its competitiveness gap, the roadmap ahead must be bold, inclusive, and data-driven.



## 5 Benchmarking: In-CT Practices in Neighbouring & Leading Countries

### 5.1 Overview of Selected Countries for Benchmarking

This section provides a comprehensive analysis of In-Company Training practices in selected neighboring countries, examining both governmental policies and international cooperation frameworks. In-Company Training encompasses all structured learning activities conducted within organizations to enhance employee competencies, ranging from technical skills development to leadership training, digital literacy, and professional certification programs. The countries selected include:

- **Neighboring Countries:** Jordan, Egypt, Turkey, UAE, Saudi Arabia
- **Leading International Examples:** Germany, Switzerland, France, Canada

#### 5.1.1 Neighboring Countries

##### Jordan

Jordan has developed a multi-faceted approach to workforce development that extends beyond traditional TVET to encompass comprehensive In-CT frameworks:

##### Pure Governmental Policies & Initiatives:

- **Jordan's National Employment Strategy (2021-2025):** Mandates that companies with over 50 employees allocate 2% of their payroll to employee training and development programs, with tax incentives for companies exceeding this requirement.
- **Skills Development Tax Credit:** Introduced in 2023, providing a 15% tax credit for companies investing in employee training programs, particularly in digital skills, green economy, and emerging technologies.
- **Jordan Investment Commission (JIC) Training Requirements:** Companies receiving investment incentives must demonstrate commitment to employee development through structured In-CT programs lasting minimum 40 hours annually per employee.
- **Ministry of Labor's Corporate Training Certification Program:** Establishes standards for company-based training programs and provides certification for organizations meeting quality benchmarks in employee development.

##### Regional/International Cooperation with Donors:

- **EU-Jordan Partnership on Skills Development:** €85 million program (2022-2027) supporting private sector training initiatives, with focus on digital transformation and green skills development within companies.
- **USAID Jordan Competitiveness Program:** Provides technical assistance to 200+ companies for developing internal training capabilities, with emphasis on export-oriented sectors.
- **GIZ Jordan Skills for Employment Program:** Supports 150 companies in establishing apprenticeship programs and continuous professional development frameworks.

- **World Bank Jordan Economic Modernization Program:** Includes \$50 million component specifically for corporate training infrastructure and employee skill development initiatives.

## Egypt

Egypt has implemented comprehensive reforms encompassing both traditional TVET and broader corporate training ecosystems:

### Pure Governmental Policies & Initiatives:

- **Egypt Vision 2030 Human Capital Development Strategy:** Requires all companies with government contracts to maintain certified training programs for employees, with annual skill development plans.
- **Corporate Training Tax Deduction Law (2022):** Allows companies to deduct up to 200% of training expenses from taxable income, incentivizing investment in employee development.
- **Ministry of Manpower's Professional Development Mandate:** Companies in regulated sectors must provide minimum 32 hours annual training per employee, with penalties for non-compliance.
- **Egyptian Corporate Universities Initiative:** Government program supporting establishment of 25 corporate universities across major industrial sectors by 2025.

### Regional/International Cooperation with Donors:

- **EU-Egypt Partnership for Education and Training:** €100 million program supporting private sector training initiatives, including company-based digital skills development.
- **UNDP Egypt Skills for Employment Program:** Collaborates with 300+ companies to develop internal training capabilities and establish continuous learning frameworks.
- **African Development Bank Egypt Skills Program:** \$75 million initiative supporting corporate training infrastructure in manufacturing and services sectors.
- **German-Egyptian Training Partnership (GIZ):** Supports 120 companies in establishing dual training systems and professional development programs.

## Turkey

Turkey has positioned itself as a regional leader in comprehensive workforce development, extending significantly beyond traditional vocational education:

### Pure Governmental Policies & Initiatives:

- **Turkey's Employment Package (2023):** Provides 75% wage subsidies for companies hiring employees who complete internal training programs lasting minimum 160 hours.
- **Corporate Training Investment Incentive:** Offers up to 50% cost reimbursement for companies establishing certified training centers, with additional benefits for regional development priority areas.
- **Digital Transformation Skills Law (2022):** Mandates that companies in technology sectors provide annual digital skills training worth minimum 1% of annual salary per employee.
- **Turkish Standards Institution (TSE) Corporate Training Certification:** National framework for certifying company training programs, with preferential treatment in government procurement for certified organizations.

### Regional/International Cooperation with Donors:

- **EU-Turkey Skills Development Partnership:** €150 million program supporting private sector training initiatives across 15 sectors, with focus on Industry 4.0 technologies.
- **World Bank Turkey Skills Development Program:** \$120 million initiative supporting corporate training infrastructure and employee certification systems.
- **UNDP Turkey Future Skills Initiative:** Collaborates with 400+ companies to develop internal capabilities for emerging technology training.
- **German-Turkish Vocational Training Cooperation:** Supports 200+ companies in establishing comprehensive employee development programs based on German dual education principles.

## United Arab Emirates (UAE)

The UAE has developed sophisticated approaches to corporate training as part of its knowledge economy transformation:

### Pure Governmental Policies & Initiatives:

- **UAE National Skills Strategy 2031:** Requires all companies with Emirates employees to provide annual professional development worth minimum AED 10,000 per employee, with government co-funding available.
- **Corporate Training Excellence Award:** Annual recognition program incentivizing companies to establish world-class employee development programs, with winners receiving tax benefits and preferential government contracts.
- **Emirates Skills Framework:** National competency standards for corporate training programs, with certification requirements for internal trainers and learning coordinators.
- **Innovation Training Mandate:** Companies in free zones must demonstrate continuous innovation training for employees, with annual reporting requirements to respective authorities.

### Regional/International Cooperation with Donors:

- **UK-UAE Skills Partnership:** £75 million program supporting advanced corporate training programs in financial services, logistics, and renewable energy sectors.
- **Singapore-UAE Workforce Development Cooperation:** Technical assistance program for 100+ companies to develop internal training capabilities based on Singapore's SkillsFuture model.
- **OECD-UAE Skills Development Initiative:** Provides international benchmarking and technical support for corporate training program development across multiple sectors.

## Saudi Arabia

Saudi Arabia's Vision 2030 has catalyzed comprehensive workforce development initiatives extending far beyond traditional TVET:

### Pure Governmental Policies & Initiatives:

- **Saudi Workforce Development Program (Takamul):** Provides up to 70% funding for corporate training programs, with requirement that companies maintain structured employee development frameworks.
- **Corporate Training Tax Incentive:** Companies investing in employee training receive 150% tax deduction, with additional benefits for programs targeting Saudi nationals.

- **National Transformation Program Training Requirements:** Major companies must establish internal universities or training centers, with specific targets for employee hours in professional development.
- **Ministry of Human Resources Corporate Learning Standards:** Certification framework for company training programs, with mandatory compliance for organizations with over 100 employees.

#### Regional/International Cooperation with Donors:

- **US-Saudi Skills Development Partnership:** \$200 million program supporting corporate training initiatives in emerging technologies, renewable energy, and advanced manufacturing.
- **UK-Saudi Corporate Training Initiative:** Technical assistance program for 250+ companies to develop internal training capabilities aligned with international standards.
- **German-Saudi Vocational Training Cooperation:** Supports establishment of corporate training centers based on German dual education principles across multiple sectors.

Table 7: Neighboring Countries In-CT Frameworks Comparison - Pure Governmental Policies & Initiatives

Country	Key Policy/Initiative	Requirements/Incentives	Target Coverage	Financial Commitment
Jordan	National Employment Strategy (2021-2025)	Companies 50+ employees: 2% payroll for training	Large companies	Mandatory 2% payroll allocation
	Skills Development Tax Credit (2023)	15% tax credit for training investments	All companies	15% tax credit
	JIC Training Requirements	40 hours annual training per employee	Investment incentive recipients	Minimum 40 hours annually
	Corporate Training Certification Program	Quality benchmarks for company training	All organizations	Certification standards
Egypt	Vision 2030 Human Capital Strategy	Certified training programs mandatory	Government contractors	Mandatory compliance
	Corporate Training Tax Deduction (2022)	200% tax deduction for training expenses	All companies	Up to 200% deduction
	Professional Development Mandate	32 hours annual training per employee	Regulated sectors	Minimum 32 hours annually
	Corporate Universities Initiative	25 corporate universities by 2025	Major industrial sectors	Government program support
Turkey	Employment Package (2023)	75% wage subsidies for trained hires	Companies hiring trainees	75% wage subsidy
	Corporate Training Investment Incentive	50% cost reimbursement for training centers	All companies	Up to 50% reimbursement
	Digital Transformation Skills Law (2022)	1% annual salary for digital training	Technology sector companies	Minimum 1% salary value
	TSE Corporate Training Certification	National certification framework	All organizations	Procurement preferences

<b>UAE</b>	National Skills Strategy 2031	AED 10,000 annual professional development	Companies with Emirates employees	AED 10,000 minimum per employee
	Corporate Training Excellence Award	Tax benefits and contract preferences	All companies	Performance-based incentives
	Emirates Skills Framework	National competency standards	All corporate programs	Certification requirements
	Innovation Training Mandate	Continuous innovation training	Free zone companies	Annual reporting required
<b>Saudi Arabia</b>	Workforce Development Program (Takamul)	70% funding for corporate training	All companies	Up to 70% government funding
	Corporate Training Tax Incentive	150% tax deduction	All companies	150% tax deduction
	National Transformation Program	Internal universities/training centers	Major companies	Mandatory establishment
	Corporate Learning Standards	Certification for training programs	Companies with 100+ employees	Mandatory compliance

Table 8: Regional/International Cooperation with Donors

<b>Country</b>	<b>Major Programs</b>	<b>Funding/Investment</b>	<b>Company Coverage</b>	<b>Focus Areas</b>
<b>Jordan</b>	EU-Jordan Partnership	€85 million (2022-2027)	Multiple companies	Digital transformation, green skills
	USAID Competitiveness Program	Technical assistance	200+ companies	Export-oriented sectors
	GIZ Skills for Employment	Technical support	150 companies	Apprenticeships, professional development
	World Bank Economic Modernization	\$50 million component	Multiple companies	Corporate training infrastructure
<b>Egypt</b>	EU-Egypt Partnership	€100 million	Multiple companies	Digital skills development
	UNDP Skills for Employment	Technical assistance	300+ companies	Internal training capabilities
	African Development Bank	\$75 million	Manufacturing/services	Corporate training infrastructure
	German-Egyptian Partnership (GIZ)	Technical support	120 companies	Dual training systems
<b>Turkey</b>	EU-Turkey Skills Partnership	€150 million	15 sectors	Industry 4.0 technologies
	World Bank Skills Development	\$120 million	Multiple companies	Training infrastructure, certification
	UNDP Future Skills Initiative	Technical assistance	400+ companies	Emerging technology training

	German-Turkish Cooperation	Technical support	200+ companies	Dual education principles
UAE	UK-UAE Skills Partnership	£75 million	Multiple sectors	Financial services, logistics, renewable energy
	Singapore-UAE Cooperation	Technical assistance	100+ companies	SkillsFuture model adaptation
	OECD-UAE Initiative	Technical support	Multiple sectors	International benchmarking
Saudi Arabia	US-Saudi Partnership	\$200 million	Multiple companies	Emerging technologies, renewable energy
	UK-Saudi Initiative	Technical assistance	250+ companies	International standards alignment
	German-Saudi Cooperation	Technical support	Multiple sectors	Dual education principles

Table 9: Neighboring Countries In-CT Frameworks Comparison - Key Features Comparison

Aspect	Jordan	Egypt	Turkey	UAE	Saudi Arabia
<b>Training Mandate</b>	2% payroll (50+ employees)	32 hours annually (regulated sectors)	Sector-specific requirements	AED 10,000 per Emirates employee	Structured frameworks required
<b>Tax Incentives</b>	15% tax credit	Up to 200% deduction	50% cost reimbursement	Performance-based benefits	150% tax deduction
<b>Government Funding</b>	Limited direct funding	Limited direct funding	75% wage subsidies	Co-funding available	Up to 70% funding
<b>Certification Requirements</b>	Quality benchmarks	Vision 2030 compliance	TSE certification	Emirates Skills Framework	Mandatory for 100+ employees
<b>Sector Focus</b>	Digital, green economy	All sectors	Technology emphasis	Knowledge economy	Vision 2030 sectors
<b>International Partnerships</b>	Strong EU/US/German ties	EU/African Development focus	EU/World Bank emphasis	UK/Singapore/OECD	US/UK/German partnerships
<b>Company Coverage</b>	200+ companies (donors)	300+ companies (donors)	400+ companies (donors)	100+ companies (donors)	250+ companies (donors)
<b>Investment Scale</b>	€85M+ (EU alone)	€100M+ (EU alone)	€150M+ (EU alone)	£75M+ (UK alone)	\$200M+ (US alone)

### 5.1.2 International Best Practices: Germany, Switzerland, France, Canada

To identify comprehensive strategies for enhancing In-Company Training in Lebanon, this section examines global best practices from 4 countries with sophisticated approaches to corporate workforce development. These

models demonstrate effective integration of government policy, private sector engagement, and international cooperation in fostering comprehensive employee development ecosystems.

### **Germany: Comprehensive Workforce Development Ecosystem**

Germany's approach to In-Company Training extends significantly beyond its renowned dual vocational system to encompass sophisticated corporate learning frameworks:

#### **Pure Governmental Policies & Initiatives:**

- **Federal Employment Agency (BA) Continuing Education Strategy:** Provides up to €4,000 annually per employee for companies investing in advanced professional development programs, with additional support for SMEs.
- **Corporate Training Tax Relief Program:** Companies can deduct 125% of training expenses from taxable income, with enhanced benefits for programs targeting Industry 4.0 skills and sustainability.
- **German Corporate Universities Support Framework:** Government co-funding program supporting establishment of corporate universities, with 180+ certified programs across major industrial sectors.
- **Federal Ministry of Education's Digital Skills Initiative:** Mandates that companies in technology sectors provide annual digital training worth minimum €2,500 per employee, with compliance monitoring and support.

#### **Regional/International Cooperation with Donors:**

- **EU Skills Development Fund:** Germany receives €45 million annually for supporting innovative corporate training programs, with focus on green transition and digital transformation.
- **German-International Corporate Training Exchange:** Facilitates knowledge transfer with 35+ countries, supporting development of corporate training capabilities in emerging economies.
- **OECD Germany Skills Partnership:** Technical cooperation program providing international benchmarking and best practice sharing for corporate training development.

### **Switzerland: Excellence in Corporate Learning Systems**

Switzerland's model demonstrates sophisticated integration of government policy and private sector engagement in comprehensive workforce development:

#### **Pure Governmental Policies & Initiatives:**

- **Swiss Corporate Training Excellence Framework:** National certification system for company training programs, with tax incentives for certified organizations and preferential treatment in government contracts.
- **Federal Skills Development Support Program:** Provides CHF 15,000 annually per company for establishing internal training capabilities, with enhanced support for SMEs and regional development priorities. UNICE



- **Swiss Innovation Training Mandate:** Companies in high-tech sectors must invest minimum 3% of revenue in employee development, with government co-funding available for programs exceeding standards.
- **Cantonal Corporate Training Coordination:** Regional authorities provide specialized support for corporate training development, with annual funding of CHF 120 million across all cantons.

#### **Regional/International Cooperation with Donors:**

- **Swiss-EU Skills Development Partnership:** CHF 75 million program supporting advanced corporate training initiatives, with focus on sustainable development and digital innovation.
- **Swiss Development Cooperation Corporate Training Initiative:** Provides technical assistance to 50+ countries for developing corporate training capabilities, with annual budget of CHF 35 million.
- **OECD-Switzerland Excellence in Corporate Learning Program:** International cooperation initiative supporting best practice development and knowledge sharing in corporate training.

#### **France: Structured Corporate Learning Investment**

France has developed comprehensive approaches to corporate training through sophisticated policy frameworks and international cooperation:

##### **Pure Governmental Policies & Initiatives:**

- **French Professional Development Investment Law:** Mandates that companies with over 50 employees invest minimum 1.68% of payroll in employee training, with penalties for non-compliance and incentives for exceeding requirements.
- **Corporate Training Quality Certification (Qualiopi):** National framework certifying company training programs, with preferential treatment in government contracts and access to public funding for certified organizations.
- **France Skills Development Tax Credit:** Provides 40% tax credit for companies investing in employee training beyond mandatory requirements, with enhanced benefits for digital skills and green transition programs.
- **National Professional Development Account (CPF) Corporate Integration:** Allows companies to contribute to employee personal training accounts, with government matching funding for contributions exceeding minimum requirements.

#### **Regional/International Cooperation with Donors:**

- **EU-France Corporate Training Innovation Program:** €95 million initiative supporting advanced corporate training programs, with focus on artificial intelligence, sustainability, and advanced manufacturing.
- **Franco-African Corporate Training Partnership:** Provides technical assistance to 25+ African countries for developing corporate training capabilities, with annual budget of €40 million.
- **OECD-France Skills Development Cooperation:** International program supporting best practice development and knowledge transfer in corporate training systems.

#### **Canada: Decentralized Excellence in Corporate Training**

Canada's federal structure enables diverse approaches to corporate training while maintaining national coordination and international cooperation:

#### Pure Governmental Policies & Initiatives:

- **Canada Job Grant Program:** Provides up to CAD \$10,000 per employee for company training programs, with government covering 2/3 of costs and enhanced support for SMEs.
- **Corporate Training Tax Incentive Program:** Offers 25% tax credit for companies investing in employee training, with additional benefits for programs targeting Indigenous employees and underrepresented groups.
- **Canadian Skills Development Standards:** National framework for corporate training program certification, with preferential treatment in government procurement for certified organizations.
- **Provincial Corporate Training Support Programs:** Each province provides specialized support for corporate training development, with combined annual funding exceeding CAD \$500 million.

#### Regional/International Cooperation with Donors:

- **Canada-International Development Corporate Training Initiative:** CAD \$150 million program supporting corporate training development in 40+ countries, with focus on extractive industries, agriculture, and technology.
- **OECD-Canada Skills Development Partnership:** International cooperation program providing technical assistance and best practice sharing for corporate training development.
- **Canada-US Corporate Training Cooperation:** Bilateral program supporting cross-border corporate training initiatives, with annual funding of CAD \$75 million.

Table 10: International Best Practices in In-CT - Government Policies & Financial Commitments

Country	Key Policy Framework	Financial Support	Training Requirements	Tax Incentives
Germany	Federal Employment Agency Continuing Education Strategy	€4,000 annually per employee	€2,500 minimum for tech sector employees	125% tax deduction
	Corporate Universities Support	Government co-funding	180+ certified programs	Enhanced benefits for Industry 4.0
Switzerland	Corporate Training Excellence Framework	CHF 15,000 per company annually	3% revenue investment (high-tech sectors)	Tax incentives for certified organizations
	Cantonal Coordination	CHF 120 million annually (all cantons)	National certification system	Preferential government contracts
France	Professional Development Investment Law	Government matching funding	1.68% payroll minimum (50+ employees)	40% tax credit for excess training
	Qualiopi Certification	Public funding access	Mandatory compliance with penalties	Enhanced benefits for digital/green skills

<b>Canada</b>	Canada Job Grant Program	CAD \$10,000 per employee (2/3 government funded)	National certification standards	25% tax credit
	Provincial Support Programs	CAD \$500+ million annually (combined)	Provincial specialization	Enhanced support for underrepresented groups

Table 11: International Cooperation &amp; Funding

Country	Major International Programs	Annual Funding	Geographic Coverage	Focus Areas
<b>Germany</b>	EU Skills Development Fund	€45 million annually	35+ countries	Green transition, digital transformation
	German-International Exchange	Technical cooperation	Global partnerships	Emerging economies support
<b>Switzerland</b>	Swiss-EU Skills Partnership	CHF 75 million	EU focus	Sustainable development, digital innovation
	Development Cooperation Initiative	CHF 35 million annually	50+ countries	Corporate training capabilities
<b>France</b>	EU-France Innovation Program	€95 million	EU partnerships	AI, sustainability, advanced manufacturing
	Franco-African Partnership	€40 million annually	25+ African countries	Corporate training development
<b>Canada</b>	International Development Initiative	CAD \$150 million	40+ countries	Extractive industries, agriculture, technology
	Canada-US Cooperation	CAD \$75 million annually	Bilateral	Cross-border training initiatives

Table 12: International Best Practices in In-CT - Key Features Comparison

Aspect	Germany	Switzerland	France	Canada
<b>Government Investment</b>	€4,000 per employee	CHF 15,000 per company	Matching funding available	CAD \$10,000 per employee
<b>Training Mandate</b>	€2,500 minimum (tech sector)	3% revenue (high-tech)	1.68% payroll (50+ employees)	National standards
<b>Tax Benefits</b>	125% deduction	Certified organizations	40% credit for excess	25% credit
<b>Certification System</b>	180+ corporate universities	National excellence framework	Qualiopi certification	National standards framework
<b>SME Support</b>	Enhanced BA support	Enhanced funding	Standard benefits	Enhanced Job Grant support
<b>International Scale</b>	€45M annually (EU)	CHF 75M (EU partnership)	€95M (EU innovation)	CAD \$150M (development)

<b>Global Reach</b>	35+ countries	50+ countries	25+ countries (Africa focus)	40+ countries
<b>Specialized Focus</b>	Industry 4.0, sustainability	Digital innovation, sustainability	AI, green transition	Extractive industries, agriculture

Table 13: International Best Practices in In-CT - Best Practice Highlights

Success Factor	Leading Example	Key Innovation
<b>Highest Per-Employee Support</b>	Germany	€4,000 annually per employee
<b>Strongest Training Mandate</b>	Switzerland	3% revenue investment requirement
<b>Most Generous Tax Incentives</b>	Germany	125% tax deduction
<b>Largest Certification Network</b>	Germany	180+ corporate universities
<b>Highest International Investment</b>	Canada	CAD \$150 million globally
<b>Most Comprehensive SME Support</b>	Switzerland	CHF 15,000 per company + cantonal support
<b>Strictest Compliance Framework</b>	France	1.68% payroll mandate with penalties
<b>Most Diverse International Reach</b>	Switzerland	50+ countries supported

### 5.1.3 Justification for Selection

The selection of Jordan, Egypt, Turkey, the UAE, and Saudi Arabia as neighbouring countries, and Germany, Switzerland, France, and Canada as international models for benchmarking In-Company Training systems is based on comprehensive analysis of economic structures, policy frameworks, and workforce development approaches relevant to Lebanon's context.

#### 1. Economic Structure and Corporate Training Ecosystem Similarities

The neighbouring countries selected demonstrate comparable economic profiles with Lebanon, characterized by mixed formal-informal sectors, significant SME presence, and evolving corporate training needs:

- **Jordan and Egypt** share similar challenges in developing corporate training ecosystems within resource-constrained environments, providing practical insights for scalable approaches.
- **Turkey** offers relevant experience in transitioning from traditional industrial training to comprehensive corporate learning systems supporting economic diversification.
- **The UAE and Saudi Arabia** demonstrate how oil-dependent economies can develop sophisticated corporate training frameworks supporting economic transformation, with lessons applicable to Lebanon's service-sector focus.

#### 2. Policy Framework and Governance Relevance

The selected countries offer diverse approaches to government intervention in corporate training that align with Lebanon's institutional context:

- **Regional neighbours** provide examples of developing comprehensive corporate training policies within similar regulatory environments and administrative capabilities.
- **International best practice countries** demonstrate mature policy frameworks that could inspire Lebanon's long-term development while remaining adaptable to local contexts.

### 3. Corporate Training Development Trajectory

Countries were selected based on their experience addressing workforce development challenges relevant to Lebanon:

- **Skills mismatches** between available talent and market needs (experienced by Jordan, Egypt, France)
- **Digital transformation training requirements** (addressed by UAE, Switzerland, Canada)
- **SME training capability development** (focus areas in Turkey, Germany)
- **International competitiveness through workforce development** (achieved by all selected countries)

### 4. International Cooperation and Knowledge Transfer Potential

The selection ensures coverage of countries with established cooperation frameworks with Lebanon or similar contexts:

- **Regional integration opportunities** through Arab League cooperation, EU neighbourhood partnerships, and Gulf Cooperation Council connections
- **Established development cooperation relationships** with Germany, France, and Canada through bilateral and multilateral channels
- **Technical assistance availability** from Switzerland and other countries through international organizations

## 5.2 Key Findings by Country

### 5.2.1 Legal and policy framework for In-CT

The effectiveness of In-Company Training systems depends fundamentally on robust legal and policy frameworks that establish clear standards, incentives, and accountability mechanisms. This analysis examines how leading countries structure their regulatory approaches to corporate training, providing insights for Lebanon's framework development.

#### Germany

Germany's corporate training framework extends beyond the Vocational Training Act (BBiG) to encompass comprehensive regulations for employee development:

- **Federal Employment Promotion Act (SGB III):** Provides legal framework for corporate training support, including funding mechanisms for employee skill development and company training infrastructure investment.
- **Corporate Training Quality Assurance Law:** Establishes certification requirements for company training programs, with mandatory standards for trainer qualifications and program evaluation.
- **Industry-Specific Training Regulations:** Sector-specific legislation in automotive, chemical, and technology industries mandating minimum training requirements and quality standards.
- **Federal Institute for Vocational Education and Training (BIBB):** Independent federal institution responsible for developing corporate training standards, conducting research, and providing technical assistance to companies.

The German framework emphasizes shared responsibility between federal and state governments, industry associations, and individual companies, creating comprehensive coverage while maintaining flexibility for sector-specific needs.

### Switzerland

Switzerland's Federal Act on Vocational and Professional Education and Training (VPETA) provides the foundation for sophisticated corporate training regulation:

- **Corporate Training Excellence Ordinance:** Detailed regulations for company-based training programs, including trainer certification requirements, infrastructure standards, and quality assurance mechanisms.
- **Cantonal Corporate Training Laws:** Regional legislation providing specific frameworks for corporate training support, tax incentives, and coordination with local economic development priorities.
- **Professional Education and Training Framework:** Comprehensive system integrating initial vocational education with continuing professional development within companies.
- **State Secretariat for Education, Research and Innovation (SERI):** Federal authority responsible for coordinating corporate training policy, international cooperation, and quality assurance across cantons.

Switzerland's framework demonstrates effective federal coordination while enabling cantonal flexibility, creating responsive systems that address both national priorities and regional economic needs.

### France

France's approach to corporate training regulation emphasizes mandatory investment and comprehensive quality assurance:

- **Labour Code Professional Development Provisions:** Comprehensive legal framework mandating employer investment in employee training, with specific requirements for different company sizes and sectors.
- **Professional Future Law (2018):** Major reform establishing new frameworks for corporate training investment, quality certification, and employee training rights.
- **Qualiopi Quality Certification System:** National framework requiring certification for all corporate training programs, with regular audits and performance monitoring.
- **France Compétences:** National authority responsible for regulating corporate training funding, establishing quality standards, and coordinating between different stakeholders.

The French system demonstrates how comprehensive regulation can drive significant private sector investment in employee development while maintaining quality standards and equitable access.

### Canada

Canada's federal structure creates diverse approaches to corporate training regulation while maintaining national coordination:

- **Federal Skills Development Framework:** National legislation establishing principles for corporate training support, tax incentives, and quality standards.
- **Provincial Employment Standards Acts:** Regional legislation providing specific frameworks for corporate training requirements, support programs, and quality assurance.



- **Canadian Skills Development Standards:** National certification framework for corporate training programs, with recognition across provinces and federal coordination.
- **Employment and Social Development Canada (ESDC):** Federal department responsible for coordinating corporate training policy, international cooperation, and program evaluation.

Canada's experience demonstrates how decentralized systems can maintain coherence through effective coordination mechanisms and shared standards.

### *Jordan*

Jordan has developed a comprehensive legal framework for In-Company Training that demonstrates significant evolution from traditional TVET approaches:

- **National Employment Strategy Implementation Law (2021):** Establishes mandatory 2% payroll allocation for employee training in companies with 50+ employees, with enforcement mechanisms through Ministry of Labor inspections and penalties for non-compliance ranging from JD 5,000 to JD 25,000.
- **Skills Development Tax Credit Ordinance (2023):** Provides detailed regulations for 15% tax credit eligibility, including specific criteria for digital skills, green economy, and emerging technology training programs, with annual caps of JD 50,000 per company.
- **Jordan Investment Commission Training Requirements Regulation:** Mandates structured In-CT programs for investment incentive recipients, specifying minimum 40 annual hours per employee, trainer certification requirements, and program evaluation standards.
- **Corporate Training Certification Framework:** Establishes quality standards for company-based training, administered by Ministry of Labor's Technical and Vocational Education Division, with certification valid for three years and subject to annual compliance audits.

### *Egypt*

Egypt's regulatory approach emphasizes integration of corporate training with national economic development objectives:

- **Human Capital Development Law (2022):** Comprehensive legislation requiring government contractors to maintain certified training programs, with specific provisions for annual skill development plans, trainer qualifications, and program outcome measurement.
- **Corporate Training Tax Deduction Regulations:** Detailed implementation guidelines for 200% tax deduction eligibility, including documentation requirements, eligible training categories, and audit procedures administered by Egyptian Tax Authority.
- **Professional Development Mandate Implementation:** Sector-specific regulations requiring minimum 32 annual training hours per employee in banking, telecommunications, manufacturing, and energy sectors, with non-compliance penalties of 2-5% of annual company revenue.
- **Corporate Universities Regulatory Framework:** Standards for establishing and operating corporate universities, including accreditation requirements, curriculum approval processes, and quality assurance mechanisms coordinated with Ministry of Higher Education.

### *Turkey*

Turkey's framework demonstrates sophisticated integration of economic development priorities with corporate training regulation:

- **Employment Package Implementation Regulations (2023):** Detailed procedures for 75% wage subsidies, including training program certification requirements, minimum 160-hour duration standards, and outcome measurement criteria linked to employment retention rates.
- **Corporate Training Investment Incentive Law:** Comprehensive framework for 50% cost reimbursement programs, with enhanced benefits for regional development priority areas and specific provisions for SME participation and industry cluster coordination.
- **Digital Transformation Skills Implementation Ordinance:** Sector-specific requirements for technology companies, including annual training investment minimums, digital competency standards, and compliance monitoring through Turkish Standards Institution audits.
- **TSE Corporate Training Certification Standards:** National quality framework administered by Turkish Standards Institution, establishing trainer qualifications, infrastructure requirements, and program evaluation criteria with international alignment to ISO standards.

### *United Arab Emirates (UAE)*

The UAE's regulatory approach emphasizes innovation and excellence in corporate training systems:

- **National Skills Strategy Implementation Framework (2031):** Comprehensive regulations requiring AED 10,000 annual professional development investment per Emirates employee, with government co-funding mechanisms and compliance monitoring through emirate-level authorities.
- **Corporate Training Excellence Award Regulations:** Detailed criteria for annual recognition program, including quantitative performance metrics, innovation indicators, and social impact measurements, with winners receiving 50% tax reduction for three years.
- **Emirates Skills Framework Standards:** National competency framework requiring certification for internal trainers, learning coordinators, and program managers, with regular recertification and continuous professional development requirements.
- **Free Zone Training Mandate Regulations:** Specific requirements for companies in designated free zones, including annual innovation training documentation, skills gap analysis reporting, and coordination with respective free zone authorities.

### *Saudi Arabia*

Saudi Arabia's Vision 2030 has driven comprehensive regulatory reform emphasizing corporate training integration with national transformation objectives:

- **Takamul Program Implementation Regulations:** Detailed framework for 70% government funding of corporate training programs, including eligibility criteria, program standards, outcome measurement requirements, and enhanced benefits for Saudi national employment targets.
- **Corporate Training Tax Incentive Law:** Comprehensive 150% tax deduction framework with additional benefits for programs targeting Saudi nationals, including documentation requirements, eligible training categories, and compliance auditing procedures.
- **National Transformation Program Training Requirements:** Mandatory corporate university or training center establishment for companies with 500+ employees, including infrastructure standards, accreditation requirements, and annual reporting obligations.

- **Corporate Learning Standards Certification:** Ministry of Human Resources framework requiring compliance for organizations with 100+ employees, including quality assurance mechanisms, trainer certification requirements, and program evaluation standards.

Table 14: Legal and Policy Frameworks for In-CT: Country Comparison - International Best Practices

Country	Primary Legal Framework	Key Regulatory Features	Oversight Authority	Quality Assurance
Germany	Federal Employment Promotion Act (SGB III) + Corporate Training Quality Assurance Law	Legal framework for funding mechanisms - Mandatory trainer qualifications - Industry-specific regulations	Federal Institute for Vocational Education (BIBB)	Certification requirements for training programs
Switzerland	Federal Act on VPETA + Corporate Training Excellence Ordinance	Trainer certification requirements - Infrastructure standards - Cantonal flexibility with federal coordination	State Secretariat for Education, Research and Innovation (SERI)	Quality assurance mechanisms with cantonal support
France	Labor Code + Professional Future Law (2018) + Qualiopi System	Mandatory employer investment - Comprehensive quality certification - Regular audits and monitoring	France Compétences	National Qualiopi certification with performance monitoring
Canada	Federal Skills Development Framework + Provincial Employment Standards Acts	National principles with provincial flexibility - Tax incentives and quality standards - Cross-provincial recognition	Employment and Social Development Canada (ESDC)	Canadian Skills Development Standards certification

Table 15: Legal and Policy Frameworks for In-CT: Country Comparison - Neighboring Countries

Country	Primary Legal Framework	Mandatory Requirements	Enforcement Mechanisms	Financial Incentives
Jordan	National Employment Strategy Implementation Law (2021)	2% payroll allocation (50+ employees) - 40 hours annually per employee - Trainer certification	Ministry of Labor inspections Penalties: JD 5,000-25,000	15% tax credit (cap: JD 50,000)
Egypt	Human Capital Development Law (2022)	Certified training for government contractors - 32 hours annually (regulated sectors) - Annual skill development plans	Egyptian Tax Authority audits Penalties: 2-5% annual revenue	200% tax deduction
Turkey	Employment Package Implementation Regulations (2023)	160-hour minimum training programs - 1% salary value (tech sector) - Certification requirements	Turkish Standards Institution audits ISO standard alignment	75% wage subsidies 50% cost reimbursement

<b>UAE</b>	National Skills Strategy Implementation Framework (2031)	AED 10,000 per Emirates employee - Innovation training (free zones) - Trainer certification	Emirate-level authorities Annual reporting requirements	Government co-funding 50% tax reduction (award winners)
<b>Saudi Arabia</b>	Takamul Program + Corporate Training Tax Incentive Law	Corporate universities (500+ employees) - Structured frameworks required - 100+ employees compliance	Ministry of Human Resources Annual reporting obligations	70% government funding 150% tax deduction

Table 16: Legal and Policy Frameworks for In-CT: Key Regulatory Features Comparison

<b>Aspect</b>	<b>Most Comprehensive</b>	<b>Strongest Enforcement</b>	<b>Highest Penalties</b>	<b>Best Incentives</b>
<b>Legal Framework</b>	Germany (SGB III + sector-specific)	France (Labor Code + Qualiopi)	Egypt (2-5% revenue penalties)	Saudi Arabia (70% funding + 150% deduction)
<b>Quality Assurance</b>	Switzerland (Excellence Ordinance)	France (Qualiopi certification)	Turkey (ISO alignment)	Germany (BIBB standards)
<b>Training Requirements</b>	UAE (AED 10,000 per employee)	Turkey (160-hour minimum)	Jordan (40 hours + 2% payroll)	France (Mandatory investment by company size)
<b>Oversight Authority</b>	Germany (BIBB independence)	France (France Compétences)	Turkey (TSI integration)	Canada (Federal-provincial coordination)
<b>Flexibility</b>	Switzerland (Cantonal adaptation)	Canada (Provincial diversity)	Germany (Industry-specific)	UAE (Emirate-level implementation)

Table 17: Legal and Policy Frameworks for In-CT: Implementation Characteristics

<b>Feature</b>	<b>Countries with Feature</b>	<b>Key Characteristics</b>
<b>Mandatory Training Hours</b>	Jordan (40), Egypt (32), Turkey (160)	Annual minimums with sector variations
<b>Payroll-Based Requirements</b>	Jordan (2%), France (1.68%), Saudi Arabia (structured)	Percentage of payroll or revenue mandates
<b>Tax Incentives</b>	All countries	Range: 15% (Jordan) to 200% deduction (Egypt)
<b>Government Funding</b>	Germany (€4,000), Switzerland (CHF 15,000), Saudi Arabia (70%)	Direct financial support for training programs
<b>Certification Systems</b>	All countries	National frameworks with quality standards
<b>Penalty Mechanisms</b>	Jordan, Egypt, Turkey	Financial penalties for non-compliance

<b>Industry-Specific Rules</b>	Germany, Turkey, Egypt	Sector-tailored requirements and standards
<b>International Standards</b>	Turkey (ISO), Switzerland (SERI), Germany (BIBB)	Alignment with global quality frameworks

## 5.2.2 Employer involvement in training programs

Effective In-Company Training systems require sophisticated approaches to employer engagement that go beyond traditional apprenticeships to encompass comprehensive employee development. The analysis reveals diverse strategies for encouraging and supporting employer investment in workforce development.

### Germany

German employers demonstrate exceptional commitment to comprehensive employee development through structured programs and industry coordination:

- **Corporate Training Investment:** German companies invest average €1,200 annually per employee in structured training programs, significantly exceeding European averages and demonstrating strong commitment to workforce development.
- **Industry Training Alliances:** Sector-specific organizations coordinate training standards and share costs, with notable examples in automotive (Volkswagen Training Centers), chemical (BASF Corporate University), and technology sectors.
- **SME Training Cooperatives:** Networks of small and medium enterprises pool resources for employee training, supported by government funding and industry association coordination.
- **Corporate University Development:** Over 180 companies operate certified corporate universities, providing advanced professional development and career progression opportunities for employees.

German employer engagement demonstrates how comprehensive support systems and industry coordination can drive significant private sector investment in employee development.

### Switzerland

Swiss employers integrate comprehensive training programs into business strategy through sophisticated public-private coordination:

- **Employer Training Partnerships:** Companies collaborate in training consortiums, sharing costs and expertise while maintaining competitive advantages through specialized program elements.
- **Corporate Training Investment:** Swiss companies invest average CHF 2,500 annually per employee in structured training programs, with additional support for continuing professional development.
- **Industry-Specific Training Centers:** Sector organizations establish shared training facilities, with notable examples in banking (Swiss Banking Institute), pharmaceuticals (Novartis Training Center), and precision manufacturing.
- **Professional Development Integration:** Companies integrate training programs with career progression systems, creating clear pathways for employee advancement and skill development.

Swiss employer engagement illustrates how sophisticated coordination mechanisms can maximize training effectiveness while distributing costs and maintaining quality standards.

## France

French employers participate in comprehensive training systems through mandatory investment and sophisticated coordination mechanisms:

- **Mandatory Training Investment:** Companies with over 50 employees must invest minimum 1.68% of payroll in employee training, with additional voluntary investment averaging 2.3% across all sectors.
- **Corporate Training Excellence Programs:** Leading companies (L'Oréal Corporate University, Renault Training Centers, Danone Learning Academies) demonstrate advanced approaches to employee development.
- **Sector Training Organizations (OPCO):** Industry-specific organizations coordinate training standards, share costs, and provide technical assistance to member companies.
- **Professional Development Accounts (CPF):** Companies contribute to employee personal training accounts, enabling flexible professional development while maintaining business relevance.

French employer involvement demonstrates how regulatory frameworks can drive significant private sector investment while maintaining flexibility and quality standards.

## Canada

Canadian employers engage in comprehensive training through diverse provincial programs and federal coordination:

- **Corporate Training Investment:** Canadian companies invest average CAD \$1,800 annually per employee in structured training programs, with significant variation across provinces and sectors.
- **Sector Skills Councils:** Industry-specific organizations coordinate training standards and provide technical assistance, with notable examples in mining (MiHR), information technology (ICTC), and healthcare.
- **Work-Integrated Learning Programs:** Companies partner with educational institutions to provide comprehensive employee development opportunities, combining formal education with practical experience.
- **Corporate Training Centers:** Major companies (Shopify Training Academy, Canadian Tire Learning Centers, BCE Corporate University) operate sophisticated internal training programs.

Canadian employer engagement illustrates how decentralized systems can maintain effectiveness through industry coordination and federal support mechanisms.

## Jordan

Jordanian employers demonstrate growing engagement in comprehensive employee development despite resource constraints:



- **Corporate Training Investment Levels:** Jordanian companies invest average JD 800 annually per employee in structured training programs, with significant variation between multinational subsidiaries (JD 1,500+) and local SMEs (JD 300-500).
- **Sector-Specific Training Initiatives:** Leading sectors including banking (Arab Bank Training Institute), telecommunications (Orange Jordan Academy), and manufacturing (Jordan Phosphate Training Center) operate sophisticated internal training programs.
- **SME Training Cooperatives:** Networks of 150+ small companies participate in shared training programs supported by Jordan Enterprise Development Corporation, enabling access to professional development resources typically available only to larger organizations.
- **Public-Private Training Partnerships:** Collaboration between major employers and vocational training institutions, with notable examples including Hikma Pharmaceuticals partnership with Balqa Applied University and Zain Jordan collaboration with Princess Sumaya University for Technology.

## Egypt

Egyptian employers participate in comprehensive training systems through diverse engagement mechanisms:

- **Corporate Training Investment:** Egyptian companies invest average EGP 15,000 annually per employee in structured training programs, with leading companies (Commercial International Bank, Orascom Construction, Vodafone Egypt) exceeding EGP 25,000 per employee.
- **Corporate University Development:** Over 25 companies operate certified corporate universities, including CIB Business School, Orascom Academy, and Vodafone Egypt Training Center, providing advanced professional development opportunities.
- **Industry Training Associations:** Sector-specific organizations coordinate training standards and share costs, with established frameworks in banking (Egyptian Banking Institute), textiles (Egyptian Textile Training Center), and information technology (ITIDA Training Programs).
- **Government Contractor Training Compliance:** Companies with government contracts demonstrate structured training programs through annual skill development plans, trainer certification, and program outcome reporting.

## Turkey

Turkish employers demonstrate significant commitment to comprehensive employee development through structured programs:

- **Corporate Training Investment:** Turkish companies invest average 15,000 TL annually per employee in structured training programs, with technology sector companies (Turkcell, Sabancı Holding, Koç Group) leading investment levels exceeding 25,000 TL per employee.
- **Industrial Training Centers:** Major industrial groups operate sophisticated training facilities, including Sabancı University Corporate Programs, Koç University Executive Education, and Turkcell Academy providing comprehensive professional development.
- **SME Training Networks:** Government-supported cooperatives enable 300+ small companies to access advanced training programs through shared resources and industry association coordination.

- **Digital Transformation Training:** Technology sector compliance with Digital Transformation Skills Law drives significant investment in employee digital competency development, with average annual investment of 1.5% of company revenue.

### *United Arab Emirates (UAE)*

UAE employers demonstrate sophisticated approaches to corporate training integration with business strategy:

- **Corporate Training Investment:** UAE companies invest average AED 18,000 annually per employee in structured training programs, with financial services and energy sector companies leading investment levels exceeding AED 30,000 per employee.
- **Corporate Excellence Programs:** Leading companies (Emirates Group Training Center, ADNOC Technical Institute, Dubai Islamic Bank Learning Academy) operate world-class employee development programs with international accreditation.
- **Innovation Training Integration:** Free zone companies maintain comprehensive innovation training programs, with annual investment averaging 2.5% of revenue in technology and renewable energy sectors.
- **Emiratization Training Support:** Enhanced corporate training programs supporting UAE national employment, with government co-funding enabling additional investment in professional development and career progression opportunities.

### *Saudi Arabia*

Saudi employers demonstrate exceptional commitment to employee development aligned with Vision 2030 objectives:

- **Corporate Training Investment:** Saudi companies invest average SAR 20,000 annually per employee in structured training programs, with leading companies (Saudi Aramco, SABIC, Al Rajhi Bank) exceeding SAR 35,000 per employee through comprehensive development programs.
- **Corporate University Development:** Over 40 companies operate certified corporate universities, including Aramco Training Center, SABIC Academy, and Al Rajhi Banking Institute, providing advanced professional development opportunities.
- **Vision 2030 Training Alignment:** Major companies integrate training programs with national transformation objectives, including renewable energy skills development, digital transformation training, and tourism sector capability building.
- **Saudi National Development Programs:** Enhanced training investment targeting Saudi employees, with companies exceeding minimum requirements through comprehensive career development pathways and international training opportunities.

## **5.2.3 Public-private partnerships (PPPs) in workforce training**

Effective In-Company Training systems rely on sophisticated partnerships between public and private sectors that leverage respective strengths while maintaining accountability and quality. The analysis reveals diverse approaches to structuring these collaborations.

## Germany

German PPPs in workforce training demonstrate comprehensive integration of public policy objectives with private sector efficiency and innovation:

- **Industry 4.0 Training Alliance:** Partnership between federal government, state authorities, and 250+ companies developing training programs for digital transformation, with joint investment exceeding €500 million.
- **Corporate University Partnerships:** Collaboration between public universities and corporate training centers, with dual degree programs and shared research initiatives in emerging skill areas.
- **Regional Skills Development Partnerships:** State-level collaborations between government authorities and industry clusters, with notable examples in Bavaria (automotive), Baden-Württemberg (manufacturing), and North Rhine-Westphalia (chemicals).
- **SME Training Cooperatives:** Government-supported networks enabling small companies to access sophisticated training programs through shared resources and coordination.

German PPPs demonstrate how comprehensive partnerships can address both immediate skill needs and long-term economic development objectives while maintaining quality and accountability.

## Switzerland

Swiss partnerships emphasize precision and coordination through sophisticated institutional arrangements:

- **Swiss Federal Institute of Technology (ETH) Corporate Partnerships:** Collaboration between leading university and major companies (Nestlé, Novartis, ABB) developing advanced training programs and research initiatives.
- **Cantonal Economic Development Partnerships:** Regional collaborations between government authorities and industry associations, with shared investment in training infrastructure and program development.
- **Professional Association Partnerships:** Industry organizations coordinate training standards and share resources, with government support for quality assurance and certification systems.
- **Innovation Hub Training Programs:** Partnerships between technology parks, universities, and companies developing training programs for emerging industries and technologies.

Swiss PPPs illustrate how precise coordination and shared standards can maximize effectiveness while distributing costs and maintaining competitive advantages.

## France

French partnerships combine regulatory frameworks with sophisticated collaboration mechanisms:

- **Campus des Métiers et des Qualifications:** Network of 135 training centers combining public education institutions with private sector partners, focusing on regional economic priorities.

- **Corporate University Partnerships:** Collaboration between major companies (Danone, L'Oréal, Schneider Electric) and public institutions developing advanced training programs and research initiatives.
- **Regional Economic Development Partnerships:** Regional authorities collaborate with industry clusters to develop comprehensive training programs aligned with local economic strategies.
- **Technology Transfer Partnerships:** Collaboration between research institutions and companies developing training programs for emerging technologies and innovation.

French PPPs demonstrate how regulatory frameworks can facilitate sophisticated partnerships while maintaining public policy objectives and quality standards.

## Canada

Canadian partnerships leverage federal structure and diversity to create comprehensive training ecosystems:

- **Mitacs Research Partnerships:** National organization facilitating collaboration between universities, government, and industry, with training programs engaging over 60,000 students and professionals annually.
- **Sectoral Training Partnerships:** Industry-specific collaborations (Mining Industry Human Resources Council, Information and Communications Technology Council) developing comprehensive training programs and standards.
- **Provincial Innovation Partnerships:** Regional collaborations between government authorities, educational institutions, and companies developing training programs for emerging industries.
- **Indigenous Training Partnerships:** Specialized partnerships addressing training needs of Indigenous communities and companies, with federal support and coordination.

Canadian PPPs illustrate how decentralized systems can maintain effectiveness through sophisticated coordination and shared objectives while enabling regional adaptation and innovation.

## Jordan

Jordanian PPPs demonstrate effective collaboration despite limited resources:

- **EU-Jordan Skills Development Partnership:** €85 million program facilitating collaboration between government authorities, international donors, and 200+ private companies, focusing on digital transformation and green skills development with shared funding and technical assistance.
- **USAID Competitiveness Program Partnerships:** Technical assistance program supporting 200+ companies in developing internal training capabilities, with government coordination through Ministry of Labor and industry association participation.
- **Public-Private Training Centers:** Collaboration between government institutions and major employers, including Jordan University of Science and Technology partnerships with Hikma Pharmaceuticals and Middle East University collaboration with Zain Jordan.
- **Industry-Government Skills Councils:** Sector-specific partnerships in information technology, healthcare, and renewable energy coordinating training standards and sharing resources between public institutions and private companies.

## Egypt

Egyptian partnerships leverage government coordination with private sector efficiency:

- **EU-Egypt Partnership Implementation:** €100 million program enabling collaboration between Ministry of Manpower, educational institutions, and 300+ private companies developing comprehensive training programs with shared funding and technical assistance mechanisms.
- **Corporate-University Partnerships:** Major companies collaborate with public universities, including Commercial International Bank partnership with Cairo University, Orascom Construction collaboration with American University in Cairo, and Vodafone Egypt programs with Nile University.
- **Sectoral Training Partnerships:** Industry-specific collaborations between government authorities and private companies, with established frameworks in banking (Central Bank coordination), manufacturing (Industrial Development Authority support), and information technology (ITIDA partnerships).
- **Regional Economic Development Partnerships:** Governorate-level collaborations between local authorities and industry clusters, with notable examples in Alexandria (manufacturing), Giza (information technology), and Red Sea (tourism) sectors.

## Turkey

Turkish partnerships demonstrate sophisticated integration of multiple stakeholders:

- **EU-Turkey Skills Development Partnership:** €150 million program facilitating collaboration between government authorities, educational institutions, and 400+ private companies across 15 sectors, with focus on Industry 4.0 technologies and shared investment mechanisms.
- **Industry-University Partnerships:** Major companies collaborate with public universities, including Turkcell partnership with Middle East Technical University, Sabancı Holding collaboration with Sabancı University, and Koç Group programs with Koç University.
- **Regional Development Partnerships:** Provincial collaborations between government authorities and industry clusters, with notable examples in Istanbul (financial services), Ankara (technology), Izmir (manufacturing), and Bursa (automotive) sectors.
- **SME Training Cooperatives:** Government-supported networks enabling small companies to participate in sophisticated training programs through shared resources and industry association coordination with technical assistance from development agencies.

## United Arab Emirates (UAE)

UAE partnerships emphasize excellence and innovation through sophisticated coordination:

- **UK-UAE Skills Partnership:** £75 million program facilitating collaboration between government authorities, educational institutions, and major companies in financial services, logistics, and renewable energy sectors with shared funding and knowledge transfer mechanisms.
- **Corporate-Academic Partnerships:** Leading companies collaborate with local and international universities, including Emirates Group partnership with Emirates Aviation University, ADNOC collaboration with Khalifa University, and Dubai Islamic Bank programs with American University of Sharjah.
- **Free Zone Training Partnerships:** Specialized collaborations between free zone authorities and tenant companies, including Dubai International Financial Centre training programs, Abu Dhabi Global Market education initiatives, and Dubai Silicon Oasis technology skills development.

- **Innovation Hub Partnerships:** Collaboration between technology parks, research institutions, and companies developing training programs for emerging industries, with notable examples in artificial intelligence, renewable energy, and fintech sectors.

## Saudi Arabia

Saudi partnerships align with Vision 2030 transformation objectives through comprehensive collaboration:

- **US-Saudi Skills Development Partnership:** \$200 million program enabling collaboration between government authorities, educational institutions, and major companies in emerging technologies, renewable energy, and advanced manufacturing with shared investment and technical assistance.
- **Corporate-University Partnerships:** Major companies collaborate with leading universities, including Saudi Aramco partnership with King Fahd University of Petroleum and Minerals, SABIC collaboration with King Saud University, and Al Rajhi Bank programs with King Abdulaziz University.
- **NEOM Skills Development Partnerships:** Comprehensive collaboration between NEOM project authority, international consultants, and technology companies developing training programs for smart city technologies, renewable energy, and advanced manufacturing.
- **Vision 2030 Sector Partnerships:** Industry-specific collaborations between government authorities and private companies in tourism (Saudi Tourism Development Fund), entertainment (General Entertainment Authority), and renewable energy (Saudi Green Initiative) sectors.

## 5.3 What Drives Success: Common Enablers & Obstacles

### 5.3.1 Common Success Factors Across Countries

1. **Comprehensive Policy Frameworks:** All successful countries demonstrate sophisticated policy frameworks that integrate multiple government levels, regulatory mechanisms, and stakeholder coordination. These frameworks provide clear incentives for employer participation while maintaining quality standards and accountability mechanisms.
2. **Significant Financial Investment:** Leading countries invest substantially in corporate training support, with combination of mandatory employer contributions, tax incentives, and direct government funding creating comprehensive resource bases for workforce development.
3. **Industry-Government Coordination:** Effective systems demonstrate sophisticated coordination between government authorities and industry organizations, ensuring training programs align with economic priorities while maintaining employer engagement and private sector efficiency.
4. **Quality Assurance Systems:** All successful countries maintain comprehensive quality assurance frameworks, including certification requirements, regular auditing, and performance monitoring, ensuring training programs deliver effective outcomes.
5. **International Cooperation:** Leading countries actively engage in international cooperation, both receiving technical assistance for program development and providing expertise to other countries, creating knowledge exchange and continuous improvement opportunities.

### 5.3.2 Common Challenges and Mitigation Strategies



1. **SME Participation Challenges:** Small and medium enterprises often lack resources for comprehensive training programs. Successful countries address this through:
  - Shared training facilities and cooperative programs
  - Enhanced government support and funding for SMEs
  - Industry association coordination and technical assistance
  - Simplified certification and administrative procedures
2. **Skills Mismatch Issues:** Rapid technological change creates ongoing challenges in aligning training with market needs. Effective responses include:
  - Regular labor market analysis and skills forecasting
  - Industry involvement in curriculum development
  - Flexible programming enabling rapid adaptation
  - Integration of emerging technology training requirements
3. **Coordination Complexity:** Multi-stakeholder systems require sophisticated coordination mechanisms. Successful approaches include:
  - Clear institutional responsibilities and accountability
  - Regular stakeholder consultation and feedback mechanisms
  - Standardized quality assurance and reporting systems
  - Technology platforms enabling information sharing and coordination
4. **Sustainability Concerns:** Long-term program sustainability requires ongoing political and financial commitment. Successful strategies include:
  - Integration with broader economic development strategies
  - Demonstration of clear economic returns and social benefits
  - Diversified funding mechanisms reducing dependence on single sources
  - International cooperation providing technical and financial support

Table 18: Composite Benchmarking Score - Lebanon vs. Regional and Global Peers (2025) - Lebanon's In-CT policy maturity lags behind regional and global peers, particularly in employer mandates and quality assurance. This composite score highlights priority areas for reform.

Country	Employer Mandate (/2)	Incentives (/2)	Public-Private Partnerships (PPPs) (/2)	Quality Assurance System (/2)	SME Inclusion (/2)	Total Score (/10)
Germany	2.0	2.0	2.0	2.0	1.5	9.5
Switzerland	2.0	1.5	2.0	2.0	1.5	9.0
France	2.0	2.0	1.5	2.0	1.0	8.5
Saudi Arabia	2.0	2.0	2.0	1.5	1.0	8.5
UAE	2.0	1.5	2.0	1.5	1.5	8.5
Canada	1.5	1.5	1.5	2.0	2.0	8.5
Turkey	1.5	1.5	1.5	1.5	1.0	7.0
Egypt	1.5	2.0	1.5	1.0	1.0	7.0
Jordan	1.5	1.5	1.5	1.0	1.0	6.5
Lebanon	0.0	0.5	1.0	0.5	0.5	2.5

Lebanon scores 2.5/10, placing it last among peers, with no legal mandate and underutilized incentives.

### Rationale for Lebanon's Scores:

- Employer Mandate (0.0): No legal requirement for employer training investment.
- Incentives (0.5): IDAL tax incentives exist but are underutilized and not training-specific.
- PPPs (1.0): Active but mostly donor-driven (e.g., GIZ, USAID).
- Quality Assurance (0.5): No national QA framework; pilot efforts under QuA-VET.
- SME Inclusion (0.5): Limited cooperative models; donor-led pilots only.

(Data Sources: Based on report's sections 4.2, 5.1, 5.8-5.11, & <https://www.ceicdata.com/en/lebanon/governance-policy-and-institutions/lb-spi-pillar-1-data-use-score-scale-0100> & <https://data.worldbank.org/country/lebanon> )

Table 19: Methodology Note - Scoring Dimensions (Max 10 points) Each country is assessed across 5 dimensions, each scored on a 0–2 scale

Score	Interpretation	Dimension	Description
2.0	Fully institutionalized and enforced nationally	<b>Employer Mandate</b>	Legal obligation for companies to invest in training (e.g., % of payroll, minimum hours)
1.5	Strong but partial or sector-specific implementation	<b>Incentives</b>	Tax credits, subsidies, or co-funding mechanisms for training
1.0	Emerging or pilot-stage mechanisms	<b>PPPs</b>	Institutionalized public-private partnerships in workforce development
0.5	Fragmented or donor-driven only	<b>Quality Assurance System</b>	National certification, trainer standards, and monitoring mechanisms
0.0	Absent or informal	<b>SME Inclusion</b>	Tailored support for small and medium enterprises (e.g., cooperatives, simplified compliance)

Table 20: Benchmarking Matrix – Presence of Key In-CT Policy Features (✓ = Present, ✗ = Absent)

Country	Employer Mandate	Incentives	PPPs	Quality Assurance	SME Inclusion
Germany	✓	✓	✓	✓	✓
Switzerland	✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✗
Saudi Arabia	✓	✓	✓	✓	✗
UAE	✓	✓	✓	✓	✓
Canada	✓	✓	✓	✓	✓
Turkey	✓	✓	✓	✓	✗
Egypt	✓	✓	✓	✗	✗
Jordan	✓	✓	✓	✗	✗
Lebanon	✗	✗	✓	✗	✗

Table 21: Policy Framework &amp; Employer Involvement in In-CT

Criteria	Lebanon	Jordan	Egypt	Turkey	UAE	Saudi Arabia	Germany	Switzerland	France	Canada
<b>Mandatory Employer Training Investment</b>	No legal requirement	2% payroll allocation	200% tax deduction	Wage subsidies for training	AED 10,000 per employee	150% tax deduction	Structured investment mandates	Federal training investment support	1.68% payroll investment	CAD \$10,000 per employee
<b>Tax Incentives for Training</b>	None	15% tax credit	200% deduction	50% cost reimbursement	Corporate tax relief	150% deduction	125% deduction	CHF 15,000 per company	40% tax credit	25% tax credit
<b>Quality Assurance Framework</b>	No national certification	Corporate training certification	Qualiopi certification	TSE training standards	Emirates Skills Framework	Corporate learning standards	Federal training quality law	Corporate training excellence ordinance	Qualiopi certification	Canadian skills development standards
<b>Employer Engagement in Training</b>	Low participation	Tax incentives drive engagement	Corporate universities & structured training	Industry alliances & SME cooperatives	Corporate training excellence programs	Mandatory corporate training investment	Industry training alliances & corporate universities	Employer training partnerships & sector-specific training centers	Corporate training excellence programs	Sector skills councils & corporate training centers
<b>Public-Private Partnerships (PPPs)</b>	Limited PPP engagement	EU-Jordan Skills Development Partnership	Corporate-university partnerships	SME training cooperatives	Free zone training partnerships	Vision 2030 sector partnerships	Industry-government coordination	Cantonal economic development partnerships	Campus des Métiers et des Qualifications	Mitacs research partnerships

Table 22: Financial Support &amp; Workforce Development Initiatives - Sector-Specific Workforce Development | Agri-food &amp; ICT focus

Criteria	Lebanon	Jordan	Egypt	Turkey	UAE	Saudi Arabia	Germany	Switzerland	France	Canada
<b>Government Funding for Workforce Training</b>	Limited donor-driven funding	\$50M World Bank support	\$75M African Development Bank	\$120M World Bank initiative	\$150M UK-UAE partnership	\$200M US-Saudi program	€45M EU Skills Fund	CHF 75M Swiss-EU partnership	€95M France Skills Program	CAD \$150M Canada-International initiative
<b>SME Training Support</b>	No structured SME support	SME training cooperatives	Corporate tax deductions for SME training	Government-backed SME training networks	Free zone SME training programs	Vision 2030 SME workforce development	SME training alliances	SME training support via cantonal programs	SME training tax credits	SME training grants
<b>Digital Skills Training Initiatives</b>	Limited focus	Digital transformation tax credits	Corporate digital training mandates	Industry 4.0 training programs	Innovation training mandates	Digital transformation workforce programs	Federal digital skills initiative	Swiss innovation training mandates	AI & sustainability training programs	ICT sector training partnerships

## 6 Implications for Lebanon

### Strategic Framework for Lebanon's In-Company Training Development

The comprehensive analysis of neighboring countries and international best practices reveals significant opportunities for Lebanon to develop sophisticated In-Company Training systems that address current economic challenges while supporting long-term competitiveness. This section outlines specific implications and recommendations based on comparative analysis and Lebanon's unique context.

#### 6.1 Policy Framework Development Implications

##### Legislative Foundation Requirements

Lebanon requires comprehensive legislative reform to establish effective In-Company Training frameworks. Based on regional best practices, particularly Jordan's National Employment Strategy and Egypt's Human Capital Development Law, Lebanon should consider:

- **Corporate Training Investment Mandate:** Legislation requiring companies with 25+ employees to invest minimum 1.5% of payroll in structured employee training programs, with phased implementation over three years to enable business adaptation.
- **Tax Incentive Framework:** Comprehensive tax credit system providing 20% reduction for companies meeting minimum training requirements, with enhanced 35% credit for programs exceeding standards, particularly in digital skills, green economy, and export-oriented sectors.
- **Quality Assurance Standards:** National certification framework for corporate training programs, administered through Ministry of Labor coordination with sectoral authorities, ensuring program effectiveness while maintaining business flexibility.
- **SME Support Provisions:** Specialized legislative provisions enabling small and medium enterprises to participate in training cooperatives, access government funding, and benefit from simplified compliance procedures.

##### Institutional Coordination Mechanisms

Lebanon's complex institutional landscape requires sophisticated coordination mechanisms. Drawing from Turkish and UAE experiences, effective approaches include:

- **National Skills Development Council:** Inter-ministerial coordination body including Ministry of Labor, Ministry of Education, Ministry of Industry, and private sector representatives, responsible for policy coordination, standard setting, and program evaluation.
- **Sectoral Training Committees:** Industry-specific coordination mechanisms in banking, tourism, information technology, manufacturing, and services sectors, facilitating collaboration between government authorities, industry associations, and individual companies.
- **Regional Training Partnerships:** Governorate-level coordination enabling local economic development priorities integration with national training objectives, particularly important for Lebanon's diverse regional economies.

Here's the **Policy Summary Table** that synthesizes the most frequently cited legal, regulatory, and policy frameworks from the report, organized by scope and alignment status:

Table 23: Summary of In-Company Training Frameworks Referenced and Lebanon's Alignment Status

Framework / Instrument	Scope	Description	Lebanon's Alignment Status
<b>National Strategic Framework for TVET (2018–2022)</b>	National	Core strategy guiding workforce and vocational training reforms	<i>Partially aligned; not fully implemented</i>
<b>National Qualifications Framework (NQF)</b>	National	Intended to standardize skills recognition across training systems	<i>Drafted but not formally endorsed</i>
<b>IDAL Investment Law (Tax Incentives)</b>	National	Offers tax breaks for investment including training infrastructure	<i>Available; rarely accessed for In-CT</i>
<b>Corporate Training Mandates (e.g., Jordan, Egypt)</b>	Regional	Require minimum % payroll or hours toward employee training	<i>Absent in Lebanon</i>
<b>Skills Development Tax Credit Frameworks (e.g., Turkey)</b>	Regional	Fiscal tools to incentivize workforce development	<i>Absent in Lebanon</i>
<b>Qualiopi (France)</b>	International	National quality certification for corporate training providers	<i>No equivalent exists in Lebanon</i>
<b>TSE Corporate Training Standards (Turkey)</b>	Regional	Industry-aligned standards and audits for company-led training	<i>Not yet adopted in Lebanon</i>
<b>Dual Education &amp; Corporate University Laws (Germany, Switzerland)</b>	International	Legal basis for certified workplace training and corporate learning academies	<i>Not adapted to Lebanese context</i>
<b>ILO-UNICEF Joint Code for Work-Based Learning</b>	International	Ensures safe and equitable conditions in workplace-based training	<i>Referenced in pilot projects; not mainstreamed</i>
<b>EU Skills Agenda / ETF Engagement in Lebanon</b>	International	Supports competency-based frameworks and regional policy harmonization	<i>Technical cooperation ongoing</i>

## 6.2 Economic Development Integration

### Sectoral Priority Alignment

Lebanon's In-Company Training development should align with economic diversification priorities and competitive advantages:

- **Financial Services Sector:** Building on Lebanon's traditional banking expertise, enhanced corporate training programs should focus on fintech innovation, digital banking services, regulatory compliance, and regional financial center capabilities. Lebanese banks' regional presence provides opportunities for training program export to neighboring markets.
- **Information Technology and Digital Services:** Leveraging Lebanon's software development capabilities and educated workforce, corporate training programs should emphasize emerging

technologies, cybersecurity, artificial intelligence, and digital transformation services for regional and international markets.

- **Tourism and Hospitality:** Enhanced training programs supporting tourism sector recovery through service excellence, cultural heritage presentation, sustainable tourism practices, and multilingual capabilities that leverage Lebanon's cultural diversity and geographic advantages.
- **Agribusiness and Food Processing:** Corporate training programs supporting agricultural modernization, food safety standards, export market development, and sustainable farming practices that build on Lebanon's agricultural traditions and Mediterranean climate advantages.
- **Creative Industries and Media:** Training programs supporting Lebanon's creative sector leadership in the Arab world, including digital media production, content creation, entertainment industry services, and cultural export capabilities.

### 6.3 Implementation Strategy Based on Regional Experiences

#### Phased Development Approach

Learning from neighboring countries' experiences, particularly Jordan's gradual implementation and UAE's rapid transformation, Lebanon should adopt a strategic phased approach:

##### Phase 1 (Years 1-2): Foundation Building

- Legislative framework development and parliamentary approval
- Institutional coordination mechanism establishment
- Pilot programs with 20+ leading companies across key sectors
- International cooperation agreement negotiation and technical assistance mobilization
- Training infrastructure assessment and initial investment planning

##### Phase 2 (Years 3-4): System Expansion

- Mandatory training requirements implementation for companies with 100+ employees
- Tax incentive system activation and compliance mechanism establishment
- SME training cooperative development and government support program launch
- Quality assurance system implementation and certification program establishment
- Regional and international partnership program expansion

##### Phase 3 (Years 5-7): Comprehensive Coverage

- Training requirements extension to companies with 25+ employees
- Full tax incentive system implementation across all sectors
- International best practice integration and program quality enhancement
- Export market development for Lebanese training services and expertise
- Regional leadership establishment in corporate training innovation



## 6.4 Resource Mobilization Strategy

### Domestic Funding Mechanisms

Based on successful regional models, particularly Saudi Arabia's Vision 2030 funding and Egypt's corporate training investment requirements:

- **Government Training Fund:** Annual budget allocation of \$25 million supporting SME training programs, infrastructure development, and quality assurance systems, funded through corporate training levy and international cooperation agreements.
- **Corporate Training Tax Credits:** Revenue-neutral system providing tax reductions for training investment while maintaining government revenue through enhanced economic productivity and employment outcomes.
- **Banking Sector Training Investment:** Leveraging Lebanon's banking sector strength to establish training investment programs, including subsidized loans for training infrastructure and equipment purchase.
- **Diaspora Investment Mobilization:** Engaging Lebanese diaspora in training program investment through tax-advantaged investment vehicles and philanthropic contributions supporting workforce development initiatives.

### International Cooperation Opportunities

Regional and international cooperation experiences, particularly Jordan's EU partnership and UAE's UK collaboration, suggest significant opportunities:

- **European Union Partnership:** Potential €50-75 million program supporting Lebanese corporate training development, building on existing EU-Lebanon cooperation frameworks and regional precedents in Jordan and Egypt.
- **German Development Cooperation:** Bilateral collaboration with Germany through the (MZ and the KfW, supporting Lebanon's workforce development through financing for training centers, digital skills programs, and MSME-focused In-CT initiatives. This could build on existing engagement by GIZ under the QuA-VET framework.
- **World Bank Support:** \$40-60 million development program supporting training infrastructure, institutional capacity building, and private sector engagement, aligned with Lebanon's economic recovery priorities.
- **Arab Development Cooperation:** Regional partnerships with Gulf states, particularly UAE and Saudi Arabia, providing technical assistance, training program development support, and market access opportunities.
- **International Technical Assistance:** Bilateral cooperation with Germany, Switzerland, France, and Canada providing expertise transfer, training program development support, and international market access facilitation.

## 6.5 Addressing Lebanon-Specific Challenges

### Economic Crisis Response Integration

Lebanon's current economic challenges require In-Company Training programs specifically designed to address crisis-related workforce needs:

- **Skills Retention Programs:** Training initiatives preventing brain drain through enhanced career development opportunities, international certification programs, and regional market access that enable professionals to advance careers while remaining in Lebanon.
- **Economic Diversification Support:** Training programs supporting transition from traditional service economy to more diverse economic base, including technology services, creative industries, sustainable agriculture, and renewable energy sectors.
- **Employment Creation Focus:** Corporate training programs explicitly linked to employment creation, with government incentives tied to job creation outcomes and SME expansion support through enhanced workforce capabilities.
- **Regional Market Integration:** Training programs preparing Lebanese companies and workforce for enhanced regional economic integration, including language skills, cultural competency, and sector-specific expertise for neighboring markets.

### Institutional Capacity Building Requirements

Lebanon's institutional development needs, informed by successful regional experiences:

- **Ministry of Labor Capacity Enhancement:** Technical assistance and institutional strengthening for effective In-Company Training oversight, including staff development, system modernization, and international cooperation capacity.
- **Industry Association Strengthening:** Support for sectoral associations to coordinate training programs, establish quality standards, and facilitate private sector engagement, drawing from successful examples in Turkey and Egypt.
- **Training Provider Network Development:** Certification and support system for private training providers, enabling competitive market development while maintaining quality standards and business relevance.
- **Monitoring and Evaluation System:** Comprehensive framework for tracking training program outcomes, economic impact measurement, and continuous improvement, utilizing digital platforms and international best practice indicators.

## 6.6 Regional Leadership Opportunities

### Training Services Export Potential

Lebanon's traditional service sector strengths and educational system quality provide opportunities for training services export:

- **Regional Training Hub Development:** Positioning Lebanon as training center for neighboring countries, particularly in financial services, information technology, creative industries, and multilingual business services.
- **International Certification Programs:** Partnering with international certification bodies to provide regionally-relevant training programs that serve Lebanese companies and regional markets simultaneously.
- **Corporate Training Consulting:** Developing Lebanese expertise in corporate training program design and implementation for regional export, building on consultant and advisory service traditions.
- **Digital Training Platform Development:** Leveraging Lebanon's technology capabilities to develop training platforms serving regional markets, with Arabic language content and culturally-relevant approaches.

## 6.7 Success Metrics and Evaluation Framework

### Quantitative Indicators

Based on international best practices and Lebanon's specific context:

- **Corporate Training Investment:** Target of 2.0% average payroll investment in structured training programs within five years, compared to current estimated 0.5-0.8%.
- **Employee Training Participation:** 80% of employees in companies with 25+ staff participating in structured training programs annually, with minimum 32 hours per employee.
- **SME Engagement:** 60% of registered SMEs participating in training programs through cooperatives or individual initiatives within seven years.
- **Skills Certification:** 40% of training program participants achieving recognized professional certifications or qualifications within program completion timeframes.
- **Employment Outcomes:** 25% improvement in trainee career advancement, salary progression, and job retention rates compared to non-participating employees.

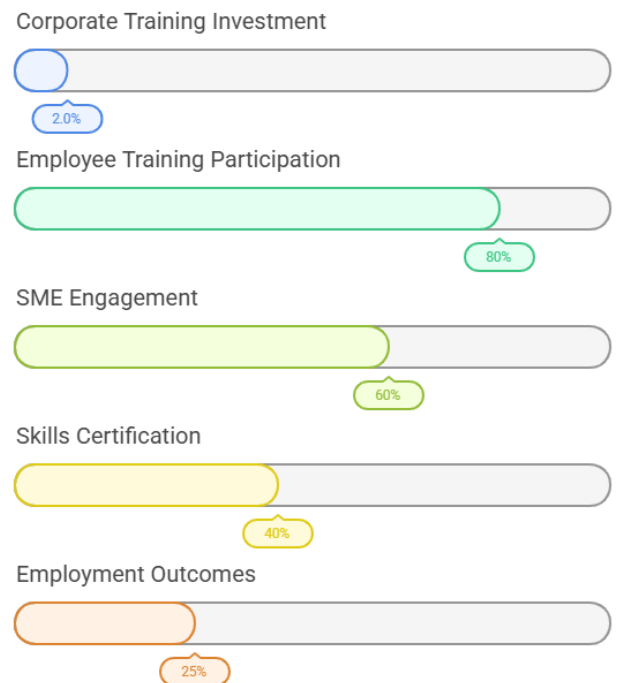


Figure 9 Success Metrics and Evaluation Framework - Quantitative Indicators

**Monitoring and Evaluation (M&E) Mechanisms:** To ensure accountability and course correction, Lebanon's In-CT strategy must be accompanied by a robust monitoring and evaluation framework. This should include the integration of employer training compliance tracking into the Central Administration of Statistics (CAS) labor force surveys, with disaggregated indicators by region, gender, and enterprise size. Additionally, a centralized

**Training Participation Registry**, managed by the Directorate General for Vocational and Technical Education (DGTVE) or a newly established skills authority, can log training hours, certification outcomes, and company contributions. These tools will enable real-time performance monitoring, ensure geographic equity, and support evidence-based refinement of policy instruments.

### Qualitative Impact Measures

- **Economic Competitiveness Enhancement:** Measurable improvement in Lebanese company competitiveness in regional and international markets through enhanced workforce capabilities.
- **Innovation Capacity Development:** Increased innovation indicators including patent applications, new product development, and technology adoption rates in participating companies.
- **Brain Drain Mitigation:** Reduced emigration rates among skilled professionals participating in comprehensive corporate training programs.
- **Regional Integration:** Enhanced Lebanese company participation in regional supply chains, export markets, and international partnerships.

The implementation of comprehensive In-Company Training systems represents a critical opportunity for Lebanon to address current economic challenges while building long-term competitive advantages. Success requires coordinated action across government, private sector, and international partners, drawing from regional best practices while addressing Lebanon's unique context and opportunities.

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