PUBLIC

german cooperation
DEUTSCHE ZUSAMMENARBEIT

Co-funded by the European Union

Implemented by
giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

المديرية العامة للتعليم المهني والتقني
General Directorate of Vocational and Technical Education

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

In-Company Training in Lebanon: Companies' Survey Report

Table of Contents

0 Abbreviations

Abbreviation	Explanation
CEO	Chief Executive Officer
HACCP	Hazard Analysis and Critical Control Points
HR	Human Resources
In-CT	In-Company Training
IoT	Internet of Things
ISO	International Organization for Standardization
IT	Information Technology
PWD	People with Disabilities
QuA-VET	Improving the Quality and Attractiveness of Vocational Education and Training in Lebanon for vulnerable social groups
ROI	Return on Investment
SME	Small and Medium-sized Enterprise
TVET	Technical and Vocational Education and Training

1 Executive Summary

1.1 Objective of the Survey

The objective of this survey is to assess the landscape, effectiveness, and structural gaps in In-Company Training (In-CT) practices in Lebanon, with a focus on agri-food and Internet of Things (IoT) sectors, and to generate actionable, evidence-based recommendations that support the development of a more inclusive, demand-driven, and regionally balanced workforce development strategy.

Specifically, this assessment seeks to:

- **Map existing In-CT practices** across diverse regions and sectors, identifying formal and informal training models, employer engagement levels, and delivery mechanisms.
- **Identify structural, regional, and demographic disparities**, especially between Beirut/Mount Lebanon and less-served areas like Akkar, Baalbek/Hermel, and South Lebanon.
- **Capture employer perspectives** on workforce skills, training barriers, and institutional coordination challenges.
- **Evaluate the effectiveness** of current training programs in enhancing employee skills, productivity, and employability, also among vulnerable groups.
- **Identify systemic gaps** in policy, institutional coordination, funding, and access.
- **Support the design of policy instruments**, such as corporate training mandates, tax incentives, and quality assurance frameworks.

This comprehensive assessment directly supports the QuA-VET project's mission of improving the quality and attractiveness of Vocational Education and Training in Lebanon for vulnerable social groups. By examining In-Company Training practices through the lens of inclusivity, regional equity, and systematic barriers, this survey provides the evidence base necessary for QuA-VET's policy interventions and capacity-building initiatives. The findings presented here will inform the development of training standards, quality assurance frameworks, and support mechanisms that ensure Lebanon's workforce development efforts reach all communities and demographic groups, particularly those traditionally underserved by formal training systems.

1.2 Key Findings and Strategic Insights

- **The Lebanese Training Paradox: High Ambition, Systemic Barriers**

Lebanon's private sector stands at a critical juncture in workforce development. This comprehensive assessment of In-Company Training (In-CT) practices across 40 companies reveals a paradox that defines the current landscape: **overwhelming organizational commitment coupled with persistent structural barriers** that prevent the realization of training potential.

The story emerging from our data is one of **resilience and adaptation**. Despite operating in an environment characterized by economic instability, infrastructure challenges, and resource constraints, Lebanese companies demonstrate remarkable commitment to workforce development. An extraordinary **97.5% of surveyed companies expressed willingness to participate in pilot training initiatives**, signalling not just interest but genuine hunger for systematic workforce development solutions.

Yet beneath this enthusiasm lies a more complex narrative. While **75% of companies allocate specific training budgets**, the reality of training delivery reveals significant inefficiencies and missed opportunities. The predominance of informal, reactive training approaches suggests that Lebanese businesses are investing in workforce development without maximizing their return on investment.

- **The Time Crisis: Lebanon's Most Pressing Training Challenge**

Perhaps the most striking finding is that **time constraints affect 77.5% of companies** – a barrier that transcends sector, region, and company size. This isn't merely a scheduling issue; it reflects deeper systemic challenges in how Lebanese businesses balance operational demands with strategic workforce investment. The prevalence of this barrier suggests that current training models are fundamentally misaligned with the operational realities of Lebanese enterprises.

The regional dimension of this challenge is particularly telling. Companies in Beirut and Mount Lebanon, despite having better access to training infrastructure, report similar time constraints as their counterparts in remote areas like Akkar and Baalbek-Hermel. This suggests that the time barrier is not simply about access to training opportunities, but about the design and delivery of training programs themselves.

- **Digital Divide and Regional Disparities: A Tale of Two Lebanons**

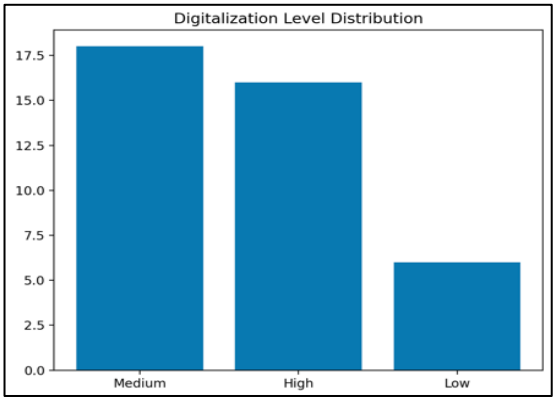
Our analysis reveals what can only be described as "Two Lebanons" when it comes to training infrastructure and digital readiness. The contrast between the Beirut-Mount Lebanon corridor and peripheral regions like Akkar and Baalbek-Hermel represents more than geographic disparity – it reflects fundamentally different approaches to workforce development and business modernization.

High-digitalization companies (37.5% of total) are concentrated in Beirut and Mount Lebanon, where companies demonstrate sophisticated approaches to online training, e-learning platforms, and digital skill development. These organizations represent Lebanon's integration into global knowledge economies and showcase the potential for scalable, technology-enabled training solutions.

Conversely, companies in peripheral regions rely heavily on traditional, in-person training methods. While this isn't inherently problematic, it creates **unequal access to training opportunities** and limits these companies' ability to scale their workforce development efforts efficiently.

Table 1 Combined Breakdown – Business Digitalization Level by Region (n=40 companies surveyed)

Region	High	Low	Medium
Akkar	0	0	2
Baalbek/Hermel	0	0	2
Beirut	4	0	0
Beqaa	3	4	9
Mount Lebanon	7	0	3
Nabatiyeh	2	1	2
North Lebanon	0	1	0
Grand Total	**15**	**6**	**18**



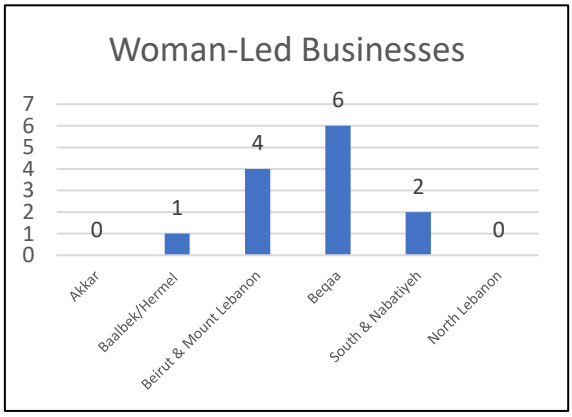
- **The Gender Leadership Advantage**

An unexpected but significant finding emerges around gender leadership in training practices. **Women-led businesses (32.5% of sample)** demonstrate distinct patterns in training approaches and outcomes. These companies show higher engagement with collaborative training methods and more systematic approaches to employee feedback and assessment.

The geographic concentration of women-led businesses – primarily in Beqaa (6 companies) and Beirut/ Mount Lebanon (4 companies) – suggests that regional factors significantly influence women's entrepreneurship and, by extension, their approach to workforce development.

Table 2 Combined Breakdown – Region × Woman-Led Businesses (n=40 companies surveyed)

Region	Woman-Led Businesses
Akkar	0
Baalbek/Hermel	1
Beirut & Mount Lebanon	4
Beqaa	6
South & Nabatiyeh	2
North Lebanon	0
Total	**13**



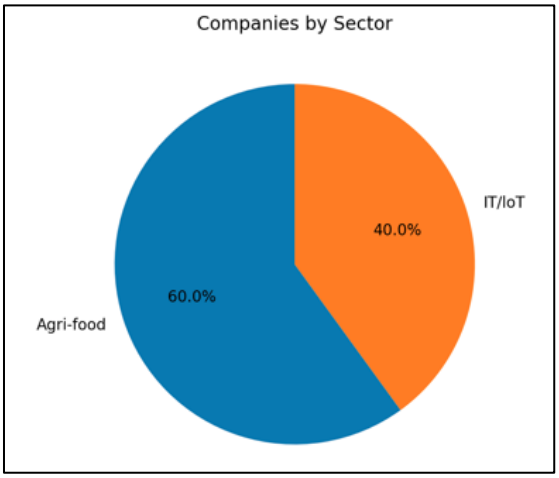
- **Sectoral Insights: Agri-Food vs. IoT Training Dynamics**

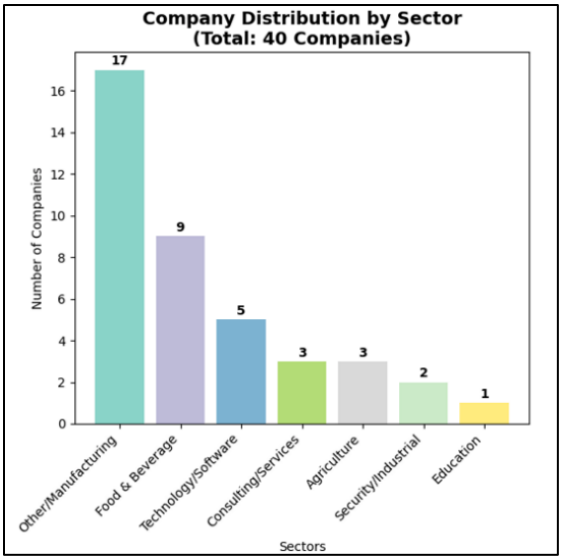
The sectoral analysis reveals fundamentally different training philosophies and challenges:

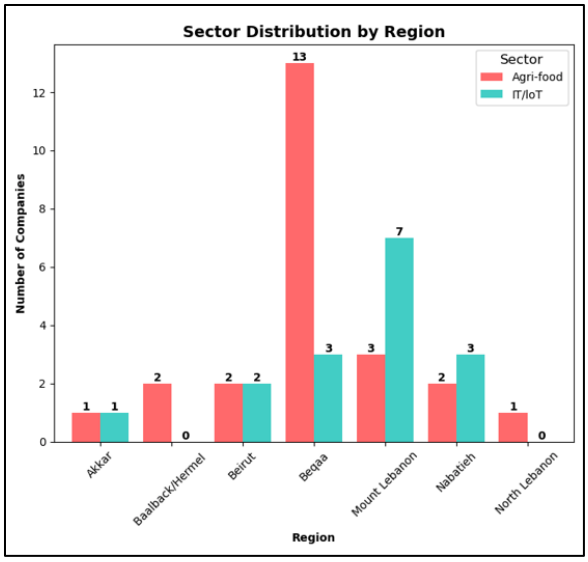
- **Agri-Food sector companies (60% of sample)** emphasize practical, hands-on training with strong focus on safety protocols and quality assurance. These companies face unique seasonal challenges that make consistent training delivery particularly complex. Their training needs often centre around compliance, process optimization, and technology adoption for traditional agricultural practices.
- **IoT sector companies (40% of sample)** demonstrate more sophisticated approaches to training needs analysis and Return on Investment (ROI) measurement. However, they face acute challenges in keeping pace with rapid technological change and require more frequent, intensive training updates. Their training focuses heavily on technical skills development and innovation capacity building.

Table 3 Sectoral Coverage

Sector	Nb. of Companies Surveyed	Share of Total Sample
Agri-Food	24	60%
IoT	16	40%
Total	**40**	**100%**







1.3 Key Strategic Implications

1. **The Readiness Paradox**

Lebanese companies demonstrate extraordinary readiness for training enhancement – **100% expressed interest in developing or improving training programs** – yet struggle with implementation barriers that prevent them from realizing this potential. This suggests that the challenge isn't motivational or cultural, but structural and systemic.

2. **Regional Equity as Economic Imperative**

The stark disparities between regions aren't just equity issues; they represent significant economic inefficiencies. Companies in peripheral regions possess similar ambitions and basic capabilities but lack access to training infrastructure and digital tools that could unlock their productivity potential.

3. **The ROI Measurement Gap**

While **100% of companies prioritize ROI projections and assessments**, only **40% currently attempt ROI calculations**. This gap represents both a challenge and an opportunity – companies want evidence-based training approaches but lack the tools and frameworks to implement them.

2 Methodology and Scope

2.1 Survey Design Philosophy

This study adopted a **mixed-methods approach** designed to capture both the quantitative dimensions of training practices and the qualitative nuances of organizational culture and regional dynamics. Rather than simply measuring training activities, we sought to understand the ecosystem of factors that enable or constrain workforce development in Lebanese enterprises.

The research design prioritized **representativeness across multiple dimensions**: geographic distribution, sectoral balance, company size variations, and inclusion of vulnerable groups. This multi-dimensional sampling approach ensures that findings reflect the full spectrum of Lebanese business reality rather than just the most visible or accessible companies.

2.2 Perspective Limitations and Methodological Transparency

It is important to acknowledge that this report focuses primarily on the companies' perspectives, as captured through interviews with senior staff, CEOs, founders, owners, and HR representatives. While this approach provides valuable insights into organizational training strategies and decision-making processes, it would have been beneficial to also capture the perspectives of employees who receive training and the trainers who deliver it. Our findings indicate that most trainers are external providers, while internal trainers typically consist of experienced managers, some of whom have received specific train-the-trainer preparation. However, we lack detailed information about trainer qualifications, methodologies, and effectiveness from their direct perspectives.

Similarly, we were unable to survey employees directly to understand their training experiences, perceived effectiveness, and specific learning needs. This limitation emerged from practical constraints in accessing employees across the 40 companies within our research timeframe, as well as concerns about potential bias that might arise from employer-mediated access to staff. While this represents a gap in our comprehensive understanding of Lebanon's training ecosystem, the management-level insights captured provide a solid foundation for understanding organizational training approaches and can inform future research that incorporates multiple stakeholder perspectives.

2.3 Implementation Journey: Challenges and Adaptations

The **23-day implementation period (May 12 – June 29, 2025)** required significant adaptations to Lebanon's unique business environment.

Table 4 Sample Size & Participation Flow

Stage	Count	Notes
Companies Targeted	111	Contacted via phone or email
No Response / Not Interested	35	Did not proceed
Pre-Screening Completed	30	Completed initial eligibility questionnaire
Final Survey Attempted	45	Engaged for full data collection
Successfully Surveyed	40	Included in final sample
Interested in Follow-Up	39	Expressed willingness to join workshops/piloting activities

The progression from **111 targeted companies to 40 completed surveys** tells its own story about Lebanese business dynamics:

- **35 companies** showed no response or interest, reflecting the overwhelming operational pressures facing Lebanese businesses
- **30 companies** completed pre-screening, indicating initial engagement but highlighting the importance of trust-building in the research process
- **40 companies** successfully completed the full survey, representing organizations with sufficient stability and strategic orientation to participate in comprehensive research

This funnel effect suggests that our final sample, while robust, may be biased toward more stable, strategically-oriented companies – a limitation that actually strengthens our findings about training readiness and commitment.

2.4 Geographic and Sectoral Representation Strategy

The **8-governorate coverage** was deliberately designed to capture Lebanon's regional diversity while acknowledging practical constraints of business distribution and accessibility. The concentration of companies in **Beqaa (40%) and Beirut & Mount Lebanon (35%)** reflects both economic realities and our commitment to including peripheral regions often overlooked in business surveys.
Sectoral focus on Agri-Food and IoT serves multiple analytical purposes:

- These sectors represent different ends of Lebanon's economic spectrum – traditional agriculture and cutting-edge technology
- Both sectors are priorities in Lebanon's innovation policy framework
- They face different training challenges, allowing for comparative analysis
- They employ different demographic groups, enabling analysis of inclusion issues

Table 5 Geographic Coverage

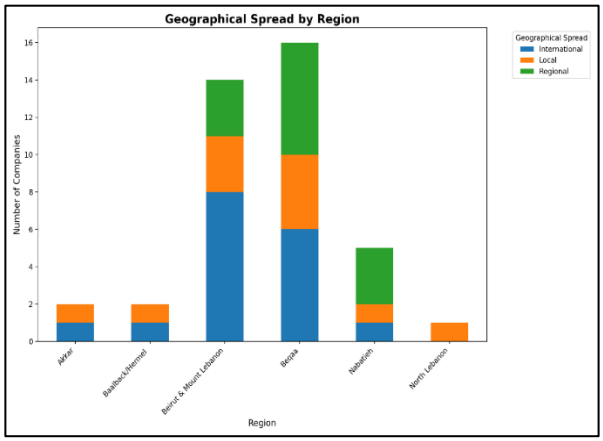
Region	Number of Companies Surveyed	Share of Total Sample
Beirut & Mount Lebanon	14	35%
South & Nabatiyeh	5	12.5%
Bekaa	16	40%
Akkar	2	5%
North Lebanon	1	2.5%
Baalbek/Hermel	2	5%
Total	**40**	**100%**

Regional Concentration:

- Beqaa Region: 16 companies (40%) - Highest representation, mix of agri-food and IoT
- Beirut & Mount Lebanon: 14 companies (35%) - Technology hub with high digitalization
- South & Nabatiyeh: 5 companies (12.5%) - Moderate participation
- Akkar: 2 companies (5%) - Underrepresented, limited training infrastructure
- Baalbek/Hermel: 2 companies (5%) - Remote region with basic training needs
- North Lebanon: 1 company (2.5%) - Minimal representation

Table 6 Combined Breakdown – Geographical Spread by Region (n=40 companies surveyed)

Region	International	Local	Regional
Akkar	1	1	0
Baalbek/Hermel	1	1	0
Beirut	3	0	1
Beqaa	6	4	6
Mount Lebanon	5	3	2
Nabatiyeh	1	1	3
North Lebanon	0	1	0
Grand Total	**17**	**11**	**12**



2.5 Business Size and Maturity: Ensuring Representative Coverage

The survey's focus on established larger enterprises reflects both the practical realities of Lebanon's business landscape and strategic research objectives. **82.5% of surveyed companies have operated for over 11 years**, with **57.5% employing 100+ staff** and **62.5% holding ISO certifications**, ensuring we captured organizations with sufficient operational stability and human resource capacity to implement systematic training programs. However, it is important to acknowledge that this concentration on mature, larger, and certified enterprises does not reflect the reality of most small and informal businesses in Lebanon, which constitute a significant portion of the country's economy. This sampling limitation emerged from practical outreach difficulties in identifying and engaging smaller, less formal enterprises that often lack the infrastructure or availability to participate in comprehensive research studies. While this approach may limit generalizability to Lebanon's broader SME and informal sector ecosystem, it ensures that findings reflect the experiences of companies with genuine capacity for training innovation

and scale. The inclusion of smaller enterprises (**25% with fewer than 50 employees**) and newer companies (**17.5% under 10 years**) provides crucial comparative perspectives while maintaining the study's focus on organizations capable of participating in systematic workforce development initiatives. This sampling strategy aligns with QuA-VET's objectives of identifying scalable, sustainable training models that can be adapted across different organizational contexts, while recognizing the need for future research to better capture Lebanon's diverse business ecosystem.

3 Respondent Profile: Understanding Training Readiness of Lebanon's Enterprises

3.1 The Maturity Advantage: Why Established Companies Lead Training Innovation

The finding that **82.5% of surveyed companies have operated for over 11 years** initially appears to suggest sample bias toward established enterprises. However, deeper analysis reveals that **business maturity strongly correlates with training sophistication and innovation**. Companies with over a decade of operation have survived Lebanon's economic volatility, developed systematic approaches to human resource management, and accumulated the organizational learning necessary for effective training programs.

- **Strategic Selection for Pilot Program Readiness**

Beyond these analytical benefits, the focus on mature enterprises serves a crucial strategic purpose: this survey was designed to identify companies capable of piloting In-Company Training programs with QuA-VET. Since these pilot initiatives involve no monetary incentives and require significant organizational commitment, participating companies needed to demonstrate sufficient maturity, stability, and institutional capacity to ensure successful program implementation and meaningful results. The pilot nature of this collaboration demands partners who can commit resources, adapt to new methodologies, and provide reliable feedback over extended periods; capabilities that typically correlate with business maturity and operational sophistication.

Table 7 Combined Breakdown – Companies Interested in Piloting (n=40 companies surveyed)

Regions	Surveyed companies			Potential for piloting		
	Agrofood	IoT	Total	Agrofood	IoT	Total
Beirut & Mount Leb	5	9	**14**	5	8	**13**
South & Nabatiyeh	2	3	**5**	2	3	**5**
Akkar	1	1	**2**	1	1	**2**
North Lebanon	1		**1**	1		**1**
Bekaa	13	3	**16**	13	3	**16**
Baalbek/Hermel	2		**2**	2		**2**
Total	**24**	**16**		**24**	**15**	
	40			**39**		

- **This maturity dividend manifests in several ways:**
  - Established companies are more likely to have **dedicated HR departments (82.5%)**
  - They demonstrate more systematic approaches to **training needs identification**
  - They show greater capacity for **institutional partnerships**
  - They possess the stability necessary for **long-term workforce development investments**

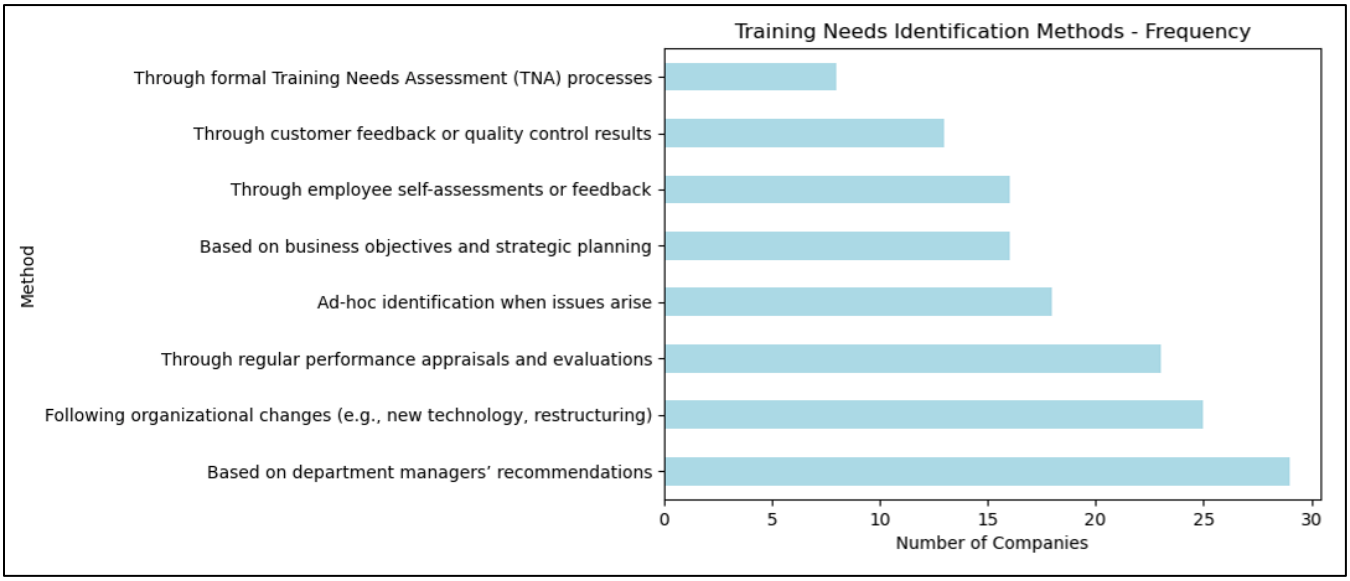
The relative absence of early-stage companies (only 7.5% under 5 years) in our sample reflects both broader challenges in Lebanon's entrepreneurship ecosystem, where new ventures struggle to achieve the stability necessary for systematic workforce development, and the practical requirements of pilot program participation. While this focus ensures viable pilot partnerships, it underscores the need for future QuA-VET initiatives to develop targeted approaches for engaging smaller and newer enterprises once pilot methodologies are proven and refined.

Table 8 Combined Breakdown – Region × Company Maturity – Years in Business Distribution (n=40 companies surveyed)

Region	11+ years	1-5 years	6-10 years	Less than 1 year
Akkar	2			
Baalbek/Hermel	1			1
Beirut & Mount Lebanon	14			
Beqaa	12	1	3	
Mount Lebanon				
South & Nabatiyeh	4	1		
North Lebanon		1		
Grand Total	**33**	**3**	**3**	**1**

Table 9 Combined Breakdown – Training Infrastructure by Region (n=40 companies surveyed)

Region	Dedicated HR Dept.	Structured Training Program
Akkar	1	1
Baalbek/Hermel	2	2
Beirut	4	4
Beqaa	13	13
Mount Lebanon	10	10
Nabatiyeh	3	2
North Lebanon	0	0
Grand Total	**33**	**32**



- **Size Matters: The Large Company Training Ecosystem**

The dominance of **large companies (57.5% with 100+ employees)** in our sample reveals important dynamics about training capacity and approach in Lebanon. Large companies possess several training advantages:

  - **Resource Availability**: Larger organizations can dedicate specific budgets and personnel to training activities, creating economies of scale that smaller companies cannot achieve.
  - **Institutional Capacity**: Large companies are more likely to have formal HR departments, systematic performance management systems, and established relationships with training providers.
  - **Training Infrastructure**: These organizations can justify investments in training facilities, technology platforms, and specialized training staff.

However, the presence of smaller companies in our sample (25% have fewer than 50 employees) provides crucial insights into how resource-constrained organizations approach workforce development. These companies often demonstrate more creative, flexible approaches to training that could inform broader policy approaches.

Table 10 Combined Breakdown – Region × Sector × Business Size (n=40 companies surveyed)

Region	Sector	Micro (1–10)	Small (11–49)	Medium (50–99)	Large (100+)	Total
Beirut & Mount Lebanon	Agri-Food	0	0	0	5	**5**
	IT/IoT	0	0	2	7	**9**
Beqaa	Agri-Food	0	3	4	6	**13**
	IT/IoT	1	2	0	0	**3**
South & Nabatiyeh	Agri-Food	0	0	0	2	**2**
	IT/IoT	1	1	0	1	**3**
Baalbek-Hermel	Agri-Food	0	0	0	2	**2**
Akkar	Agri-Food	0	0	1	0	**1**
	IT/IoT	0	1	0	0	**1**
North Lebanon	Agri-Food	0	1	0	0	**1**
Total		**2**	**8**	**7**	**23**	**40**
Total Agri-Food		***24***				
Total IT/ IoT		***16***				

- **The ISO Certification Signal: Quality Consciousness and Training Culture**

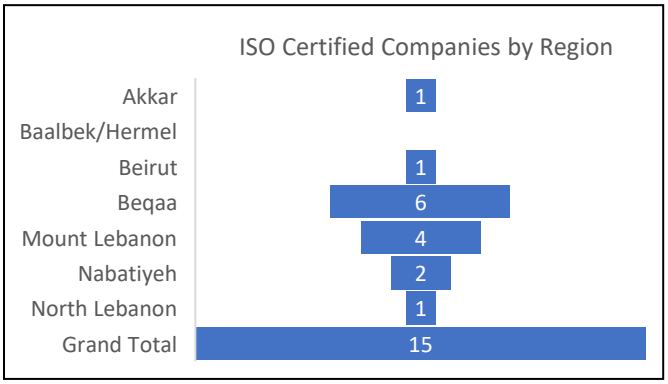
The finding that **62.5% of companies hold ISO certifications** provides a crucial insight into the sample's quality consciousness and systematic management approaches. ISO certification correlates strongly with:

  - Systematic training approaches
  - Documentation of training processes
  - Measurement and improvement of training effectiveness
  - Integration of training with overall business strategy

This quality orientation suggests that our respondents represent companies with more sophisticated approaches to organizational development, potentially limiting the generalizability of findings to the broader Lebanese business population while providing insights into best practices and potential benchmarks.

Table 11 Combined Breakdown – ISO Certified Companies by Region (n=40 companies surveyed)

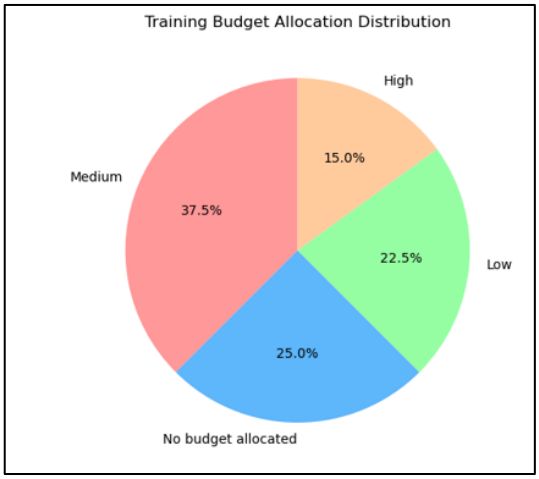
Region	No	Yes
Akkar	1	1
Baalbek/Hermel	0	2
Beirut	1	3
Beqaa	6	10
Mount Lebanon	4	6
Nabatiyeh	2	3
North Lebanon	1	0
Grand Total	**15**	**25**



4 Training Practices Deep Dive: The Reality Behind the Numbers

4.1 Budget Allocation: More Than Numbers, A Strategic Signal

The **75% budget allocation rate** represents more than financial commitment – it signals organizational recognition that workforce development requires dedicated resources and systematic planning. However, the distribution of budget levels reveals important nuances:

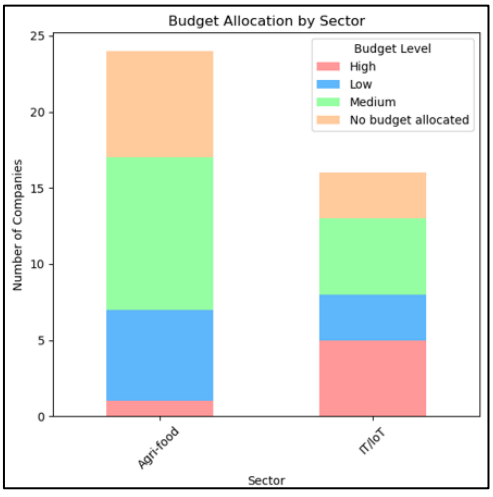


High Budget Companies (15%): These organizations typically demonstrate:

- Strategic integration of training with business planning
- Sophisticated ROI measurement approaches
- Investment in training infrastructure and specialized staff
- Long-term workforce development perspectives

Medium Budget Companies (37.5%): This largest segment shows:

- Tactical approach to training investments
- Reactive rather than proactive training planning
- Limited measurement of training effectiveness
- Vulnerability to budget cuts during economic pressure

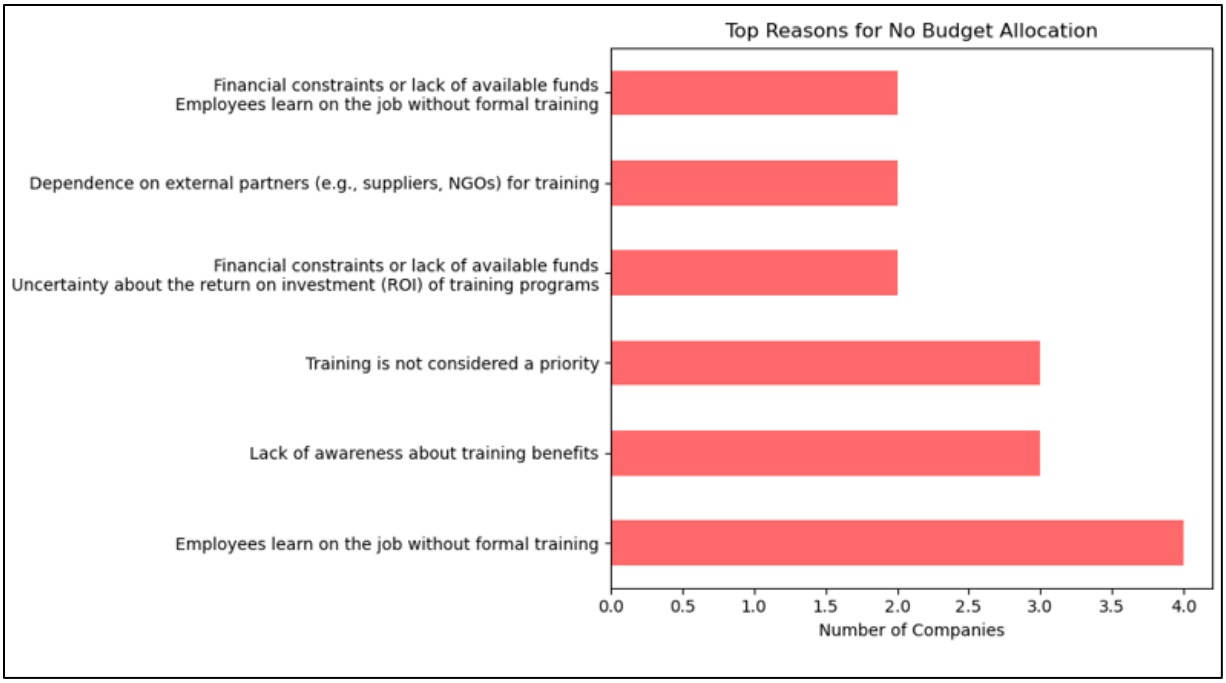


Low Budget Companies (22.5%): These organizations exhibit:

- Ad-hoc training approaches
- Heavy reliance on informal learning
- Limited external training partnerships
- Focus on immediately applicable skills rather than strategic development

No Budget Companies (25%):

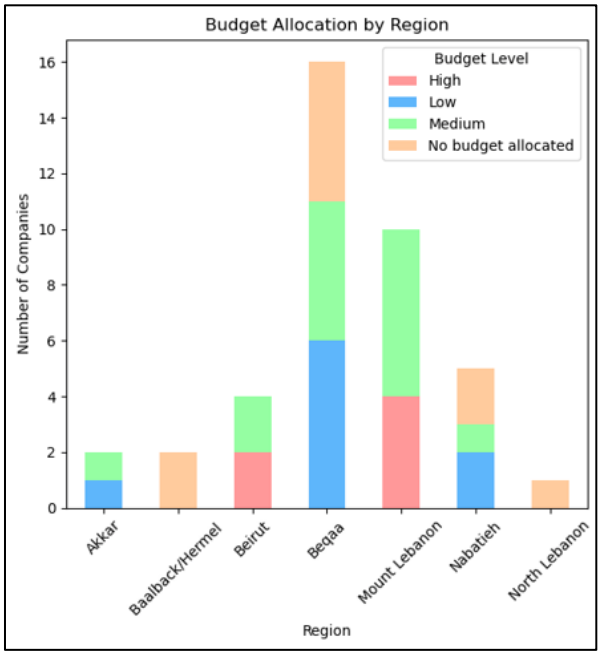
- Despite lacking formal budgets, many of these companies still engage in training activities, suggesting that informal training and learning represent significant unmeasured economic activity.



4.2 Regional Budget Patterns: Understanding the Geography of Investment

Mount Lebanon's Budget Leadership: The concentration of high-budget training companies in Mount Lebanon reflects several factors:

- Proximity to Beirut's business services ecosystem
- Higher digitalization levels enabling efficient training delivery
- Access to international markets requiring workforce sophistication
- Presence of multinational companies with global training standards



Beqaa's Mixed Pattern: The diverse budget allocation across companies in Beqaa reflects the region's economic diversity, with large agri-food processing companies investing significantly in training while smaller traditional operations maintain minimal formal training budgets.

Peripheral Region Constraints: The predominantly medium-to-low budget allocation in Akkar and Baalbek-Hermel reflects both economic constraints and limited access to training infrastructure, creating self-reinforcing cycles of limited workforce development.

4.3 Training Delivery Evolution: From Traditional to Digital

The prevalence of **on-the-job training (65%)** and **in-person workshops (70%)** reflects both cultural preferences and practical constraints in the Lebanese business environment. However, the emergence of digital training methods tells a more complex story:

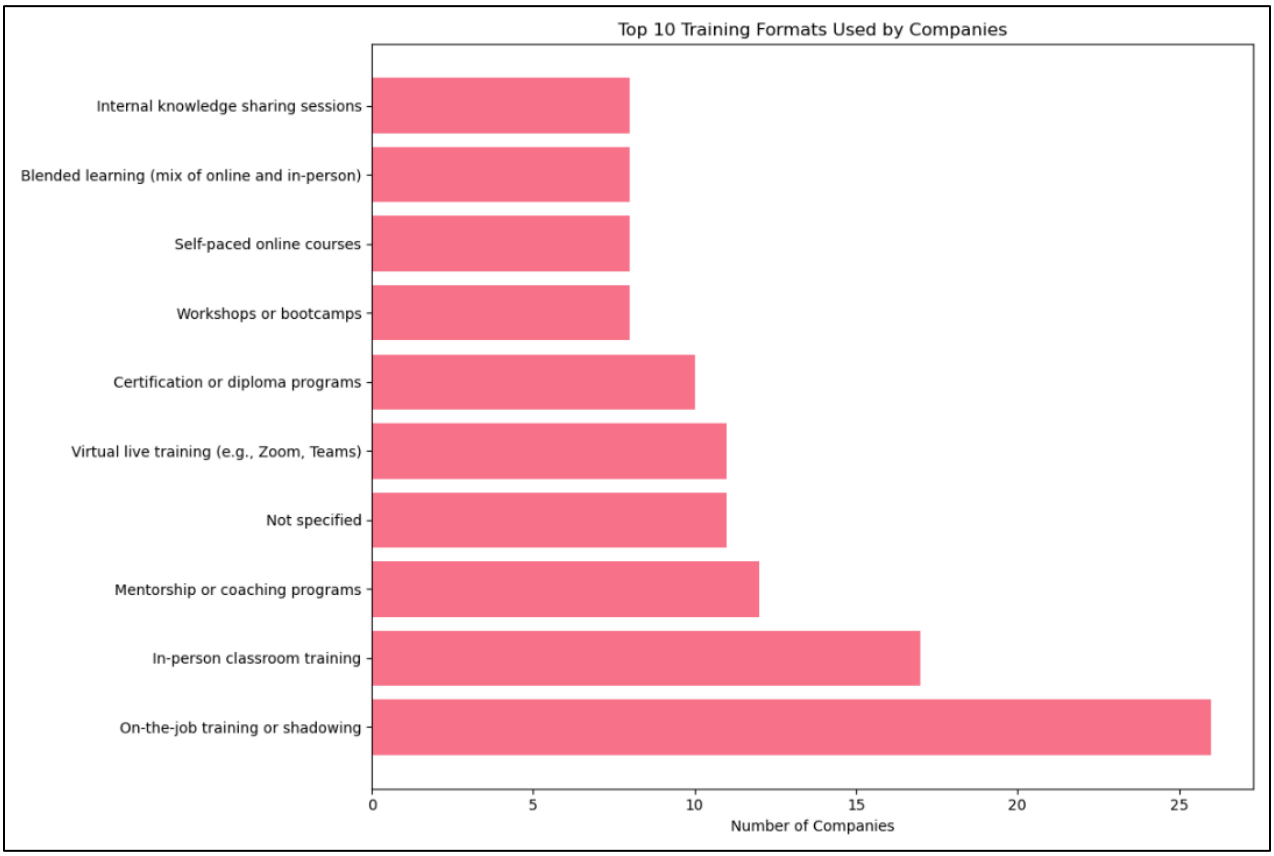
Digital Adoption Leaders: Companies embracing online learning (52.5%) and mobile platforms (12.5%) demonstrate:

- Higher digitalization levels overall
- Younger workforce demographics
- International market engagement
- Resource optimization strategies

Blended Learning Pioneers: The 15% of companies using blended approaches represent innovation leaders who have discovered how to combine the engagement benefits of in-person training with the scalability advantages of digital delivery.

Traditional Method Preference: Companies relying primarily on traditional methods often demonstrate:

- Strong mentorship cultures
- Hands-on skill requirements
- Limited digital infrastructure
- Regional accessibility constraints



5 Barriers Analysis: Unpacking the Time Crisis and Beyond

5.1 The Time Constraint Epidemic: More Than Scheduling

The finding that **77.5% of companies face time constraints** requires deeper analysis beyond simple scheduling challenges. This barrier reflects several interconnected issues:

- **Operational Intensity**: Lebanese companies often operate with lean staffing models, making it difficult to release employees for extended training periods without disrupting operations.
- **Economic Pressure**: The challenging economic environment forces companies to prioritize immediate revenue generation over longer-term workforce development investments.
- **Training Design Mismatch**: Current training offerings may not be designed for the operational realities of Lebanese businesses, requiring long time commitments that companies cannot accommodate.
- **Productivity Paradox**: Companies recognize that training could improve productivity but cannot afford the short-term productivity loss required for training implementation.

5.2 Work-Life Balance: The Hidden Barrier

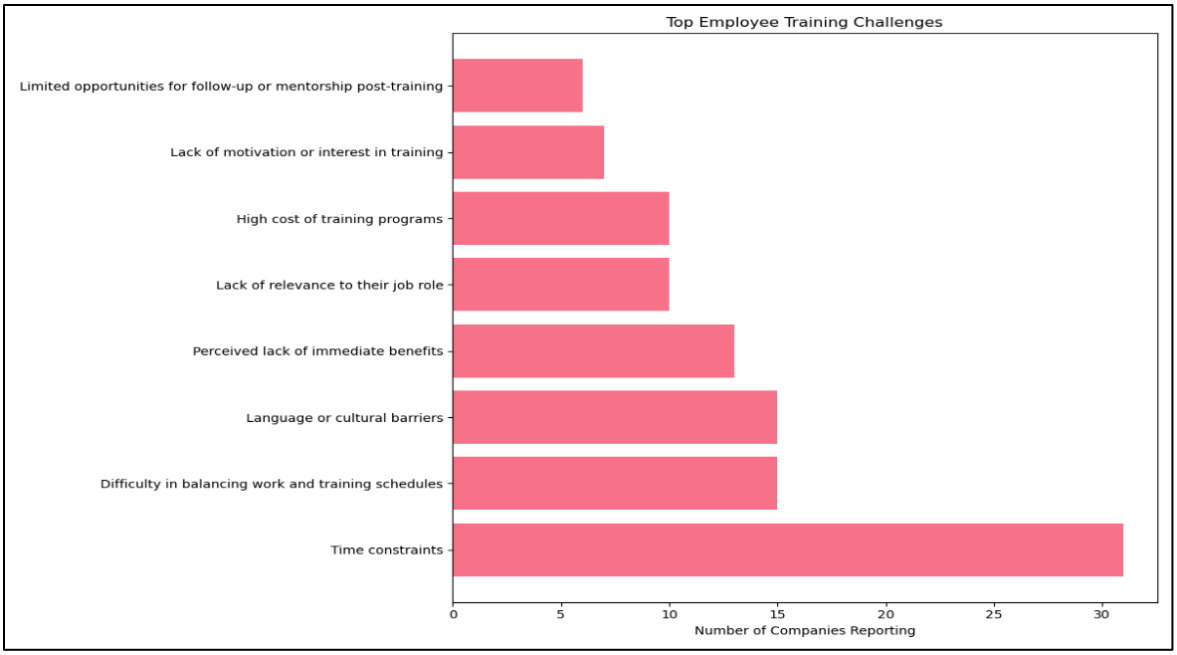
The **37.5% of companies reporting work-life balance challenges** highlights a often-overlooked dimension of training barriers. In Lebanon's context, this barrier particularly affects:

- **Women Employees**: Who often bear disproportionate family care responsibilities, making after-hours or extended training programs particularly challenging.
- **Geographically Dispersed Workforces**: Where training location and timing can create significant commuting and family time pressures.
- **Multi-Job Workers**: Common in Lebanon's economic environment, where employees may hold multiple positions to maintain adequate income.

5.3 Language Barriers: The Multilingual Training Challenge

The **37.5% reporting language barriers** reflects Lebanon's complex linguistic landscape, where business operations occur in Arabic, English, and French, creating unique training delivery challenges:

- **Technical Vocabulary Gaps**: Specialized training often requires technical terminology that may not have Arabic equivalents or may be unfamiliar to trainers and trainees.
- **Trainer Capacity Constraints**: Limited availability of trainers comfortable delivering content in multiple languages.
- **Material Localization Costs**: The expense of adapting training materials for Lebanon's multilingual business environment.



6 Effectiveness Assessment: The Measurement Gap

6.1 Current Assessment Sophistication

The heavy reliance on **on-the-job observation (77.5%)** and **performance reviews (70%)** for training assessment reveals both strengths and limitations in current approaches:

Strengths of Current Approaches:

- Direct relevance to job performance
- Integration with existing management systems
- Immediate feedback and adjustment opportunities
- Cultural alignment with Lebanese management styles

Limitations of Current Approaches:

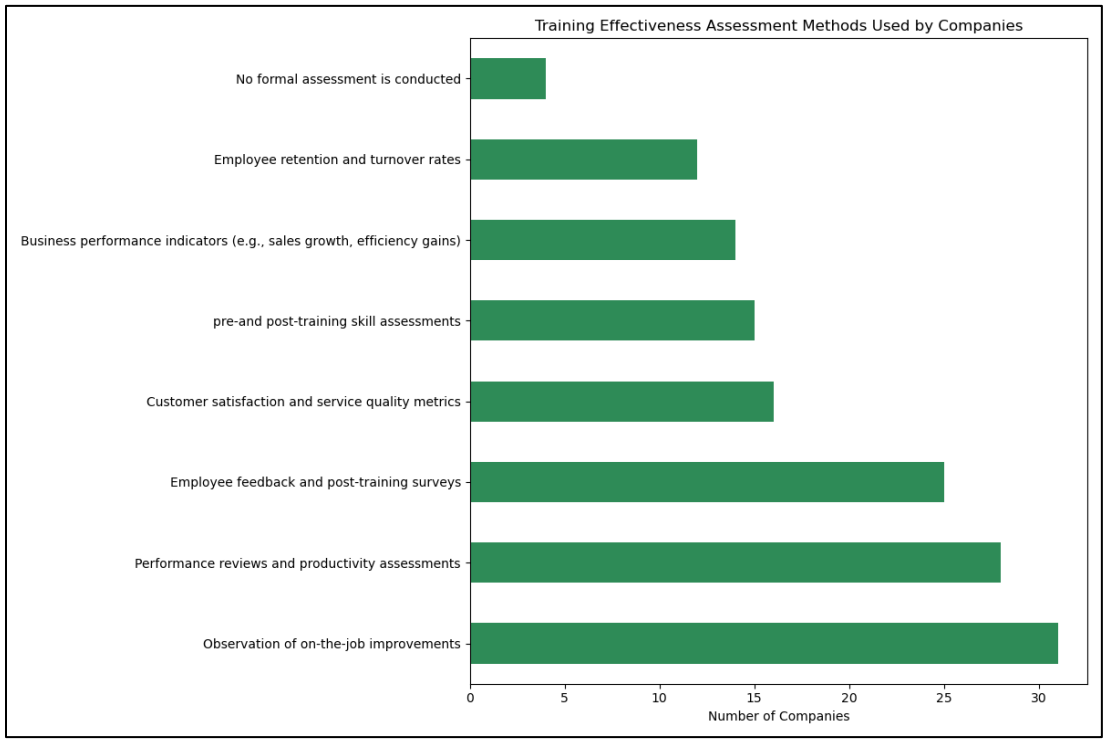
- Subjectivity and potential bias in assessment
- Limited ability to isolate training impact from other factors
- Difficulty in comparing effectiveness across different training approaches
- Insufficient long-term impact measurement

6.2 The ROI Paradox: Universal Demand, Limited Implementation

The gap between **100% interest in ROI assessment** and **40% current implementation** represents one of the most significant opportunities for training system improvement. This gap exists because:

- **Technical Capacity Constraints**: Companies lack the analytical frameworks and tools necessary for sophisticated ROI calculation.
- **Data Collection Challenges**: Baseline measurement and tracking systems required for ROI calculation are often absent or inadequate.

- **Time Horizon Misalignment**: ROI measurement requires longer time frames than most companies' planning cycles accommodate.
- **Cost-Benefit Complexity**: The intangible benefits of training (employee satisfaction, retention, innovation capacity) are difficult to quantify and integrate into ROI calculations.



7 Regional Analysis: Decoding Lebanon's Training Geography

7.1 The Beirut-Mount Lebanon Training Hub

Infrastructure Advantages: This region's training leadership stems from:

- Concentration of universities and training institutions
- Better digital infrastructure supporting online learning
- Access to international expertise and best practices
- Proximity to consulting and professional services

Quality vs. Access Trade-off: While Beirut-Mount Lebanon offers higher quality training options, this concentration creates access barriers for companies in other regions and may limit the diversity of training approaches.

7.2 Beqaa's Balanced Approach

Sectoral Diversity Impact: Beqaa's mix of traditional agriculture and modern processing creates unique training dynamics:

- Large agri-food companies bring sophisticated training approaches
- Traditional farms maintain informal learning systems
- Regional isolation encourages self-reliant training solutions

7.3 Peripheral Region Challenges and Opportunities

Akkar and Baalbek-Hermel Constraints:

- Limited training infrastructure
- Connectivity challenges for digital training
- Reduced access to specialized trainers
- Economic constraints limiting training investment

Innovation Necessity: These constraints force companies to develop creative training solutions that could inform broader policy approaches:

- Mobile training units
- Peer-to-peer learning networks
- Community-based training initiatives
- Integration of training with social and economic development programs

8 Institutional Collaboration: Building Training Ecosystems

8.1 University Partnerships: The Knowledge Transfer Challenge

The **65% university collaboration rate** indicates strong institutional engagement but raises questions about effectiveness and mutual benefit:

Successful Models:

- Joint curriculum development addressing industry needs
- Student internship programs providing talent pipeline
- Faculty consulting arrangements bringing academic expertise to industry
- Research partnerships addressing industry challenges

Collaboration Gaps:

- Misalignment between academic calendars and industry training needs
- Limited practical experience among academic trainers
- Insufficient understanding of industry context in academic programming
- Weak feedback mechanisms for continuous improvement

8.2 TVET Institution Engagement: Bridging Skills Gaps

The 40% public TVET and 35% private TVET collaboration rates suggest significant untapped potential for skills development partnerships. However, deeper analysis reveals strong private sector commitment to TVET engagement, with **77.5% of companies expressing positive hiring intent for TVET graduates** and **97.5% (39 out of 40 companies) demonstrating definitive interest in collaborating with TVET institutions**. Notably, **45% of surveyed companies (18 out of 40) already employ TVET graduates**, indicating proven integration pathways that can be scaled and systematized.

Advantages

Public TVET Advantages:

- Standardized curricula and quality assurance
- Government support and legitimacy
- Regional accessibility
- Cost-effectiveness for training delivery

Private TVET Advantages:

- Market responsiveness and flexibility
- Industry-specific expertise
- Innovation in training delivery methods
- Customer service orientation

Successful Private Sector-TVET Integration Models:

The companies demonstrating effective TVET partnerships have developed several successful collaboration frameworks:

- **Structured Internship Programs**: Companies provide systematic placement opportunities that bridge the gap between theoretical learning and practical application, creating talent pipelines while offering students real-world experience.
- **Curriculum Co-Development**: Industry leaders work directly with TVET institutions to ensure program content reflects current market needs, technological developments, and skill requirements.
- **Equipment and Infrastructure Sharing**: Companies provide access to modern equipment and facilities that TVET institutions may lack, while institutions offer training space and academic expertise.
- **Faculty Exchange Programs**: Industry experts serve as adjunct instructors while TVET faculty gain industry experience through temporary placements.

Collaboration Gaps and Opportunities:

Despite strong interest, several systemic gaps limit the effectiveness of private sector-TVET partnerships:

- **Coordination Challenges**: Lack of centralized mechanisms for matching company needs with TVET capabilities, resulting in ad-hoc rather than strategic partnerships.
- **Sustainability Concerns**: Limited long-term commitment frameworks mean partnerships often depend on individual relationships rather than institutional agreements.
- **Skills Mismatch Persistence**: Despite collaboration efforts, ongoing gaps between TVET curricula and rapidly evolving industry requirements, particularly in technology-driven sectors.
- **Quality Assurance Inconsistencies**: Varying standards across different TVET institutions create uncertainty for employers about graduate capabilities.
- **Geographic Accessibility**: Companies in peripheral regions face limited access to quality TVET partnerships, reinforcing regional development disparities.

Strategic Impact for TVET System Development:

Enhanced private sector engagement offers multiple benefits for Lebanon's TVET ecosystem:

- **Market Relevance**: Industry involvement ensures training programs remain aligned with actual job market demands and emerging skill requirements.
- **Resource Optimization**: Shared resources between companies and institutions maximize training capacity while minimizing individual costs.
- **Employment Guarantee**: Strong hiring intent from surveyed companies suggests that enhanced TVET partnerships could significantly improve graduate employment outcomes.
- **Innovation Catalyst**: Private sector involvement drives innovation in training methods, technology adoption, and pedagogical approaches within TVET institutions.

The combination of demonstrated hiring intent, widespread collaboration interest, and existing successful models suggests that systematic expansion of private sector-TVET partnerships represents one of Lebanon's most promising workforce development opportunities.

9 Strategic Recommendations: A Roadmap for Training Transformation

The survey data reveals a remarkable consensus across companies, sectors, and regions regarding training instrument priorities, providing a clear mandate for targeted development efforts. Most significantly, 100% universal demand for ROI projections/assessments and Training Needs Analysis establishes these as foundational instruments, while sectoral and regional variations provide crucial guidance for customized implementation approaches.

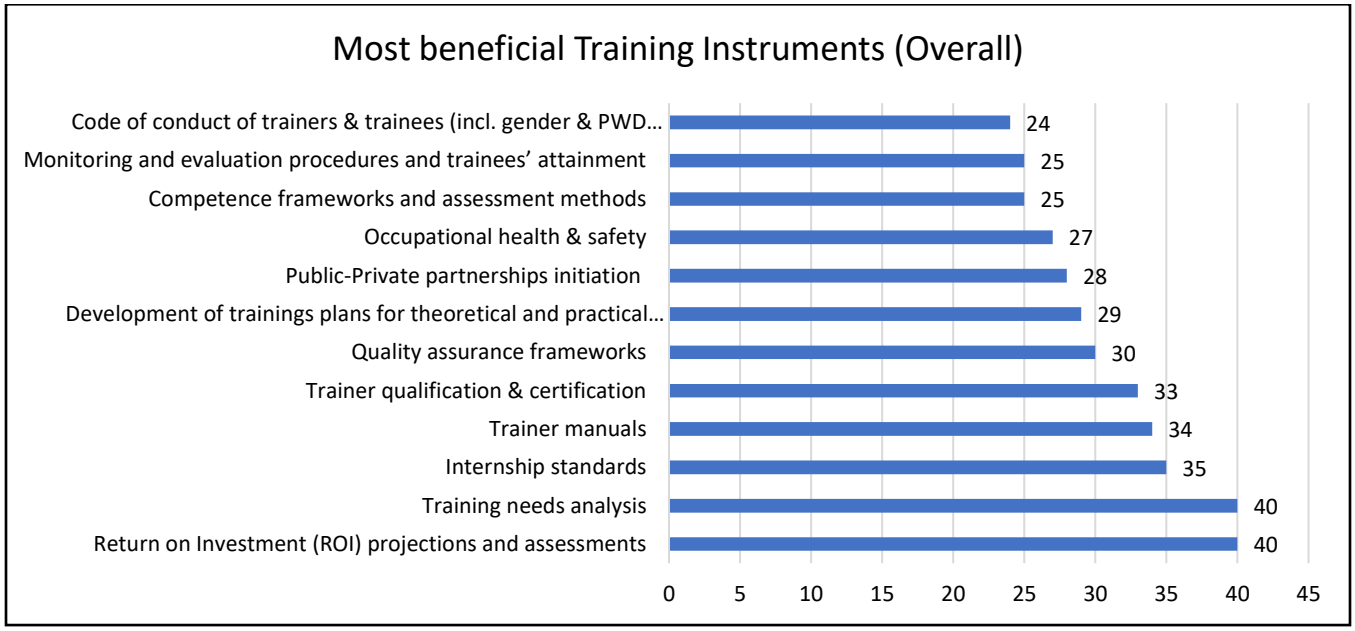
9.1 Priority Training Instruments: Evidence-Based Implementation Strategy

The survey data reveals 4 instruments with overwhelming demand that must form the foundation of any In-CT development initiative:

1. **Return on Investment (ROI) Projections and Assessments: 40/40 companies (100%)**
    - Agri-Food Sector: 24/24 companies (100%)
    - IoT Sector: 16/16 companies (100%)
    - Regional Distribution: Universal across all regions
    - Implication: This represents the single most critical instrument need across Lebanon's business landscape
2. **Training Needs Analysis: 40/40 companies (100%)**
    - Agri-Food Sector: 24/24 companies (100%)
    - IoT Sector: 16/16 companies (100%)
    - Regional Distribution: Universal across all regions
    - Implication: Companies recognize the necessity of systematic needs assessment before training implementation
3. **Internship Standards: 35/40 companies (87.5%)**
    - Agri-Food Sector: 22/24 companies (91.7%)
    - IoT Sector: 13/16 companies (81.3%)
    - Regional Leaders: Beqaa (14 companies), Beirut & Mount Lebanon (11 companies)

- Implication: Strong demand for structured pathways between education and employment

4. **Trainer Manuals: 34/40 companies (85%)**
   - Agri-Food Sector: 23/24 companies (95.8%)
   - IoT Sector: 11/16 companies (68.8%)
   - Regional Leaders: Beqaa (14 companies), Beirut & Mount Lebanon (13 companies)
   - Implication: Need for standardized training delivery materials



9.2 Sectoral Analysis: Differentiated Instrument Priorities

The sectoral analysis reveals distinct priorities that must inform differentiated approaches.

Agri-Food Sector Distinctive Priorities

The agri-food sector demonstrates unique instrument preferences that reflect industry-specific challenges and regulatory requirements:

1. **Occupational Health & Safety: 24/24 companies (100%) vs. IoT 3/16 (18.8%)**
   - Critical Insight: This represents the most significant sectoral difference in instrument priorities
   - Implication: Agri-food companies require specialized safety training frameworks due to physical risks, machinery operation, and food safety regulations
   - Pilot Recommendation: Develop sector-specific safety training modules with practical, hands-on components

2. **Quality Assurance Frameworks: 24/24 companies (100%) vs. IoT 6/16 (37.5%)**
   - Critical Insight: Universal demand in agri-food reflects regulatory compliance needs and export market requirements
   - Implication: Quality assurance training is not optional but mandatory for agri-food sector competitiveness

- Pilot Recommendation: Create quality assurance training that integrates international standards (ISO, HACCP) with practical application

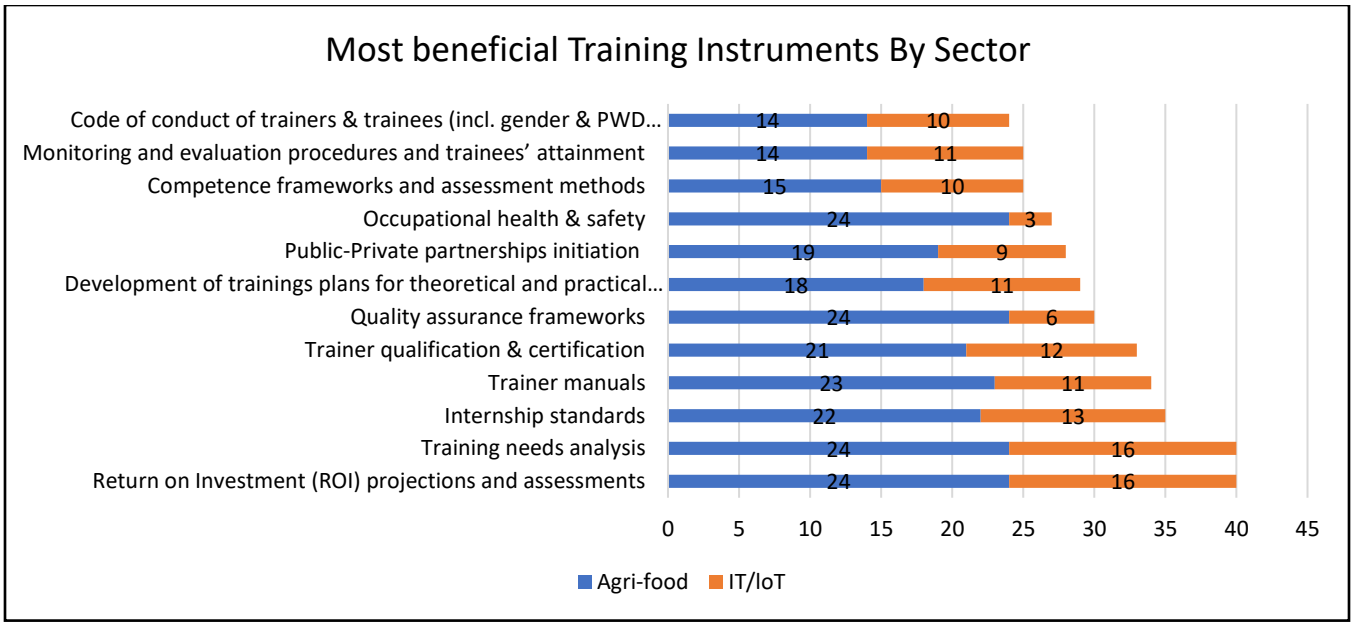
3. **Development of Training Plans for Theoretical and Practical Content: 18/24 (75%) vs. IoT 11/16 (68.8%)**
    - Critical Insight: Agri-food companies require balanced theoretical-practical training approaches
    - Implication: Training must address both conceptual understanding and hands-on skill development
    - Pilot Recommendation: Design integrated training plans that combine classroom learning with field application

IoT Sector Distinctive Priorities

The IoT sector shows concentrated demand for instruments that address rapid technological change and specialized skill requirements:

1. **Training Needs Analysis: 16/16 companies (100%) - Equal to Agri-food but higher relative importance**
    - Critical Insight: IoT companies face rapidly changing skill requirements necessitating frequent needs assessment
    - Implication: Training needs analysis must be more dynamic and responsive in technology sectors
    - Pilot Recommendation: Develop agile needs assessment tools that can adapt to technological evolution

2. **Trainer Qualification & Certification: 12/16 companies (75%) vs. Agri-food 21/24 (87.5%)**
    - Critical Insight: While lower in absolute numbers, IoT companies prioritize highly specialized, certified trainers
    - Implication: IoT training requires trainers with current technical expertise and recognized credentials
    - Pilot Recommendation: Establish certification pathways for technology trainers with regular updating requirements



Regional Implementation Priorities

1. **Beqaa Region: The Training Hub (16 companies surveyed)**

Beqaa emerges as the region with highest training instrument demand across all categories:

- ROI Projections and Assessments: 16/16 companies (100%)
- Training Needs Analysis: 16/16 companies (100%)
- Internship Standards: 14/16 companies (87.5%)
- Trainer Manuals: 14/16 companies (87.5%)

Strategic Implication: Beqaa represents the optimal region for pilot implementation due to:

- Highest absolute demand across instruments
- Mix of agri-food and IoT companies providing sectoral diversity
- Geographic accessibility for implementation and monitoring
- Demonstrated engagement and commitment to training improvement

2. **Beirut & Mount Lebanon: Digital Innovation Leaders (14 companies surveyed)**

This region shows sophisticated training preferences aligned with digital transformation:

Notable Characteristics:

- High demand for online learning platforms
- Preference for blended learning approaches
- Strong emphasis on trainer qualification and certification
- Leadership in digital training format adoption

Strategic Implication: Ideal for piloting technology-enhanced training instruments and digital delivery methods

3. Peripheral Regions: Focused Priorities (5 companies surveyed)

Despite smaller sample sizes, peripheral regions show concentrated demand for foundational instruments:

Distribution:

- Akkar: 2
- Baalbek/ Hermel: 2
- North: 1

Universal Priorities:

- ROI Projections and Assessments
- Training Needs Analysis
- Basic trainer qualification requirements

Strategic Implication: These regions require simplified, foundational instruments before advancing to specialized tools

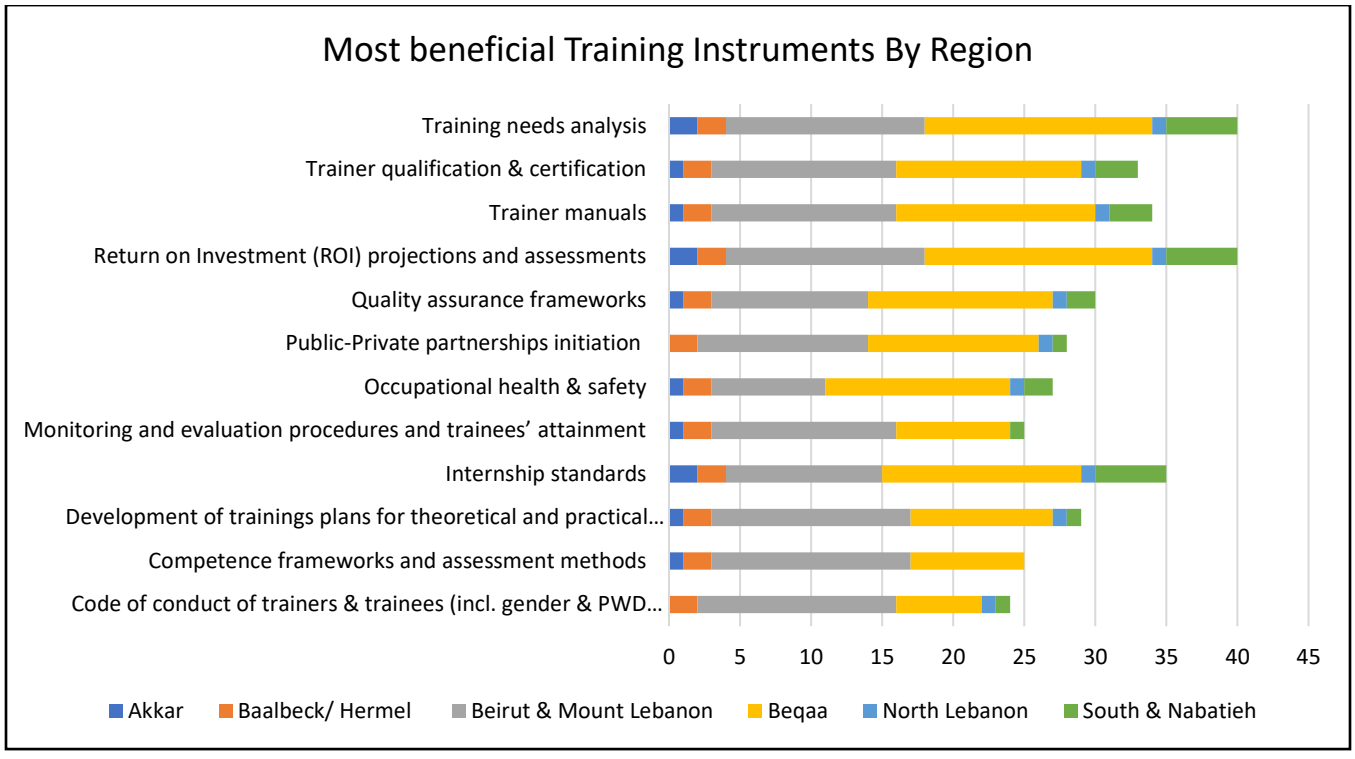


Table 12 Combined Breakdown – Preferred Training Instruments by Sector & by Region (n=40 companies surveyed)

Most beneficial Training Instruments	Agri-food	IT/IoT	Akkar	Baalbek/ Hermel	Beirut & Mt. Leb	Beqaa	North Leb	South & Nabatiyeh	Grand Total
Code of conduct of trainers & trainees (incl. gender & PWD inclusion)	14	10	0	2	14	6	1	1	**24**
Competence frameworks and assessment methods	15	10	1	2	14	8	0	0	**25**
Development of trainings plans for theoretical and practical content	18	11	1	2	14	10	1	1	**29**
Internship standards	22	13	2	2	11	14	1	5	**35**
Monitoring and evaluation procedures and trainees' attainment	14	11	1	2	13	8	0	1	**25**
Occupational health & safety	24	3	1	2	8	13	1	2	**27**
Public-Private partnerships initiation	19	9	0	2	12	12	1	1	**28**
Quality assurance frameworks	24	6	1	2	11	13	1	2	**30**
Return on Investment (ROI) projections and assessments	24	16	2	2	14	16	1	5	**40**
Trainer manuals	23	11	1	2	13	14	1	3	**34**
Trainer qualification & certification	21	12	1	2	13	13	1	3	**33**
Training needs analysis	24	16	2	2	14	16	1	5	**40**
Grand Total	**242**	**128**	**13**	**24**	**151**	**143**	**10**	**29**	**370**

9.3 Training Format Preferences

Dominant Format Preferences

In-person Workshops or Seminars: 28/40 companies (70%)

- Regional Leaders: Beqaa (12 companies), Beirut & Mount Lebanon (7 companies)
- Implication: Face-to-face interaction remains preferred despite digital capabilities
- Pilot Recommendation: Design instruments that prioritize in-person delivery with digital support

On-the-job Training or Hands-on Learning: 26/40 companies (65%)

- Regional Distribution: Consistent across all regions
- Implication: Learning must be integrated with actual work processes
- Pilot Recommendation: Develop workplace-embedded training tools and assessment methods

Online Courses or E-learning Modules: 21/40 companies (52.5%)

- Regional Concentration: Beirut & Mount Lebanon (10 companies), Beqaa (8 companies)
- Implication: Digital readiness varies significantly by region
- Pilot Recommendation: Create hybrid instruments that combine digital efficiency with in-person engagement

Emerging Format Opportunities

Certifications or Accreditation Programs: 18/40 companies (45%)

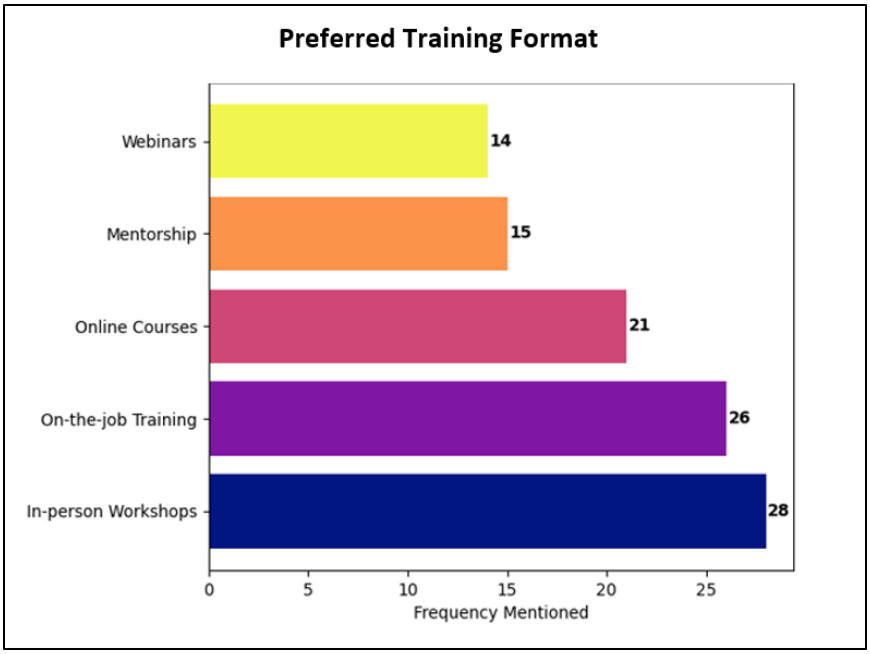
- Growth Potential: High interest in formal recognition of training completion
- Pilot Recommendation: Integrate certification pathways into all major instruments

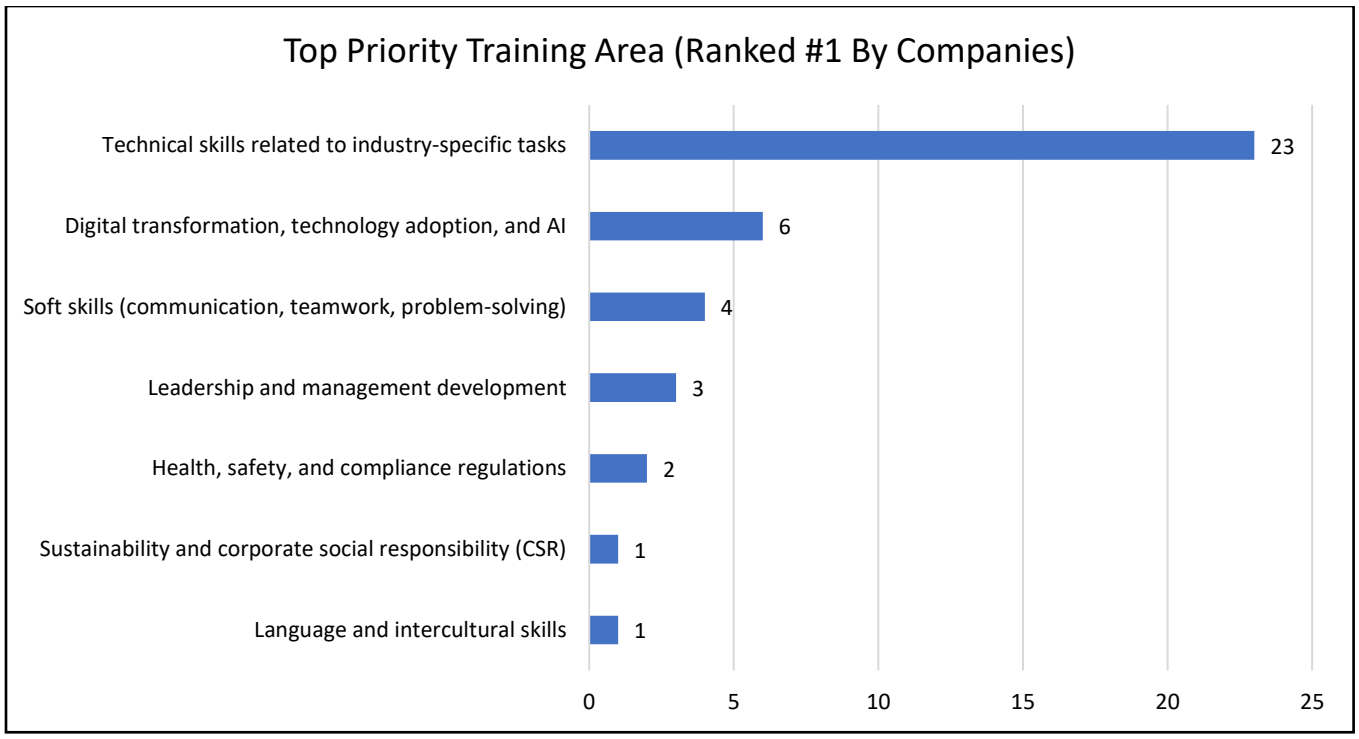
Mentorship or Coaching Sessions: 15/40 companies (37.5%)

- Implementation Opportunity: Personalized learning approaches show growing demand
- Pilot Recommendation: Build mentorship components into trainer qualification programs

Table 13 Combined Breakdown – Preferred Training Format by Region (n=40 companies surveyed)

Training Format	Akkar	Baalbek /Hermel	Beirut & Mount Leb	Beqaa	North Lebanon	South & Nabatiyeh	Total
In-person workshops or seminars	1	2	7	12	1	5	**28**
On-the-job training or hands-on learning	2	2	8	10	1	3	**26**
Online courses or e-learning modules	0	0	10	8	0	3	**21**
Certifications or accreditation programs	0	1	7	8	1	1	**18**
Mentorship or coaching sessions	0	1	5	8	0	1	**15**
Webinars or virtual training sessions	0	0	7	5	0	2	**14**
Interactive simulations or role-playing	0	1	2	8	1	0	**12**
Group discussions or collaborative learning	0	1	2	5	0	1	**9**
Case studies or real-life scenarios	0	0	0	6	0	2	**8**
Blended learning (combination of online and in-person training)	0	1	1	4	0	0	**6**
Peer-to-peer learning or knowledge sharing	0	0	3	3	0	0	**6**
Mobile learning apps or platforms	0	0	3	2	0	0	**5**
Self-paced learning materials (e.g., reading materials, videos)	0	0	2	2	0	0	**4**
Performance feedback and personalized development plans	0	0	0	3	0	0	**3**
Gamified learning experiences	0	0	0	2	0	0	**2**
Academy	0	0	1	0	0	0	**1**


Preferred Training Format
Webinars
14
Mentorship
15
Online Courses
21
On-the-job Training
26
In-person Workshops
28
0
5
10
15
20
25
Frequency Mentioned


Top Priority Training Area (Ranked #1 By Companies)
Technical skills related to industry-specific tasks
23
Digital transformation, technology adoption, and AI
6
Soft skills (communication, teamwork, problem-solving)
4
Leadership and management development
3
Health, safety, and compliance regulations
2
Sustainability and corporate social responsibility (CSR)
1
Language and intercultural skills
1
0
5
10
15
20
25

9.4 Priority Instrument Development Roadmap

Chapter 1: Foundation Instruments

1. **ROI Projections and Assessments Framework**

Development Priority: Immediate - Universal demand (40/40 companies)

Key Components:

- Multi-level ROI calculation methods adapted to Lebanese business contexts
- Baseline assessment tools for pre-training measurement
- Post-training impact tracking systems with sector-specific metrics
- Simple calculation templates for companies with limited analytical capacity
- Advanced analytics tools for companies with sophisticated measurement needs

Sectoral Customization:

- Agri-food: Focus on productivity metrics, quality improvements, safety incident reduction
- IoT: Emphasize innovation capacity, technical skill advancement, project completion efficiency

Regional Adaptation:

- Beirut & Mount Lebanon: Digital ROI dashboards and real-time tracking
- Beqaa: Practical calculation tools with agricultural sector metrics
- Peripheral Regions: Simplified ROI templates with basic measurement approaches

2. **Training Needs Analysis Comprehensive Framework**

Development Priority: Immediate - Universal demand (40/40 companies)

Key Components:

- Systematic needs identification methodologies for different organizational sizes
- Skills gap analysis tools with sector-specific competency frameworks
- Employee consultation mechanisms ensuring bottom-up needs identification
- Organizational readiness assessments for training implementation
- Priority ranking systems for resource allocation decisions

Innovation Elements:

- Digital needs assessment platforms for efficient data collection
- Predictive analytics for anticipating future training needs
- Integration tools linking needs analysis to business strategy

Chapter 2: Sector-Specific Instruments

3. Internship Standards Development Program

Development Priority: High - 35/40 companies (87.5% demand)

Agri-Food Focus (22/24 companies demand):

- Seasonal internship models accommodating agricultural cycles
- Safety training integration meeting industry-specific requirements
- Quality assurance experience providing hands-on regulatory compliance training
- Technology adoption pathways bridging traditional practices with modern approaches

IoT Focus (13/16 companies demand):

- Project-based internship structures allowing real-world application
- Rapid skill acquisition models matching technology evolution pace
- Innovation capacity development encouraging creative problem-solving
- Industry certification preparation aligning with professional development pathways

4. Occupational Health & Safety Training Framework

Development Priority: High for Agri-Food - 24/24 companies (100% demand)

Critical Elements:

- Hazard identification and risk assessment specific to agricultural and food processing environments
- Emergency response procedures tailored to rural and industrial settings
- Equipment operation safety with hands-on training components
- Regulatory compliance training meeting Lebanese and international standards
- Safety culture development transforming organizational approaches to workplace safety

Chapter 3: Quality and Standards Instruments

5. Trainer Qualification and Certification System

Development Priority: Medium-High - 33/40 companies (82.5% demand)

Multi-tiered Certification Approach:

- Basic Trainer Competency for internal company trainers
- Specialized Sector Certification for agri-food and IoT specific training
- Advanced Trainer Qualification for external training providers
- Train-the-Trainer Programs building national capacity

Quality Assurance Integration:

- Continuous professional development requirements for certification maintenance
- Performance assessment frameworks measuring trainer effectiveness
- Feedback integration systems improving trainer performance over time

6. **Comprehensive Quality Assurance Frameworks**

Development Priority: Medium - 30/40 companies (75% demand)

Agri-Food Emphasis (24/24 companies demand):

- Food safety management systems integrating HACCP and ISO standards
- Supply chain quality control from production to distribution
- Export market compliance meeting international quality requirements
- Continuous improvement methodologies building quality culture

9.5 Implementation Strategy for 20-Company Pilot Phase

Pilot Company Main Selection Criteria

Based on survey data analysis, the optimal 20-company pilot cohort should include:

Main Regional Distribution:

- Beqaa Region: 7 companies (35%) - Highest engagement and instrument demand
- Beirut & Mount Lebanon: 6 companies (30%) - Digital innovation leadership
- South & Nabatiyeh: 3 companies (15%) - Moderate representation ensuring geographic diversity
- Akkar/Baalbek-Hermel/North Lebanon: 2 companies (15%) - Peripheral region inclusion

Sectoral Balance:

- Agri-Food: 12 companies (60%) - Reflecting sector priority and higher safety/quality needs
- IoT: 8 companies (40%) - Ensuring technology sector representation and digital innovation

Size and Maturity Considerations:

- Large Companies (100+ employees): 12 companies (60%) - Resource capacity for comprehensive piloting
- Medium Companies (50-99 employees): 2 companies (10%) - Scalability testing
- Small Companies (<50 employees): 6 companies (30%) - Accessibility and adaptation assessment

10 Conclusion: Transforming Challenge into Opportunity

This comprehensive assessment reveals that Lebanese companies possess the motivation, basic capacity, and strategic vision necessary for training transformation. The challenge lies not in convincing organizations to invest in workforce development, they are already committed, but in creating systems, infrastructure, and approaches that enable them to realize their training ambitions efficiently and effectively.

The path forward requires coordinated action across multiple dimensions:

- **Systemic Efficiency**: Redesigning training approaches to fit Lebanese operational realities rather than forcing companies to adapt to unsuitable training models.
- **Regional Equity**: Creating training infrastructure and opportunities that serve all regions of Lebanon, recognizing that peripheral areas may require different approaches while maintaining quality standards.
- **Technology Integration**: Leveraging digital tools not as replacements for traditional training but as enablers of more flexible, accessible, and scalable workforce development.
- **Measurement and Accountability**: Building the analytical frameworks and measurement systems necessary for evidence-based training decisions and continuous improvement.
- **Inclusive Design**: Ensuring that training systems serve all members of Lebanon's workforce, including women, people with disabilities, and other groups that may face particular barriers.

The opportunity before Lebanon is significant: to create a workforce development system that not only serves immediate skills needs but positions the country as a regional leader in human capital development. The foundation exists in the commitment and capacity of Lebanese enterprises. The challenge now is to build the systems, infrastructure, and partnerships that will enable this potential to be realized.

Success in this endeavor would represent more than improved training outcomes – it would signal Lebanon's transformation into a knowledge-based economy capable of competing globally while serving all its citizens. The roadmap is clear; the commitment is evident; the moment for action is now.

This report represents the collective insights of 40 Lebanese companies committed to workforce development excellence. Their participation, candor, and commitment to improvement make this analysis possible and provide a foundation for Lebanon's training transformation.

PUBLIC

As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany
Address
Postcode and town, country
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de/en

Programme/project description:
Improving the Quality and Attractiveness of Vocational Education and Training in Lebanon for poor and vulnerable social groups (QuA-VET)

Author/Responsible/Editor, etc.:
Elie Youssef, Consultant, Lebanon, Beirut

Design/layout, etc.:
Cover page: GIZ, QuA-VET project
Content: Elie Youssef, Consultant, and GIZ QuA-VET project

Location and year of publication
Beirut, 2025