LABOUR MARKET ASSESSMENT FOR RAQQA – NORTHEAST SYRIA

4 February 2019
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## ACRONYMS

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<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>BDS</td>
<td>Business Development Services</td>
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<tr>
<td>CBO</td>
<td>Community-based Organization</td>
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<tr>
<td>CFW</td>
<td>Cash for Work</td>
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<tr>
<td>DAESH</td>
<td>Islamic State in Iraq and Syria</td>
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<td>FAO</td>
<td>United Nations Food and Agricultural Organization</td>
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<tr>
<td>FGO</td>
<td>Focus Group</td>
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<tr>
<td>FHoH</td>
<td>Female Head of Household</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>HoH</td>
<td>Head of Household</td>
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<tr>
<td>IDP</td>
<td>Internally Displaced Person</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>M &amp; E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>TVET</td>
<td>Technical and Vocational Education and Training</td>
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ACKNOWLEDGEMENTS

The evaluation team would like to thank the Community Leaders, Local Business Owners, Community Members and Consumers from the different regions for important contributions to this report. Additionally, the evaluation team owes special thanks to many other individuals who were interviewed and consulted during the course of the study. These special thanks should be extended to the individuals who participated in the Focus Group Discussions and Key Informant Interviews from the following geographical areas:

- **Raqqa City Centre**
  - Al Mashlab Neighbourhood Industrial Area; Saif Al Dawla Street, Al Mansour Street, Al Wadi Street, Tal Abyad Street.

- **Raqqa Northern Countryside, Al Karama Area**
  - Al Raqqa Al Samra, Al Hamarat area to the western borders of Al Karama City, Al Karama Area, Al Ahwas, Albou Rashed

- **Raqqa Western Countryside Area**
  - Al Jazzra Division, Sabahia-Hsaywa, Hawi Alhawa, Katuniyeh, Salhabeyah, Kdeiran, Al Rasheed, Al Sakkoura, Hettin, Qahtaniyeh, Yaarub, Rabeeah

- **Raqqa, Ain Aesa Area, IDPs Community**
  - Ain Aesa City, Tal Elsamen North, Tal Elsamen South, Hazimah, Al Hokoumeyah, Tishrine Area, Mislun and Jalaa, Salhiya, Sefsafa, Huneida, Mansura, Hammam, Al Sahl, Al Kisret, Rtlia, Abu Kbee

- **Tabqa Area**

At the same time, we thank all of the people we met during the study for their time, openness, enthusiasm, and cooperation.
GLOSSARY

Competency-based training—Training that gives more emphasis to a trainee’s ability to master specific practical tasks or competencies than to the level or type of certification—or to the length of training—they have received.

Demand-driven—When training is demand-driven, it is determined by whether there is a labour market demand for particular skills.

Livelihoods – A set of activities and strategies pursued by household members, using their various assets (physical, natural, human, social, financial) in order to make a living. The term livelihood used here refers to an income-generating activity that results in a positive return on investment sufficient to provide an income and fund the further investments necessary to continue that activity.

Skills development—The acquisition of practical competencies, know-how, and attitudes necessary to perform a trade or occupation in the labour market. Skills can be acquired either through formal public or private schools; institutions or centres; non-formal, traditional apprenticeships or non-formal, semi-structured training.

Technical training – Learning that can be applied in intermediate-level jobs, in particular those of technicians and middle managers.

Training – Non-academic learning in which trainees acquire specific skills intended for vocational or technical jobs.

Vocational training – Preparation of trainees for jobs that are based on manual or practical activities, and for skilled operative jobs, both blue and white collar, related to a specific trade, occupation, or vocation.

Workforce development – Interrelated set of solutions designed to meet employment needs. Workforce development promotes employment using a reciprocal approach of addressing the needs of both job seekers and employers.
Executive Summary

A. Introduction

The U.S. State Department Bureau of Near Eastern Affairs (NEA) tasked Injaz with conducting a Rapid Labour Market Study in June 2018 to identify potential livelihoods and employment opportunities for residents of five regions in north-eastern Syria. The purpose of the study is to help identify economic sectors and occupations that are in demand and related products and/or services that are in short supply in order to determine which livelihoods and vocational training interventions could be introduced to address the current needs of the target communities. The provision of demand-driven livelihoods and vocational training interventions would equip the local populations with skill sets that will allow them to produce products and/or offer services that are in high demand and limited supply. A team of enumerators from numerous community-based organizations (CBOs) across the five regions conducted 50 focus group meetings and 345 individual interviews with representatives from four different stakeholder groups1 to determine which products and/or services were in high demand but currently non-existent or in limited supply within the local communities. The study was conducted across the different geographical regions - Raqqa City Centre, Raqqa Northern Countryside, Raqqa Western Countryside, Ain Aiesa Area, and Tabqa Area2 - during a two-week period of time in July and August 2018.

B. Analysis of Key Issues

B1. Future Demands

The economic sectors that offer the greatest opportunity for livelihood activities and employment opportunities across the five regions of the study are agro-industrial processing, construction, and food production. Other sectors that also have potential are skilled workers in mechanical/electrical repair and maintenance, commerce/trade, electricity, and medical. The economic sectors were identified via discussions and interviews with representative samples from different key stakeholder groups. The type of semi-skilled and skilled worker that was needed per sector was identified by local enterprises3 which were interviewed. Presently, none of the key economic sectors that have the greatest potential are being supported by vocational training service providers which train semi-skilled or skilled workers.

At the same time, the specific skill sets that semi-skilled and skilled employees must possess were identified by the local enterprises. The skill sets identified included technical competence in

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1 Community leaders, community members, consumers and representatives from local businesses.
2 The labour market study of the Tabqa Area was conducted by the Wiaam Project.
3 100 local businesses were identified randomly from the geographical areas in which the labour market study was conducted. The team first listed all of the local businesses which existed by economic sector and then randomly selected ten local businesses from each sector which were interviewed.
the specific trade relevant to the sectors noted above; work experience; and personal attributes, such as a sound work ethic, responsibility, honesty, motivation, physical strength, and communication skills. It is important to note that some of these are general or "soft" skills. The general or "soft" skill sets across most of the positions for semi-skilled or skilled workers are similar, irrespective of the economic sector. This suggests that efficiencies in training could be high.

B2. Key Players’ Capacity

Some of the weaknesses brought to light in the labour market study can be corrected. The need for semi-skilled and skilled workers in specific economic sectors and the lack of vocational training and skills development programmes which equip individuals with the skill sets that are urgently needed identifies a critical role that existing community-based organizations (CBOs) can assume in the immediate future. With respect to potential job seekers and the economic limitations related to the unavailability of specific products and/or services in the conflict-affected communities, the greatest asset that CBOs possess is the degree of trust that exists between these CBOs and the local populations. As a result, if the capacity of the CBOs which have been engaged in undertaking the labour market study is developed so that they can provide non-formal vocational training courses that will equip job seekers with the skill sets that are so urgently needed in the local communities, then the CBOs can provide the local communities with the type of semi-skilled and skilled workers that are urgently needed to provide the products and/or services which are in high demand across the communities. While the CBOs have the trust of the different key stakeholders in the local communities, they do not have the financial or technical capacity to provide all of services that are needed by job seekers to become oriented towards, prepared for, and transitioned into livelihood activities or employment opportunities.

B3. Labour Market Signals

Job seekers learn about semi-skilled and skilled employment opportunities through an informal network of personal contacts and word of mouth. Social media, brochures, flyers and advertisement are also means by which some job seekers learn about possible employment opportunities. With the establishment of non-formal vocational training programmes, the possibility of creating linkages between local businesses/enterprises and key economic sectors and skills development programmes can be established so that such programmes recruit and train individuals with the skill sets needed by the local economies. At the same time, such non-formal vocational training programmes should also focus on developing the capacity of participants to become engaged in livelihood activities which offer products and/or services which are currently in limited supply in local communities. These non-formal vocational training programmes must focus not only on the provision of technical skills but also on developing the capacity of trainees to become entrepreneurs who know how to market and manage small-size enterprises.

B4. Conclusions

1. Semi-skilled and skilled level employment opportunities do exist in the key economic sectors across the five regions of Raqqa, North-eastern Syria; however, there is a higher demand for skilled labour in the key economic sectors.

2. The economic sectors across the five regions which have the greatest potential based upon the need for semi-skilled and skilled workers are: agro-industrial processing, construction, food production, commerce/trade, electricity, medical, and mechanical/electrical repair and maintenance.

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4 Non-formal vocational training is provided by an institution which is not accredited by a National Training Authority and does not lead to national, regional, or international certification.
3. The occupations which are in greatest demand across the five regions are: electricians, nurses, mechanics, retail customer service personnel, bakers, IT personnel, carpenters, welders, accountants, daily labourers, and tailors/garment makers.

4. Even though there are commonalities across the five regions vis-à-vis labour market needs, each geographical region has its own specific needs and opportunities related to livelihood and employment creation interventions.

5. Despite the need in the local economies and local businesses for semi-skilled and skilled workers, there is a lack of properly functioning labour market signals which may hamper the transition of individuals into livelihood and employment opportunities. For example, there are limited linkages and communication avenues between the private sector, potential vocational training service providers, and local residents.

6. Private sector formal employment should not be the only employment option considered for all local residents of each region. Self-employment and livelihood activities should be supported as well.

7. Persons with disabilities are confronted with a wide range of challenges related to societal attitudes, lack of care services, and lack of access to capacity building services. Community-based organizations (CBOs) lack in-house capacity to address the needs of persons with disabilities and provide them with the skill sets needed to become economically self-sufficient and integrated into mainstream society.

8. Women are less likely to participate in the local economy’s job market than their male counterparts. When, and if, women become economically engaged they usually are employed in more traditional female-oriented occupations such as cleaners, garment producers, hairdressers, and dressmakers. Also, in Tabqa, employers expressed more of an interest in hiring males than females due to the nature of available jobs and due to the socially constructed ideas of jobs in which women have traditionally been engaged.

B5. Recommendations

1. Assist community-based organizations and non-formal training institutions to develop agricultural and industry-specific skills development programmes.

To effectively prepare residents of the local communities for both non-formal and formal sector employment opportunities, non-formal vocational skills development programmes, e.g. provided by community-based organizations, need to align their training efforts with local market demand, and design and implement skills development programmes that address the demands of the economic sectors that provide the greatest opportunities. To design and implement demand-driven vocational skills development training, the non-formal skills development programmes need to confirm/validate the skill sets that are demanded by local employment opportunities by conducting rapid training needs assessments for targeted employment positions in the different economic sectors. This activity would occur prior to the initiation of the vocational training courses as a preparatory measure to ensure that the trainees are provided with the specific skill sets that are currently demanded by the local labour markets in targeted occupations.

Based on the information collected from the rapid training needs assessments, training curricula should be developed and/or revised by the vocational training service providers. Training courses

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5 In-house capacity refers to the accessible physical environments whereby persons with disabilities can access training venues as well as training staff that have the capacity to pedagogically work with persons with diverse disabilities. For example, the community-based organizations do not have vocational trainers who can teach hearing impaired trainees using sign language or the capacity to transcribe curricular material to braille for visually impaired trainees.
should be designed to provide practical, hands-on experience to the trainees that will provide them with the knowledge, skills, and attitudes demanded by local livelihood activities and employment opportunities. At the same time, the pedagogical and technical skills of the vocational training service provider, i.e. non-formal institution or community-based organization (CBO), teaching staff should be further developed to ensure that they are able to deliver the new curricula. Staff development training would be conducted as part of a one- or two-day in-service training course.

2. Coordinate with the Syria Essential Service (SES) II initiative.

Based on the information collected from the Syria Essential Service (SES) II initiative, vocational training and livelihoods interventions should focus on the agricultural value chain areas which have been identified, support economic activities and value chains which need additional support and ensure that inclusive growth targets women, persons with disabilities, and other marginalized populations so that efforts support the Syria Essential Service (SES) II initiative. There is an opportunity by reviving local agricultural production to increase food security as well as create trade opportunities in the food production sector with other communities.

3. Provide a comprehensive portfolio of skills development interventions which address the needs and capacity of the diverse population, i.e. IDPs, persons with disabilities, female heads of households, etc. that resides in the different regions.

The needs and profile of the residents of the different regions in north-eastern Syria can only be addressed by providing them with different types of skills development options. Formal sector employment supported by vocational training programmes should not be the only skills development nor employment option but rather, different self-employment and/or livelihood activities should also be considered as a potential outcome of any skills development programme offered by the non-formal vocational training and/or community-based organizations. Some individuals urgently need to become engaged in a livelihood activity in order to support their families and themselves; while others have the flexibility to become engaged in a vocational training programme which will equip them with the skill sets needed for formal sector employment. Efforts will be made to support individuals who are currently unemployed but have experience and technical skills in key economic sectors and occupations for which there is an urgent demand.

The training course to which an individual would be “matched” would take into consideration the degree of vulnerability of the individual. If the individual is categorized as “surviving” or “economically extremely vulnerable”, then s/he would be matched to an activity which would assist her/him in generating income immediately; whereas, someone who is categorized as “adapting” or “economically vulnerable” or “accumulating” or “economically non-vulnerable”, then s/he would be matched to a different type of skills development intervention. A portfolio of livelihoods and/or vocational training interventions should include some of the following: emergency employment or cash-for-work, home-based/small-scale enterprises, and vocational training. Appendix 3 provides a description of some of these interventions.

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6 Rubbish and sewage removal, rehabilitation of infrastructure, maintenance of services such as water networks, irrigation systems, electricity network, maintenance, and rehabilitation efforts targeting public service buildings such as schools.
4. **Strengthen linkages among the private sector and non-formal vocational skills development service providers and encourage employers to develop employment services.**

Private-sector employers from economic sectors that urgently need semi-skilled and skilled workers are potential opportunities for community-based organizations and non-formal vocational skills development programmes that strive to prepare local residents for gainful employment. If a pipeline for semi-skilled and skilled workers can be established so that private-sector enterprises know that residents are being trained for existing employment opportunities, and if community-based organizations as well as non-formal vocational training programmes know that these private-sector enterprises will hire the individuals who they are training, then there is greater likelihood that these stakeholder groups will develop a mutually beneficial partnership.

Also, by establishing stronger linkages and enhanced communication through public-private-sector dialogue, such linkages and communication will be useful for developing job or employment-related services such as: (1) identifying opportunities for workplace training as part of a vocational training programme; (2) providing opportunities for visits and projects in a variety of workplaces; (3) encouraging private-sector enterprises to undertake in-house vocational training; (4) partnering with vocational training institutions and/or community-based organizations to prepare and deliver employability skills training as a core module of vocational training programmes; and (5) identifying job opportunities for vocational training graduates. When vocational training institutions provide “demand-driven” vocational training courses that equip job seekers with skill sets that meet the needs of private sector enterprises, then there is a greater likelihood that the beneficiaries of such training courses will successfully transition into sustainable employment.

5. **Consider self-employment, home-based enterprises, and livelihood activities as an option for some local residents.**

A comprehensive career counselling and orientation programme should introduce local residents to various employment options including self-employment and livelihood activities as viable employment options for potential job seekers. Some of the sectors and occupational areas which have the greatest potential for self-employment are food production, technical services, mobile telephone repair, hairdressing, garment making/tailors, welding, and carpentry. Each individual should make an informed decision after considering the economic profile of the region as well as his/her aptitude and interests. Community-based organizations and non-formal training service providers should provide courses and counselling regarding how to establish one’s own business or initiate a livelihood activity for those individuals who are more interested in self-employment.

6. **Develop capacity of community-based organizations and non-formal vocational training programmes to provide entrepreneurship training and support local residents to become engaged in livelihood activities and self-employment.**

Local community-based organizations and non-formal vocational training programmes may have limited experience in training individuals for livelihood activities and self-employment. Consequently, institutional assessments should be conducted to determine whether these implementing partners have the capacity to provide such skills development services. Given the urgency of implementation, those community-based organizations and non-formal vocational training programmes which have experience and expertise in providing entrepreneurship training should be targeted as the primary service providers of this type of skills training. However, in the
worst case scenario, if it is determined that none of the organizations and/or institutions have the capacity to provide such services, then short-term capacity development efforts should be implemented to ensure that some community-based organizations and/or non-formal vocational training institutions develop their capacity to provide entrepreneurship training in order to ensure that local residents benefit from entrepreneurship training so that they can become self-employed or engaged in a sustainable livelihood activity.

7. Provide livelihood and vocational training interventions to IDPs which are consistent with their needs and will lead to sustainable income-generation or employment opportunities.

Members of the IDP communities can work in the same economic sectors and occupational areas which have been identified for all members of a geographical area. Therefore, there is no need to identify specific sectors or occupations for which members of the IDP communities would be oriented. However, the type of livelihood or vocational training to which an IDP would be matched should be based upon the individual’s level of vulnerability and the economic opportunities that exist within the geographical area. Another important issue that needs to be taken into consideration related to vocational training and livelihood activities for IDPs is the location of vocational training and/or livelihood activities. Many IDPs are challenged accessing transportation to and from vocational training and/or livelihood activities because of their economic vulnerability. The occupations for which IDPs would be able to work are similar to those of the local population except in the agricultural sector because the members of the IDP community do not own any land.

IDPs have become members of the communities where they reside and need access to the same vocational training and support services, such as access to equipment, toolkits and start-up capital after training that other community members would need if they happen to belong to a very vulnerable group. The portfolio of livelihood interventions includes interventions which would be appropriate to members of the IDP community, such as home-based enterprises (Appendix 3).

8. Provide persons with disabilities access to the comprehensive portfolio of livelihood activities and vocational training interventions.

The labour market study across the five regions revealed that persons with disabilities are confronted with a wide range of challenges that limit their access to skills development interventions. At the same time, the majority of the non-formal vocational training programmes and community-based organizations have limited capacity to provide skills development services to persons with disabilities and/or special needs.

The capacity of community-based organizations and non-formal vocational training programmes must be enhanced in order for them to become more inclusive and train persons with disabilities alongside non-disabled local residents. Persons with disabilities need to gain access to skills development programmes that will equip them with the required skill sets needed to become self-sufficient and gainfully employed. The capacity of the community-based organizations and non-formal vocational training programmes can be built and supported through the involvement and support of disability resource personnel who are experienced in inclusive education and vocational training approaches whereby persons with disabilities receive vocational training services alongside non-disabled persons. Local organizations which have experience working with persons with disabilities have the in-house capacity to provide disability resource personnel.

9. Engage female residents in the same skills development opportunities as male counterparts and provide them with the same opportunities to become engaged in livelihood activities and vocational training.

By engaging women in jobs that are in-demand and vital to the local economy and expanding the types of skills development programmes in which they are allowed to participate such as
livelihood activities and formal sector employment, female participants will be provided with the opportunities to become more engaged in “in-demand” industries and/or non-traditional occupations as well as the occupations in which they have historically been engaged. Efforts should be made to engage women in jobs that are “in-demand” and critical to the local economy and refrain from orienting women into traditional female-oriented occupations, such as tailoring and hairdressing.

In order to ensure that women gain access to vocational training courses and ultimately gain access to livelihoods and/or formal sector employment opportunities, Injaz must ensure that the local implementing partners:

a. Demonstrate that they have aligned their training curricula, modes of delivery and assessment protocols to a competency-based training (CBT) approach with an appropriate balance between theory and practical components.

b. Recruit females as beneficiaries and that the implementing partners have developed an effective “matching” procedure whereby female beneficiaries are oriented towards appropriate livelihood and vocational training program.

c. Have developed the capacity to implement a comprehensive skills development model that includes pre-training, training and post-training support in order to ensure that all female participants successfully transition towards a sustainable livelihood or employment opportunity.

d. Establish minimum requirements that relate to training systems and processes, training facilities, and trainers’ qualifications and skills.

e. Develop a high-quality M & E framework which includes processes and practices that captures feedback on implementing partner performance.

f. Have the capacity to place beneficiaries into sustainable livelihood and/or employment opportunities and are able to provide follow-up/post-training support to beneficiaries upon completion of the vocational training.
A. Introduction

A1. Purpose and Scope of the Study
The U.S. State Department Bureau of Near Eastern Affairs (NEA) tasked Injaz for a Rapid Labour Market Study across five regions of northeast Syria. The purpose of the study was to identify economic sectors and occupational areas which should be targeted by community-based organizations in northeast Syria that will be involved in setting up vocational training programmes and offering skills development and livelihoods courses. Such vocational training programmes and courses will equip local residents of the five regions with relevant skill sets that will allow the graduates of such programmes and courses to become engaged in livelihood activities or employed in occupations that would produce products and/or offer services which are needed by the residents of the local and neighbouring communities.

The study focused on the identification of workforce-related needs and priorities for sectors with the greatest potential for livelihoods and employment creation with the goal of contributing to the US State Department NEA’s stabilization initiatives in northeast Syria. Specifically, the focus was directed toward the following three elements:

1. **Future Demands**: Identification of: (a) economic sectors and occupations with the potential to increase livelihoods and employment opportunities; and (b) skill sets required to become economically engaged in the identified economic sectors and occupations for local residents of communities in northeast Syria that have been affected by the recent conflicts.
2. **Key Players’ Capacity**: Identification and determination of local vocational training service providers’ and community-based organizations’ willingness and capacity to address livelihoods and employment creation needs in the communities of northeast Syria that have been affected by the recent conflicts.
3. **Evaluation of Labour Market Signals**: Evaluation of the effectiveness of labour market communication mechanisms vis-à-vis demand and supply signals for livelihood activities and employment opportunities across those economic sectors with the greatest potential.

A2. Methodology
To address the focus of the labour market study, the Evaluation Team took the following steps.
1. Reviewed existing market studies related to markets in northeast Syria including the labour market study conducted by the Civil Society in Syria Programme (CSSP) – Wiaam Programme in Tabqa City.
2. Developed structured focus group and key informant interview instruments which were used to collect data on the current status of the labour market.
3. Conducted structured focus groups and interviews with the key stakeholders: local businesses, community leaders, consumers, and community members (The detailed Scope of Work is attached in Appendix 1.)

The study was implemented by community-based organizations (CBOs) located in the five geographical areas of northeast Syria. Community-based organizations (CBOs) were involved in the study because they are aware of the local context and have access to the different areas. The labour market study relied on local enumerators who resided in the targeted local communities of the region of Raqqa, Syria. Prior to the field visits conducted by the enumerators from the community-based organizations, all of the enumerators from the community-based organizations were trained by the two-member Evaluation Team based in Berlin, Germany. Four enumerators were assigned to each data collection group and each data collection group was responsible for sub-districts/districts in each of the five geographical regions. In total, there were 24 enumerators who collected the data from the five geographical regions.

In each of the sub-districts/districts of the Raqqa region, data was collected from the different stakeholder groups through Key Informant Interviews (KII) and Focus Group Discussions (FGDs) across each sub-district. The economic sectors and related occupations which have been identified as those which have the greatest potential were the most thoroughly analysed.

Ten community leaders were surveyed in each sub-district; four community member Focus Group Discussions (FGDs) were conducted in each sub-district; eight small businesses were surveyed in each sub-district; and ten Heads of Households or Consumers were surveyed in each sub-district. Key informant interviews and focus group discussions provide sufficient data to assess the current situation in the most significant local markets, the socio-economic situation in the sub-district, and the needed immediate and short-term interventions. Based on the key informant interviews and focus group discussions, an initial list of economic sectors/potential markets were prepared for each sub-district. Then, a short list of the most important economic sectors/critical markets was extracted by using quantifiable selection criteria. Critical market analysis was performed through surveying the local consumers (poor and very poor) and businesses (small and micro).

The collected data was analysed through the following techniques. The selection and prioritization of economic sectors/critical markets and their respective professions in every sub-district was performed through scoring these factors: frequency (how many times the professions have been selected by the key informants), size of supply, size of demand, possibility to increase gender role, exportability, employability, and calculating the final score of every profession/occupation at regional and sub-district level.

The following are the principles that guided the implementation of the study:

**Work with Arabic-speaking community-based organization (CB0) enumerators.** This allowed the field work activities to be carried out in Arabic.

**Listen to Key Stakeholders.** The enumerators conducted focus groups discussions and key informant interviews with representatives from the different stakeholder groups, such as community leaders, consumers, community members and representatives from local businesses across the five regions. Support from these key stakeholders is considered critical to the future success of any vocational training/skills development initiative that prepares members of local communities in the five regions for livelihood activities and/or employment opportunities. Representatives of the different stakeholder groups were identified in the following manner. First, local community leaders in the different sub-districts/districts across the five regions were identified and contacted to participate in interviews. Likewise, local private sector enterprises were identified randomly from the geographical areas in which the labour market assessment was conducted. The team first listed all of the private sector enterprises which existed in an economic sector for each geographical area. Then, the team randomly selected ten private sector enterprises from the comprehensive list of enterprises to be interviewed. Second, consumers...
were identified randomly to determine which products and/or services which were in greatest
demand in the various sub-districts/districts were not being supplied in the local communities.
Third, community members were identified randomly in the different sub-district/districts to
participate in focus group discussions.

Based on the desk review and qualitative information collected, Injaz identified the labour market
trends and products and/or services which had the greatest potential for livelihood activities or
employment opportunities for members of local communities. Given the findings from the study,
Injaz identified the economic sectors and occupational areas for which vocational training and
skills development programmes should be developed and implemented by vocational training
institutions and/or community-based organizations which exist in the targeted local communities
of northeast Syria.

A3. Constraints
During the later weeks of July and August 2018, the enumerators from the community-based
organizations found it difficult to mobilize certain key stakeholders because some of them were
unable to participate in certain activities such as focus groups and/or key informant interviews.
Some of the difficulties that the enumerators were confronted with regarding the mobilization of
key stakeholders were: (a) geographic resources and time inconvenience; (b) reluctance of some
individuals to participate in focus groups or key informant interviews because of security
concerns; and (c) conflict in schedules between enumerators and potential stakeholders/interviewees. This delayed the data collection process to a limited extent; however, the enumerators were successful in mobilizing the number of key stakeholders that had been determined as necessary.

B. Context and Background

B1. Situational Context

1. Country Background

Since the initiation of the crisis in the Syrian Arab Republic began in 2011, the key pillars of the
national economy have been undermined and led to massive economic losses for all
communities as well as major reductions in the key economic sectors of manufacturing,
agriculture, transport and communication of the national economy. During the first three years of
the conflict, the economy lost 3 million jobs and the unemployment rate increased from 10.3% in
2011 to an estimated 57.7% in 2014. Additionally, investment was depleted and there have been
significant losses in capital assets and savings. The Syrian national currency has depreciated to
one-sixth of its pre-crisis value, trade with its neighbours has stalled, and unilateral economic and
financial measures have further exacerbated the negative economic situation. In fact, the latest
data indicates that the gross national per capita income has fallen by almost 50% to US$3,000
(UNDP, 2014).

The significant increase in the unemployment rate has contributed to an increase in the number of people who have migrated in search of livelihood opportunities (WFP, 2016). With respect to
displacement, the crisis has led to the relocation of over seven million people inside Syria, and
another 4.1 million people are refugees in Lebanon, Jordan, Turkey, Iraq and Egypt. Many
displaced families have been uprooted multiple times as they seek safety amidst shifting front
lines, whilst trying to survive on depleting resources.

As of 28 July 2018, an estimated 90,000 people remain displaced in IDP sites across northeast
Syria. The conditions in many of these IDP sites remains difficult, with numerous reports of
restrictions on the freedom of movement of civilians, with the complex and onerous system of
sponsorship hampering the ability of IDPs to move to non-camp locations and limiting access to services outside the camp. At the same time, the estimated number of individuals who have returned to Raqqa in Northeast Syria since October 2017 is 152,360.

According to UNDP (2014), ninety (90) percent of the existing industrial enterprises have closed, sixty (60) percent of the food processing industry has contracted, and nineteen (19) percent of the manufacturing sector has also contracted. At the same time, the livelihood activities of the general population have been negatively impacted by the destruction of essential basic services, infrastructure and the key economic sectors. Likewise, health facilities, schools and other essential services across the country are currently operating at either reduced capacity or have been closed, and widespread environmental natural resource degradation has also occurred across the country.

At the individual level, more than half of all households across many geographical areas rely on different sources of income than those which they relied upon before the crisis. Salaried employment, work in skilled trades, and government jobs have largely disappeared in many areas of the country. As a result, many households have been forced to search for and rely upon either lower level and/or high-risk jobs. The challenge of insufficient sources of incomes have led many household members to transition towards less stable employment opportunities than the ones that they held previously and/or adopt different coping strategies in order to make ends meet.

In 2014, approximately 82.5% of the population of Syria was living below the poverty line and over 60% were considered extremely poor. UN-OCHA estimates that there are 13.5 million people in need of humanitarian assistance in Syria (UN-OCHA, 2016). Food insecurity had reached worrying levels with approximately 50% of the population no longer able to meet their basic food needs and another significant percentage of the population at risk of becoming food insecure. Given the fact that local food production had been adversely affected by the crisis, in 2015 Syria had to rely on commercial inputs and food aid. In 2015, an estimated 8.7 million people in Syria are estimated to need food assistance. This is a result, in part, to a decrease in national agricultural production as well as the severed rural-urban supply lines, which has led to rising food prices.

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7 OCHA- July to August 2018.
8 OCHA- July to August 2018.
9 RFSN Food Security and Livelihoods Syria Document – Study took place from December 2015 to February 2016 – in Southern Turkey Region
10 UNDP Administrator’s statement at the Third International Kuwait Pledging Conference, March 2015
11 Food Security Assessment, WFP 2015
12 UNDP Administrator’s statement at the Third International Kuwait Pledging Conference, March 2015.
On average, the cost of a standard food basket has tripled since the start of the crisis\textsuperscript{13}. Food security and livelihoods is being felt at both the national as well as household level throughout the country. The rising prices of goods and services, the decrease in real wages, and the loss of jobs and material assets, have led to many people falling into poverty.

The situation has changed in recent times. For example, according to the Reach Report\textsuperscript{14} in 2018, retail food vendors and wholesale suppliers which had been interviewed reported that there was little to no impact that infrastructure damage such as electricity or transportation has had on their selling of food products. Although nearly half of assessed retail and wholesale food vendors rely on their own vehicles to transport stock from their suppliers, the majority of the food retail and wholesale vendors interviewed noted they did not face any challenges in transporting supplies from their suppliers. With respect to food stock, both retail vendors and wholesale suppliers interviewed reported that they were able to respond to increases in public demand for their core food items within a short timeframe. A large majority of assessed food vendors (no fewer than 84% of those selling each product) indicated they could increase their stock within 30 days to respond to a 50% increase in demand. With the exception of sugar, most assessed vendors of each core food item also indicated they could increase stock within 30 days to respond to a 100% increase in demand for the food item (no fewer than 70% of the assessed vendors selling each product indicated they could respond to such an increase).

Prior to the crisis, the agricultural sector contributed to 25 percent of the country’s Gross Domestic Product (GDP) and 25 percent of the total labour force in 2006 (FAO, 2012). Presently, according to the most recent reports by the UN’s Food and Agriculture Organization (FAO) and World Food Programme (WFP) in May 2015, agricultural production had been significantly reduced because of the damage to farmland and infrastructure, a shortage of seeds, fertilizer and animal feed; a lack of fuel for farm machinery; and disruptions to marketing and distribution networks. According to Butter (2016), another factor that negatively impacted on agricultural production has been the presence of armed groups and regime-affiliated militias which have imposed tax levies and transit fees on the transportation of agricultural products to regional markets. Presently, the export of agricultural products, mainly cotton and corn, is restricted to a merchant with whom the farmers agree, who in turn exports the products outside of Raqqa into the regime-controlled areas and/or Turkey. The exports from Raqqa province to neighbouring areas is limited because merchants impose low prices on the production from farmers in order to compensate for the high charges that s/he will have to pay in order to exports goods outside of the Raqqa province.

\textbf{B1.2 Education}

Education throughout Syria has been in crisis. Almost six million children, teachers, and school personnel are in need of education assistance. In 2016, UNICEF reported that at least 1.75 million children were out of school and 1.35 million more were at risk of dropping out of school. At the same time, Syria has lost 150,000 of its teachers. One in three schools have been damaged or destroyed. In 2016, there were 87 attacks on schools and education facilities, killing or injuring 250 children and 28 teachers and school staff. Despite this, demand for education inside Syria remains strong, and the work of humanitarian agencies, stabilization actors and education authorities to deliver safe, safe,

\textsuperscript{13} SRP, 2015.
\textsuperscript{14} REACH Report, 2018.
quality, inclusive education has contributed to an increase in enrolment.\textsuperscript{15} 

Syria’s current education system reflects the fragmented nature of a state in conflict over its form of government and its identity, and the multi-pronged nature of the response to the conflict. Before the conflict, Syria had one of the highest literacy and school enrolment rates in the region. The vast majority of students received their education from a public education system. Currently, children receive education from formal systems or non-formal systems, many of which focus on enabling children who have missed schooling to catch-up. Teachers, facilitators, and education personnel support education in formal schools, and temporary learning spaces in repurposed buildings, basements, mosques, and homes. As a result of more than 6 years of conflict, educators, administrators, and students face varying levels of psychological trauma that affects their ability to teach and learn. The implementation of structured, formalized, psycho-social support programming is a key intervention and opportunity to address this challenge.

In recent times, according to the Reach Study\textsuperscript{16}, the situation in the educational system has begun to improve in 2018. Primary education services are becoming more available in 2018 but they still are not sufficient to reach all of the eligible children in Raqqa City. In fact, according to the Key Informant Interviews conducted in the Reach Study, less than half of children aged 5 to 12 had access to primary education in the majority of data collection units in the two weeks prior to data collection, particularly in the city’s central and western areas. At the same time, access to secondary education was also quite limited. The Key Informant Interviews indicated that secondary education was available to more than half of children aged 13 to 15 in only two neighbourhoods (Meshleb and Hisham bin abd al-Malek); while in all other neighbourhoods less than 50% of the children aged 13 to 15 were able to gain access to secondary education.

B1.3 Regional Context

The impact of the extended crisis on the Syrian economy has been severe. Heavy fighting has damaged or destroyed economic infrastructure, military activity and insecurity have significantly impeded access to sources of income, and internal distribution and supply networks have been disrupted if not destroyed. From a livelihood perspective, the Raqqa area has been severely affected by the crisis.

Between late 2017 and mid-June 2018, approximately 138,000 people have returned to Raqqa. Explosive hazard contamination remains a primary risk to the population of Raqqa. Access to basic services has marginally improved in the city since March 2018; however, populations continue to experience gaps in health care and sanitation services. In addition, significant conflict-related damage to shelter and infrastructure continues to pose challenges to returnees.\textsuperscript{17} Raqqa City, the capital of Raqqa governorate, formerly the de facto capital of the Islamic State for three years, is one of the most heavily damaged places in Syria and arguably the most challenging humanitarian situation in the country’s northeast region. The city is littered with explosive remnants of war, and extensive minefields surround many of the public facilities and travel routes. Electricity and water are in short supply, and the healthcare system is decimated. Although humanitarian needs are

\textsuperscript{15} UNICEF. 2017 (forthcoming). \textit{Quantitative Analysis of Education in Syria, 2010-11 to 2015-16.}
\textsuperscript{16} Reach Study, 2018.
\textsuperscript{17} USAID Fact Sheet – 13 July 2018
great and aid providers would like to help, the physical dangers have delayed many
groups from entering the city to offer assistance.\textsuperscript{18}

Despite the obstacles, many shops have opened for business, especially in the suburbs of
the city. Food and non-food items were available at reasonable prices. Mills and 37
bakeries have reopened in the city and its surrounding suburbs. Raqqa City, however,
continues to lack basic services such as electricity. Most residents continue to depend
upon generators for power. Water is currently being pumped to all 26 sectors of Raqqa
City for at least a portion of the day, though some sectors still experience shortages and
have to rely on other services to meet their needs.

Local government entities that provide vocational training and employment-related
services do exist in the Raqqa Governorate. The employment offices were founded in
2017 and activated in 2018. The employment offices fall under the Civil
Council. The employment offices have databases in which the data of job seekers are
entered as they register and submit their applications to find any employment
opportunity. The job vacancies which exist within the employment centre’s database are
for public and service sector employment opportunities such as municipal services, water
services, electricity and education. However, the majority of the job seekers in Raqqa do
not rely on these offices due to the limited possibility of obtaining an employment
opportunity with the support of these offices. At the same time the majority of the
vacancies which exist within these official employment offices are for positions which
pay very low wages.

With respect to the governmental vocational training centres, there was one technical
school in Tabqa, one technical school in Karama, and one in Raqqa City Centre prior to
the conflict. Presently, none of these vocational training centres are
operational because they were attacked during the early stages of the conflict in Raqqa.
These early attacks resulted in the removal of all technical school training equipment and
materials. As a result, none of these governmental facilities are operational
because they do not have the necessary equipment, materials or staff. The importation of
goods to the Raqqa geographical areas comes from three different geographical
locations. Some of the goods and materials are imported from Turkey to Raqqa through
the border gates located in the Manbij area. Other goods are imported from Erbil, Iraq to
Raqqa from Qamishli. The third area from which goods and materials are imported to
Raqqa are from the regime and/or opposition-controlled areas and such goods enter
through the Tabqa gate.

Agricultural production in the Raqqa Governorate has registered significant losses during
the conflict as a result of damage to irrigation systems and shortages of labour and inputs
such as seeds, fertilizers, and fuel.\textsuperscript{19} Conflict-driven disruptions of irrigation systems and
labour shortages have played an important role in the loss of agricultural output. Many
farmers have turned to predominantly rainfed crops, such as barley, coriander, and other
herbs, because of the damage to pumping stations and of the lack of available electricity and
fuel.\textsuperscript{20} Even though the economy has evolved to produce alternative income sources,
agricultural activities are very likely to continue.

Having said this, a donor-funded study entitled “Understanding Market Drivers Inside

\textsuperscript{18} Haid Haid, \textit{Is the Raqqa Civilian Council Fit for Purpose?} Chatham House, October 2017
\textsuperscript{19} World Bank – \textit{The Toll of War}, 2017.
\textsuperscript{20} World Bank – \textit{The Toll of War}, 2017.
Syria recommends that the agricultural sector is one of the most dynamic in north-eastern Syria despite being affected by the conflict. This donor-funded study states that the trade channels for the olive/olive oil markets have been sustained despite the conflict and the local communities remain committed to rebuilding these markets. At the same time, spices such as coriander and cumin are now being produced on a larger scale than previously. These sectors have the potential to support internally displaced persons (IDPs) who reside in camps and/or near the communities where these products are now being produced. The IDPs are working in the areas of spice processing and marketing/selling which are skill sets that can be enhanced through vocational training courses. The same study recommends that agronomically-focused livelihoods and income-generating activities should seek to empower small business owners and smallholder farmers. This may be done through the promotion of farmers’ cooperatives and the development of the capacity of small groups of business owners.

Another strategic agricultural intervention that has been proposed is the Syria Essential Service (SES) II approach which focuses on inclusive livelihoods and strives to rehabilitate four damaged value chains in Northeast Syria – three of which are related to the agricultural sector – vegetable farming, wheat, and cotton production. The SES II projects strive to increase its output and generate more employment. Additionally, SES II also strives to help communities diversify their livelihood options, adding sectors such as olives and fish.

Historically, the city of Tabqa, the second largest city in the Raqqa governorate, has been a labourer’s town whose inhabitants work primarily for the local government. Before the conflict, approximately 70% of the population held positions funded in some way by the government. The remaining 30% worked agriculture, commerce, technical trades such as plumbing, carpentry, etc., or for active local organizations. Since the start of the conflict, many are now unemployed and without a steady income. Currently, approximately 3,000 citizens work for the local administration, 500 in industrial shops, and 2,000 in commercial shops whose owners are mostly displaced from other areas. An additional 400 families work in agriculture and 300 in fishing. The unemployment rate in the city is around 60%.

In conclusion, there is an urgent need to enhance the transition to early recovery and to enable the affected population to become resilient in their communities. This can, in part, be achieved mainly through helping vulnerable households to recover and restart their means of living. The design and implementation of livelihoods and vocational training interventions can support such households to enhance their income generation. As a result, a labour market assessment of the local economy in Raqqa governorate will provide a deeper understanding of the market dynamics in crises-affected communities such as Raqqa City, Ain Aiesa, and Tabqa.

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22 USAID – Syria Essential Services II: Inclusive Value Chain Rehabilitation in Raqqa
23 Democratic Council Assembly of Tabqa (DCAT), 2018
C. Findings

C1. Key Informants and Stakeholders

For two weeks in July and August 2018, nine teams held fifty focus groups with community members. In addition, 122 individual interviews were held with community leaders, 100 individual interviews representatives from local enterprises, and 123 individual interviews with consumers. The 100 local enterprises were identified randomly from the geographical areas in which the labour market study was conducted. The team first listed all of the local enterprises which existed by economic sector and then randomly selected the local enterprises by sector which were interviewed.

Five regions participated in the study: (1) Raqqa City Centre: Industrial Area (3 sectors); (2) Raqqa Northern Countryside: Al Karama (2 sectors); (3) Raqqa Western Countryside: Furat (3 sectors); (4) Ain Aiesa Area: IDP communities (3 sectors); and (5) Tabqa: Mansura (2 sectors) and Tabqa City24. In total, 503 community members from both urban and rural communities participated in the fifty focus groups—58% were male and 42% were female; 76% were working part- or full-time on either a permanent or a temporary basis and 24% were unemployed; and 78% were married. (*Appendix 2* provides the protocols and questionnaires used for the focus groups and interviews).

C1.1 Future Demands

The economic sectors and occupational areas that have the greatest potential for livelihood activities and/or employment opportunities per region were identified by the interviews with community leaders, consumers, and local businesses, and focus group discussions with community members across the five regions. Additionally, the private-sector enterprises interviewed identified the type of workers that are needed for occupations within the economic sectors that have the greatest potential. *Table 2* provides a summary of the economic sectors that have the greatest potential by region as well as the type of occupations for which there is currently a shortage of workers in some of these sectors.

<table>
<thead>
<tr>
<th>Region</th>
<th>Economic Sectors</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raqqa Western Countryside</td>
<td>Agro-industrial25</td>
<td>Mobile Telephone/ Computer</td>
</tr>
<tr>
<td></td>
<td>Commerce/Trade26</td>
<td>Maintenance</td>
</tr>
<tr>
<td></td>
<td>Construction27</td>
<td>Electrician</td>
</tr>
<tr>
<td></td>
<td>Food Products28</td>
<td>Nursing</td>
</tr>
<tr>
<td></td>
<td>Technical Services29</td>
<td>Mechanic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hairdresser/Barber</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bakers</td>
</tr>
</tbody>
</table>

24 The findings from the Tabqa city come from the Labour Market Study conducted by the Wiiaam Project.
25 Agro-industrial occupations are maintenance and repair of agricultural machinery and equipment, maintenance and repair of irrigation systems.
26 Commerce/trade refers to shops in Raqqa that provide wholesale products, such as food items, clothes and electronics. These type of shops are usually staffed by the owner and several employees who perform such tasks as finance, bookkeeping, customer service, and unloading shipped goods.
27 Construction occupations include plumbers, carpenters, welders, electricians.
28 Food Products refers to agricultural professions related to agricultural production and processing.
29 Technical Services refers to plumbers, automechanics, carpenters, welders, electrical mechanics/electricians
Daily labourer positions exist for both men and women. Examples of daily labourer opportunities for men are barbers / shavers, carpentry, maintenance of electrical appliances. Male daily labourers are those individuals who work from day-to-day depending upon the demands for these types of activities in the local community. Examples of daily labourer opportunities for women include such activities as sewing, embroidery, hairdressing, horticultural nurseries, ornamental plants, and food processing, such as marmalade, vegetable and seed production. These types of activities can be performed at home or on-site at a local business. Women who may be matched to daily labour employment opportunities are those who are extremely vulnerable and need to earn income quickly so that they can maintain their families. The Raqqa province requires the service of daily labourers in order for it to properly address stabilization and re-construction efforts. There is an urgent need for workers at various levels in the areas of infrastructure repair, reconstruction of electricity networks and systems, agricultural workers, construction workers, painting, plumbing, and tiling. Many of these activities will be conducted by daily labourers.

Tabqa data on economic sectors and occupations are from the Wiaam Project Labour Market Study.
Across all of the regions, the sectors of the economy that offer the greatest opportunity for livelihood activities and/or employment opportunities are related to agro-industrial processing, commerce/trade, food products, technical services and construction sectors. Other sectors that also provide employment and/or livelihood opportunities are transportation, health, and electricity. With respect to the skill sets, generally speaking, technical competence, work experience, and positive personal attributes, such as a strong work ethic, responsibility, and motivation, are identified as important for livelihood activities as well as employment opportunities across all of the sectors.

C1.2 Regional Highlights

Below, some highlights of the regional findings are provided.

Raqqa Western Countryside

In Raqqa Western Countryside, the local economic sectors that offer the greatest livelihoods and employment opportunities are agro-industrial processing, trade/commerce, construction, food products, and technical services such as plumbing, carpentry, welding, and daily labourers. The community leaders stated that the businesses that generate the most income in the local communities of the western countryside are bakeries, electricity generation, ice production and the production and/or selling of food items. The local consumers of the western countryside stated that the products which are in greatest demand are bread products, vegetables, and water. Local business employers stated that the type of workers that are most in need are those who work in the areas of mobile telephone repair and computer maintenance, electrical and auto mechanics, nursing, accounting, and IT technology.

According to the community members, some occupations are more male-focused while others are more female-focused. For example, hairdressing, food production, nursing, sewing, and garment production are appropriate activities and/or occupations for female workers; while construction, electrical and auto mechanics, and trade/commerce are more male-dominated activities and/or occupations. Lastly, according to local business representatives, the occupations that have the greatest potential for livelihood activities and/or occupations are dressmaking/tailoring, hairdressing/barbers, agro-industry, commerce/trade, and IT services.

Raqqa Northern Countryside

In Raqqa Northern Countryside, the local economic sectors that offer the greatest potential for livelihoods and employment opportunities are agro-industrial processing, technical services, construction, food products, nursing, and daily labourers. The community leaders stated that the businesses that generate the most income in the local communities of Raqqa Northern Countryside are construction, electricity generation, production and/or selling of food items, and tailoring/dressmaking. The local consumers of the northern countryside stated that the products which are in greatest demand are bread products, vegetables, fuel, and water. Local business employers stated that the type of workers that are most in need are those who work in the areas of mobile telephone repair and computer maintenance, sales personnel in commerce/trade, electrical engineers, and tailors.

According to the community members, some occupations are more male-focused while others are more female-focused. For example, maintenance, food product trade, hairdressing, food production, nursing and midwifery, and sewing and garment production are appropriate activities and/or occupations for female workers; while fisheries, dairy production, electrical and auto mechanics, tailoring, and barbers are more male-dominated activities and/or occupations. Lastly, according to local business representatives, the occupations that have the greatest potential in
livelihoods, income-generation and/or occupations are commerce/trade, dressmaking/tailoring, construction, and food products.

**Raqqa Ain Aiesa Area**

The local economic sectors of the Ain Aiesa area, which is the community where a large percentage of the population are internally displaced persons (IDPs), that provide the greatest opportunities for livelihoods and employment are the agro-industrial processing, trade/commerce, food products, and daily labourers. The community leaders stated that the businesses that generate the most income in the local communities of Ain Aiesa area are food related such as: agro-industrial processing, bakeries, food production, commerce/trade of food items, and grinding mills. The local consumers of Ain Aiesa area stated that the products which are in greatest demand are bread products, water, and vegetables. Local business representatives stated that the type of workers that are most in need are those who work electrical and auto mechanics, accounting, marketing, and IT technology.

According to the local business representatives, the main products that are sold/marketed are food products. This is consistent with the response from consumers who stated that the items that are in highest demand are food products such as bread, water, and vegetables. The local business representatives stated that there are numerous reasons why they have not been able to meet the demand for certain products/services in their local communities. Some of the principle reasons are due to lack of skilled workers, lack of supply of relevant products, lack of capital, and the lack of available transportation of products and materials. Lastly, the community leaders also confirmed that the three most demanded items by local consumers are bakery goods, food products and garments.

In Ain Aiesa Area, the products and services that have been identified to have the greatest demand and need are related to food. Given the fact that the local community is comprised primarily of IDPs, food-related products have the greatest potential for livelihoods and income-generating activities.

**Raqqa City Centre**

In the Raqqa Centre, the local economic sectors that offer the greatest livelihoods and employment opportunities are agro-industrial processing, trade/commerce, technical services, transportation, and office/centre cleaning services. The community leaders stated that the businesses that generate the most income in the local communities of Raqqa City Centre are construction, technical services such as welding, electricity production, transportation, and agriculture/food production. The local consumers stated that the products which are in greatest demand in the Raqqa City Centre are those same products which are in the greatest demand in the other regions - bread products, vegetables, and water. Local business employers stated that the type of workers that are most in need are carpenters, welders, IT technology, mobile telephone repair and computer maintenance, accounting, and garment producers.

The local business representatives stated that the products/services that currently have the greatest demand in the region are tailoring/garment making, appliance maintenance, technical services such as carpentry, electrical maintenance, welding, food items, and personal hygiene items such as detergents, shampoo, and soap. According to the community members, the economic sector that has the greatest demand is office/centre cleaning.
**Mansura and Tabqa**

In Mansura, the local economic sectors that offer the greatest livelihoods and employment opportunities are agro-industrial processing, construction, and office/centre cleaning services. The community leaders stated that the businesses that generate the most income in the local communities in Mansura are agro-industrial processing and livestock, trade, construction, and dressmaking. The local consumers stated that the products which are in greatest demand in Mansura are those same products which are in the greatest demand in the other regions - bread products, vegetables, and water. Local business employers stated that the type of workers that are most in need are those who work as accountants, mechanics, chemists, drivers, medical personnel, electricians, and plumbers.

The local business representatives stated that the products/services that currently have the greatest demand in the region are food items, spare parts for machines and equipment, clothing, and cleaning materials. According to the community members, the economic sectors that have the greatest demand is the agriculture/livestock, construction, trade, and cleaning services.

In Tabqa, the principle economic sectors are technical services such as tailoring, hairdressing/barbering, plumbing, carpentry, mechanics, trade/commerce, agriculture, education, and health. The Civil Society in Syria Programme - Wiaam programme’s labour market study — interviewed only job owners and employers. Community leaders, consumers, and community members were not interviewed, nor did they participate in focus group discussions. The occupations which were identified in Tabqa which are in greatest demand are the following: accountants, nursing, English instructors, mobile device maintenance workers, auto mechanics, electricians, metal workers, construction workers/carpenters, plumbers, aluminium workers, tailors/sewers, bakers, handbag and bag producers. Lastly, economic sectors that also have future potential are related to the agricultural sector, food production and technical services. Table 3 identifies the sectors and occupations that were identified by the Tabqa Labour Market Study.

The occupations that are in greatest demand in Tabqa are very similar to the occupations that are in the greatest demand for the other geographical areas of Raqqa. As a result, the academic and vocational training courses that have been proposed for Tabqa are very similar to those that are proposed for the other geographical areas of Raqqa. The rapid training needs assessment which would be conducted by the vocational training service provider or community-based organization would determine the level and content of each course that would be offered in order to meet the local labour market needs.

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32 The economic sectors and occupations that are presented for Tabqa come from the labor market study conducted by the US State Department NEA-funded Civil Society in Syria Programme (CSSP) Wiaam programme. The target groups interviewed and the instruments used in the labor market study in Tabqa were different from those used in the labor market assessment conducted in this study.
Table 3. Opportunities Requiring Course Work and Vocational Training

<table>
<thead>
<tr>
<th>Region</th>
<th>Course Work</th>
<th>Vocational Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tabqa</td>
<td>Accounting, ICDL(^{33}), English, Nursing, Mobile Device Maintenance</td>
<td>Car Mechanics, Electricity, Metalworks, Carpentry, Aluminium(^{34}), Construction, Plumbing, Painting</td>
</tr>
</tbody>
</table>

C2. Community Members

C2.1 Community Members Findings

Across 100% of the focus groups in the five regions, in both urban and rural contexts, both the male and female participants believe that their present situation related to the labour market and employment is very difficult. The three most frequently identified challenges that the community members across the five regions are confronted with in finding employment or generating income are lack of opportunities, security, and nepotism. Some additional challenges that were also identified across the regions are lack of vocational training, lack of capital, and lack of qualifications.

Even though agriculture is one of the key economic sectors in which a significant percentage of persons worked prior to the conflict, only 25% of the community members in Raqqa City Centre presently considered agriculture a good opportunity; whereas, in Raqqa Western Countryside 40% and in Raqqa Northern Countryside 32% considered agriculture a good opportunity. However, when the community members were asked which are the most common ways in which they earn income, trade, agriculture, tailoring, daily labour, and electricity production are identified as the most common ways across the five regions.

In addition to being confronted by the abovementioned challenges involved with generating income or finding an employment opportunity, persons with disabilities are also challenged in a number of other ways. The community members across the five regions stated that persons with disabilities are confronted with the following challenges: (a) negative societal attitudes; (b) lack of

\(^{33}\) International Computer Driving License
\(^{34}\) Aluminium Car Body Repair
relevant skill sets; (c) lack of access to vocational training programmes; (d) lack of income-generating activities and employment opportunities; and (e) lack of care services.

Across the five regions, the principal employers in each region differed according to community members’ views. In the Raqqa Western Countryside region, mills, tailors and food item providers such as grocers and bakers are the principle employers. In the Raqqa Northern Countryside region, agricultural warehouses and equipment, mills, provision of food items such as dairy and baked good products, and ice production are the principle employers. In the Tabqa Countryside Mansura region, the principle employers are traders, providers of food items, and the government. In the Raqqa Ain Aiesa area, the principle employers work in the construction, trade, and government sectors; whereas, in the Raqqa City Centre, community members stated that food item providers, electric generator suppliers and tailors/garment producers are the main employers.

Labour Market Signals. Community members learn about livelihood activities and/or employment opportunities through an informal network of personal contacts and word-of-mouth. Those individuals who are interested in becoming engaged in a livelihood activity or becoming employed reach out to relatives and community members. Having said this, social media, local advertisements such as brochures, banners, and flyers are also approaches that are used to recruit community members for employment opportunities. These approaches are identified as the principle means by which the community members of Raqqa Northern Countryside learn about employment opportunities. However, these approaches are not as frequently used across the other regions as word-of-mouth or personal contacts.

The community members in the different regions stated that there are many individuals in their respective regions who possess relevant skill sets which could support the local economies. However, those individuals who possess such skill sets are not generating income or gainfully employed because of a lack of income-generating and employment opportunities given the current context. Across all five regions, there are individuals who possess skills in agriculture and tailoring. Also, in the Raqqa Western Countryside region, there are individuals who possess skills in construction, electrical appliance repair and ironworks; whereas, in Raqqa Northern Countryside region, there are individuals who possess skills in auto mechanics and agricultural equipment repair. Lastly, in the Raqqa Ain Aiesa area, there are also individuals who possess auto mechanic skills.

With respect to the skill sets that are lacking across the five regions, medical and health care, and IT technology are areas for which there is an urgent need for skilled workers. Another technical area for which skill sets are lacking in Raqqa Western Countryside region are auto and electrical maintenance. In the Tabqa Countryside Mansura and Raqqa Ain Aiesa regions, there is a lack of technicians in the electrical machine maintenance and automotive maintenance and repair fields.

In conclusion, according to the community members, the type of work opportunities that are most promising in the local communities included agro-industry, construction, and trade/commerce for males in Raqqa Ain Aiesa and Tabqa Countryside Mansura regions and in daily labourers, nursing, and hairdressing for females in Raqqa Western and Northern Countryside regions. Daily labourers was identified as the most promising occupational area for females across all five regions.

C3. Community Leaders

C3.1 Community Leaders Findings

The enumerators interviewed 122 community leaders across the five regions. Thirty (30) community leaders from Raqqa Western Countryside region were interviewed; 20 from Raqqa Northern Countryside region were interviewed; 30 community leaders from Raqqa City Centre
were interviewed; 22 community leaders from Raqqa – Ain Aiesa were interviewed; and 20 community leaders from Tabqa Countryside Mansura regions were interviewed.

**Current businesses which generate the most income.** Table 4 presents the five businesses which generate the most income across the five regions. The five businesses which generate the most income in the Raqqa Western Countryside region identified by the community leaders are: bakery, food items, agriculture, electricity production, and ice production. In the Raqqa Northern Countryside region, the five businesses are: food items, construction, bakery, agriculture/livestock, and tailoring/dressmaking. The five businesses which generate the most income in the Raqqa Ain Aiesa area are: food items, bakery, tailoring, grinding mills, and agriculture. In the Tabqa Countryside Mansura region the five businesses are: agriculture/livestock, trade, construction, fuel, and dressmaking/garment production. Lastly, the five businesses which generate the most income in the Raqqa City Centre region are: construction, welding, electricity production, agriculture/food items, and transportation.

Table 4. Businesses which Generate the Most Income

<table>
<thead>
<tr>
<th>Region</th>
<th>Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raqqa Western Countryside</td>
<td>Bakery</td>
</tr>
<tr>
<td></td>
<td>Food Items</td>
</tr>
<tr>
<td></td>
<td>Agriculture</td>
</tr>
<tr>
<td></td>
<td>Electricity</td>
</tr>
<tr>
<td></td>
<td>Ice Production</td>
</tr>
<tr>
<td>Raqqa City Centre</td>
<td>Construction</td>
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<tr>
<td></td>
<td>Welding</td>
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<tr>
<td></td>
<td>Electricity</td>
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<tr>
<td></td>
<td>Agriculture</td>
</tr>
<tr>
<td></td>
<td>Food Items</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
</tr>
<tr>
<td>Ain Aiesa IDP Communities</td>
<td>Food Items</td>
</tr>
<tr>
<td></td>
<td>Bakery</td>
</tr>
<tr>
<td></td>
<td>Tailoring</td>
</tr>
<tr>
<td></td>
<td>Grinding Mills</td>
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<tr>
<td></td>
<td>Agriculture</td>
</tr>
<tr>
<td>Raqqa Northern Countryside</td>
<td>Food Items</td>
</tr>
<tr>
<td></td>
<td>Construction</td>
</tr>
<tr>
<td></td>
<td>Bakery</td>
</tr>
<tr>
<td></td>
<td>Agriculture</td>
</tr>
<tr>
<td></td>
<td>Tailoring</td>
</tr>
<tr>
<td>Tabqa Countryside Mansura</td>
<td>Agriculture</td>
</tr>
<tr>
<td></td>
<td>Trade</td>
</tr>
<tr>
<td></td>
<td>Construction</td>
</tr>
<tr>
<td></td>
<td>Fuel</td>
</tr>
<tr>
<td></td>
<td>Dressmaking</td>
</tr>
</tbody>
</table>
Across the five regions, one of the reasons why these five businesses generate the most income is because the demand for such products and/or services is very high when compared with supply. The community leaders of Raqqa Western Countryside region identified the following products and/or services to be in the highest demand when compared to supply are bakery, food items, agriculture, electricity production, and ice production. In Raqqa Northern Countryside region, according to the community leaders, the following products and/or services to be in highest demand when compared to supply are dressmaking/tailoring, equipment/auto mechanics, agricultural production, food items, and electricity production. At the same time, the products and/or services which have the greatest potential for future growth in the Raqqa Northern and Western Countryside regions are food items, ice production, electricity, and fuel.

In Raqqa City Centre, the relationship between the five businesses which generate the most income and the products and/or services where demand is significantly higher than supply is different than that of the Raqqa Northern and Western Countryside regions. In Raqqa City Centre, the products and/or services for which demand is significantly higher than supply are aluminium material repair, cotton production, asphalt material production, electricity production/generation, and telecommunication cables. At the same time, according to the community leaders, the products and/or services which have the greatest potential for future growth in Raqqa City Centre are electricity production/generation, food items, construction, and telecommunication materials.

In the Raqqa Ain Aiesa region, of the five businesses which generate the most income — food items, bakery, tailoring, grinding mills, and agriculture — are the same products and/or services for which demand is significantly higher than supply according to the community leaders. At the same time, these are the same products and/or services which have the greatest potential for future growth in the Raqqa Ain Aiesa region.

In the Tabqa Countryside Mansura region, the five businesses which generate the most income are agriculture/livestock, trade/commerce, construction, dressmaking, and fuel. These are also the same sectors for which demand is significantly higher than supply. However, there are two additional sectors for which demand is significantly higher than supply in the Tabqa Countryside Mansura region and they are clothing and food items.

When the local enterprises from these same regions were asked whether they were planning to hire new employees in the future, across all five geographical regions, the local enterprises stated that they were interested in hiring on average between 5 to 18 new employees in the next twelve-month period of time. The local enterprises that provided these statistics are local enterprises that work in the same domains/businesses that generate the greatest amount of income. For example, in the Raqqa City Centre, the community leaders stated that the businesses that generate the most income are construction, welding, electricity, agriculture, and food items; whereas, the local enterprises stated that they were interested in hiring engineers, accountants, welders, garment production/tailors, IT technicians, and carpenters in the next twelve months. More than 50% of all of the local enterprises in Raqqa City Centre stated that they wanted to hire, on average, 5 new employees in the next twelve-month period of time.

**Priorities for stabilization and livelihood support.** Given the impact that the conflict has had on the local communities, community leaders across the five regions were asked to identify the type of stabilization and livelihood support activities which should be of immediate focus. The responses that were provided by the community leaders across the five regions were very similar in nature. Most of these priority areas that were identified by the community leaders include the urgent need for skilled workers in activities that focus on infrastructure repair, such as sewage and water systems, repair of agricultural equipment, and construction activities which focus on the reconstruction and/or repair of public institutions such as hospitals, schools and private homes. At the same time, the community leaders across the three regions also stated that there is a need for unskilled workers who could become engaged in emergency employment such sewage and debris removal activities.
In the Raqqa Ain Aiesa region, the principle stabilization and livelihood support that was identified by the community leaders are: emergency employment; repair of infrastructure such as hospitals, private homes and sewage systems; and repair of agricultural equipment. In the Raqqa City Centre, the principle stabilization and livelihood support needed also focuses on emergency employment and the repair and maintenance of infrastructure systems that provide water, electricity, and sewage. Additionally, other infrastructure activities that require support which were identified by the community leaders are related to reconstruction of private homes and public hospitals. Lastly, one of the emergency employment activities that should be prioritized is the removal of debris in public areas to prevent health-related risks.

In the Raqqa Western Countryside region, the key support that is required according to the community leaders is similar to that of Raqqa City Centre: emergency employment in such areas as debris removal; repair and maintenance of infrastructure related to electricity, water and sewage; and the repair of such buildings as schools, hospitals and private homes. Whereas, in the Raqqa Northern Countryside region, the key support that is required identified by community leaders are: emergency employment; repair of infrastructure; agricultural equipment; vocational training, and educational services. In Tabqa Countryside Mansura region, the key support is similar, however the community leaders also mentioned health care services.

**Important economic sectors pre-March 2013 by region.** The community leaders were asked to identify the economic sectors which were most important across the five regions prior to the initiation of the March 2013 conflict. The community leaders were also asked to identify the agricultural and non-agricultural products/services as well as the commerce/trade-related businesses which were most important for each region. To follow are lists of the agricultural, non-agricultural, and commerce/trade-related businesses in which local labour was primarily engaged pre-March 2013 in each region.

In Raqqa Western Countryside region, the most important agricultural businesses in which local labour was engaged were wheat, barley, cotton, and vegetables. The principle reason why local labour was engaged in these sectors was because the production of wheat, barley, cotton and vegetables pre-March 2013 was not controlled by anyone but the farmers themselves. However, presently, the lack of improved seeds and the high prices are obstacles to crop production. Also, within the current context, the distribution of these agricultural products is controlled by powerful merchants who monopolize the market at the export level by controlling distribution channels and imposing high taxes. The most important non-agricultural businesses in which local labour was engaged were fuel; ironwork; construction; trade/commerce; and internet cafes. The most important commerce/trade businesses in which local labour was engaged during the pre-conflict period in the Raqqa Western Countryside region were trade/commerce; tailoring; construction; auto-maintenance/repair; and hairdressing/barbers.

In Raqqa Northern Countryside region, the most important agricultural businesses in which local labour was engaged pre-March 2013 were wheat, barley and cotton production. The most important non-agricultural business in which local labour was engaged were fuel, construction materials and labour; agriculture/livestock, and iron work. Lastly, the most important commerce/trade businesses in which local labour was engaged during pre-conflict in the Raqqa Northern Countryside region were electronics and appliance repair; nursing, and tailoring.

In Raqqa City Centre, the most important agricultural businesses in which local labour was engaged were wheat; cotton; vegetables; and irrigation. The most important non-agricultural businesses in which local labour was engaged were construction; trade; security; and cleaning services, and the most important commerce/trade businesses pre-conflict in which local labour was engaged in the Raqqa City Centre region were engineering; medical; tailoring; ironwork; and carpentry.

In Raqqa Ain Aiesa region, the most important agricultural businesses in which local labour was engaged were cumin; lentils; vegetables; garlic; rice; and beans. The most important non-agricultural businesses in which local labour was engaged were electrical maintenance; auto
maintenance/repair; tailoring; ironwork; carpentry; and plumbing. Lastly, the most important commerce/trade businesses in which local labour was engaged during the pre-conflict era in the Raqqa Ain Aiesa region were hairdressing/barbers; tailoring; hardware; and midwifery.

In Tabqa Countryside Mansura region, the most important agricultural businesses in which local labour was engaged were irrigation, insecticide spraying; ploughing of land and harvesting of crops. Insecticide spraying services remain an important activity in Mansura and its countryside area. The most important non-agricultural businesses in which local labour was engaged were herders of animals; security guards; simple traders/street vendors, and fisherman. Lastly, the most important commerce/trade businesses in which local labour was engaged during the pre-conflict era in the Tabqa Countryside Mansura region were auto mechanics; construction/carpentry, tailoring, and barbers.

C4. Consumers

C4.1 Consumer Findings

The enumerators from the community-based organizations interviewed 124 consumers (70 male and 54 female) across the five regions. The consumers represented individuals from the various communities across the three regions who purchased items on a daily, weekly, or monthly basis from local enterprises which existed in the communities where they resided.

Profile of Consumers. Across the five regions, the majority of the families have had to re-locate numerous times since the initiation of the conflict in March 2013. Most of the consumers across the five regions belong to families which have had to relocate anywhere from one to eleven times in the past five years. In the region of Raqqa City Centre, the average number of times that the families of the consumers interviewed have had to relocate to different communities is more than 3.13 times in the past five years. In Tabqa Countryside Mansura region, the consumers belong to families that have had to relocate on average 2.41 times in the past five years. In Raqqa Western Countryside region, the consumers belong to families that have had to relocate on average 2.83 times, and in Raqqa Northern Countryside region, the average number of times that the families of the consumers have had to re-locate has been 1.31 times in the past five years.

The families of the consumers in the Raqqa Northern and Western Countryside regions and the Tabqa Countryside Mansoura region have had to re-locate on average fewer times than the families of the consumers in Raqqa Ain Aiesa and Raqqa City Centre regions. The consumers of Raqqa Ain Aiesa region belong to families which have had to re-locate on average higher than any other families of the five regions. The average number of times that the families of the consumers of Raqqa Ain Aiesa region have had to re-locate has been 3.34 times in the past five years.

High demand products. Consumers were asked to identify the products and/or services that are in greatest demand on a daily and weekly basis in order to provide for their families and themselves. The three products and/or services that are in greatest demand on a daily basis across the five regions—Raqqa Western Countryside, Raqqa Northern Countryside, Tabqa Countryside Mansoura, Raqqa City Centre, and Raqqa Ain Aiesa – are bread, vegetables, and fuel/electricity (electricity and fuel are controlled and subsidized by the local authorities). The products that are in greatest demand on a weekly basis across the five regions differed by region: in Raqqa Western and Northern Countryside regions, the most frequently demanded products and/services are vegetables, medical services, dairy products, fuel, and cleaning products; in Raqqa Ain Aiesa region, the most frequently demanded products are food items, medical services, and fuel; and in Raqqa City Centre region, the most frequently demanded products and/or services on a weekly basis are vegetables, medical services, electricity, and generator repair.
The selection criteria that consumers use to determine from where they purchase their most frequently needed products and/or services are similar across the five regions. The consumers from all five regions consider the price, the quality of service, and the behaviour of the owner of the business to be the most important factors that they take into consideration when determining from whom and where they purchase their products and/or services. Local business owners which provide the lowest prices, the best quality services vis-à-vis customer service, and possess good behaviour and attitudes are the businesses from which the consumers prefer to purchase their items. The consumers in Raqqa City Centre mention one other factor that helps them determine from where to purchase the products and/or services which are most frequently needed. The consumers in Raqqa City Centre take into consideration the location of the local business. If the distance from their residence to the local business is far, then they are likely to select a local business which is in closer proximity to their residence.

**Products and/or services which are unavailable.** Some of the products and/or services that the consumers of the five regions stated to be unavailable are similar. However, in each region the unavailability of certain products and/or services is unique to the specific region. In Raqqa Western Countryside, Raqqa Northern Countryside, Tabqa Countryside Mansura, Raqqa City Centre and Raqqa Ain Aiesa regions, the consumers stated that there is a shortage of the following products and/or services: fuel and/or electricity, automotive spare parts, and medical services. However, in Raqqa Western Countryside region, the consumers stated that there is a shortage of water, electricity, auto parts, and medicine; whereas the consumers of Raqqa Northern Countryside region stated that medicine, auto spare parts, and electronic spare parts are those items which are not available. The consumers of Raqqa Ain Aiesa region stated that clothing, food items, and seeds and fertilizer are not available. The consumers of Tabqa Countryside Mansura stated that fuel, seeds/fertilizer, auto spare parts, and clothing are the items which are in short supply. In Raqqa City Centre, the consumers stated that only those products and/services that are not available in the other four regions are the main items which are not available in their own local communities – medical services, fuel, and automotive spare parts.

**Products and/or services which are in high demand but are unavailable.** After asking the consumers which products and/or services are in highest demand and which products and/or services which are not available, the enumerators asked the consumers to identify which products and/or services which are in greatest demand are not available locally. In other words, the consumers were asked if they have to travel to neighbouring communities in order to obtain some of the products and/or services that they need the most and are unable to obtain in their local communities.

The consumers from all five of the regions stated that the most common products and/or services which are in high demand and are not available in their local communities are: water, fuel, and medical services. None of the consumers from any of the five regions mentioned food items as a product and/or service which is in high demand and not available in their local communities. The consumers in Raqqa Western Countryside and Raqqa City Centre mentioned spare parts for agricultural equipment and the provision of sewage removal as the main products and/or services which are not available in their local communities. Consumers in Raqqa Ain Aiesa identified automotive spare parts and construction materials as products which are in high demand and not available. Consumers in Tabqa Countryside Mansura region stated that auto spare parts, water, electricity, fuel, health care services, and construction materials are the products and/or services which are not available but in high demand in the local community.

With respect to the relationship between supply and demand, the consumers were asked across the five regions whether there are any vocational training centres and/or institutions which offer skills development training in any of the areas related to the products and/or services which are currently in high demand in the local communities but not available to local consumers. Across all of the regions, the consumers responded that vocational training programmes which train local populations in the economic sectors for which products and/or services are in high demand and not available do not exist. As a result, the consumers believe that there is an urgent need to
introduce skills development courses which would train local populations to produce products and/or offer services which are in high demand in the local communities and are not currently being supplied.

C5. Local Enterprises

C5.1 Local Enterprise Findings

The enumerators identified local enterprises that worked in key economic sectors in the local communities across the five regions of the labour market study. A wide range of local enterprises that worked in diverse economic sectors were approached by the enumerators to participate in the interviews. The enumerators invited the (100) local enterprises to hold key informant interviews regarding their needs related to local employment opportunities.

Profile of local businesses. The main products and/or services that are provided by the local businesses which were interviewed represented a number of different economic sectors. However, the key economic sectors represented by the local enterprises are food items, garment industry, automotive industry, electrical sector, and communication. In Raqqa Western Countryside region the main products and/or services offered by the local businesses are food items, garment products, electricity generation, baby materials, and cosmetics. In Raqqa Northern Countryside, the main products and/or services offered by the local businesses are food items, motor repair/spare parts, ice, clothing, and medicine.

In Tabqa Countryside Mansura region, the main products and/or services offered by the local businesses are food items, clothing for women and children, cleaning materials, and spare parts for machines/mechanical items. In Raqqa Ain Aiesa, the main products and/or services offered by the local businesses are food items, garment industry, agricultural products such as seeds and fertilizer. In Raqqa City Centre, the main products and/or services offered by the local businesses are in the tailoring/garment industry, electrical industry, food items, and personal items such as jewellery, gold and perfume/shampoo.

When the local businesses were asked whether they are able to meet local demand with the current provision of products and/or services, all of the local businesses across the five regions stated that they are unable to supply sufficient products and/or services to meet existing demand. The principle reason across all of the regions as to why the local businesses are unable to meet demand is because of a shortage of materials and/or goods. Some of the other reasons as to why the local businesses are unable to meet demand is due to the fact that the prices which are being requested by the local businesses are not suitable to many consumers because of their lack of resources.

In Raqqa Ain Aiesa region, several additional reasons were identified as to why local businesses are unable to meet demand, such as a shortage of skilled workers and a lack of transportation for materials which were demanded. The lack of transportation is also one important reason mentioned by local businesses as to why they are unable to meet local demand.

The principle consumer of the products and/or services of the local businesses across the five regions are individuals who reside in the same community where the local business is located. Ninety-four percent (94%) of the local businesses across the five regions sell their products directly to local customers. The remaining 6% of the customers of the local businesses are other traders and/or shop owners.

In Raqqa City Centre, 100% of the local businesses interviewed sell their products and/or services directly to local customers. In Raqqa Ain Aiesa region, 91% of the local businesses sell their products and/or services directly to local customers, and in Raqqa Western Countryside region, 100% of the local businesses sell their products and/or services directly to local customers, and in Raqqa Northern Countryside region, 81% of the local businesses sell their products and/or services directly to local customers. In Tabqa Countryside Mansura region, 94%
of the local businesses interviewed sell their products and/or services directly to customers. In conclusion, at the moment, the primary customers of the local business are those individuals who live in the same community where the products and/or services are provided by the local businesses.

**Recruitment of workers.** Local enterprises reported that, with respect to hiring employees in the future, they look for personal attributes such as honesty, trustworthiness, responsibility, technical competence, academic skills, and experience in the occupational area for which an individual would be hired. In the regions of Raqqa Western and Northern Countryside, the occupational area which has been identified to have the greatest demand by the local enterprises is customer service. However, the wide range of local enterprises interviewed are also interested in recruiting accountants, electricians, nurses, IT technicians, auto mechanics, butchers, and bakers. In the region of Raqqa Ain Aiesa region, the local businesses are recruiting accountants, marketing/sales personnel to sell products, IT technicians, auto mechanics, and electricians. In the region of Tabqa Countryside Mansura region, the occupational areas that are in greatest demand are accountants, auto mechanics, and electricians. In the Raqqa City Centre, the occupational area which has the greatest demand is similar to Raqqa Western Countryside region - customer service representatives/workers. However, in the Raqqa City Centre there is also a need for engineers, accountants, welders, garment production/tailors, IT technicians, and carpenters.

**Labour market needs and vocational training.** When the local business owners were asked whether they have any plans to expand their existing business in the next twelve-month period of time, the majority of the local businesses across all five regions stated that they have plans to expand their businesses. The majority of the local businesses interviewed urgently need to hire more staff in order to properly expand their business. Seventy-five percent (75%) of the local businesses in Raqqa Western Countryside region plan to expand their businesses in the next twelve-month period of time; whereas, eight-one percent (81%) of the local businesses in Raqqa Northern Countryside region plan to expand their businesses as well. In the Raqqa Ain Aiesa region, 76% of the local businesses also expressed an interest in expanding their businesses in the next twelve-month period of time. In the Tabqa Countryside Mansura region, 66% of the businesses plan to expand their business in the next twelve months. The region where the local business owners had the lowest interest to expand their existing business was in the Raqqa City Centre, where only 54% of the local businesses expressed such an interest.

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage of Businesses that Plan to Expand</th>
<th>Percentage of Businesses that would hire Persons with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raqqa Western Countryside</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Raqqa City Centre</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td>Ain Aiesa IDP Communities</td>
<td>76%</td>
<td>84%</td>
</tr>
<tr>
<td>Raqqa Northern Countryside</td>
<td>81%</td>
<td>81%</td>
</tr>
</tbody>
</table>
With respect to the number of new staff members that the local businesses plan to hire in the next twelve-month period of time, the average number of persons to be hired across the five regions is 9 new employees. Local businesses in the Raqqa Western Countryside region plan to hire, on average, 5 new staff members; whereas, the local businesses in the Raqqa Northern Countryside region plan to hire, on average, 18 new staff members. In the Raqqa Ain Aiesa region, the local businesses plan to hire, on average, 7 new staff members, and in the Tabqa Countryside Mansura region, the local businesses plan to hire, on average, 9 new staff members. Lastly, in the Raqqa City Centre region, the local businesses that plan to hire new employees stated that they plan to hire, on average, 5 new staff members.

The presence of the Ain Aiesa IDP camp represents an increase in demand of services and different products, as well as the fact that the provision of services in this community is cheaper because the IDP residents accept lower wages than in other parts of the region because of the need to secure income at lower rates. In the Raqqa Ain Aiesa region, the percentage of households that report to be inactive in livelihoods-related activities is 35%.

The majority of the business owners across the five regions stated that they would be willing to hire a person with a disability. The owners of local businesses in the Raqqa Western and Northern Countryside regions expressed a strong interest in hiring persons with disabilities; 75% of business owners interviewed in Raqqa Western Countryside region and 81% of the business owners in Raqqa Northern Countryside region are willing to hire persons with disabilities. In the Raqqa Ain Aiesa region, 84% of the local business owners stated that they would be willing to hire a person with disabilities. In the Tabqa Countryside Mansura region, 66% of the local business owners stated that they would be willing to hire a person with disabilities. The region that had the lowest percentage (54%) of local businesses which would be willing to hire a person with a disability was Raqqa City Centre. Raqqa City Centre is considered a vivid industrial area which requires more skilled manpower compared with other regions. This may be one of the reasons why the local businesses in Raqqa City Centre demonstrated a lower interest in hiring persons with disabilities – albeit more than 50% of all businesses interviewed did demonstrate an interest in hiring persons with disabilities.

D. Conclusions, Recommendations, and Next Steps

D1. Conclusions

1. Semi-skilled and skilled level employment opportunities do exist in the key economic sectors across the five regions of Raqqa, North-eastern Syria; however, there is a higher demand for skilled labour in the key economic sectors.

2. The economic sectors across the five regions which have the greatest potential based upon the need for semi-skilled and skilled workers are: agro-industrial processing, construction, food production, commerce/trade, electricity, medical, and mechanical/electrical repair and maintenance.

3. The occupations which are in greatest demand across the five regions are: electricians, nurses, mechanics, retail customer service personnel, bakers, IT personnel, carpenters, welders, accountants, daily labourers, and tailors/garment makers.

4. Even though there are commonalities across the five regions vis-à-vis labour market needs, each geographical region has its own specific needs and opportunities related to livelihood and employment creation interventions.

5. Despite the need in the local economies and local businesses for semi-skilled and skilled workers, there is a lack of properly functioning labour market signals which may hamper the transition of individuals into livelihood and employment opportunities. For example, there are limited linkages and communication avenues between the private sector, potential vocational training service providers, and local residents.

6. Private sector formal employment should not be the only employment option considered for all local residents of each region. Self-employment and livelihood activities should be supported as well.

7. Persons with disabilities are confronted with a wide range of challenges related to societal attitudes, lack of care services, and lack of access to capacity building services. Community-based organizations (CBOs) lack in-house capacity to address the needs of persons with disabilities and provide them with the skill sets needed to become economically self-sufficient and integrated into mainstream society.

8. Females are less likely to participate in the local economy's job market than their male counterparts. When, and if, women become economically engaged, they usually are employed in more traditional female-oriented occupations such as cleaners, garment producers, hairdressers, and dressmakers. Also, in Tabqa, employers expressed more of an interest in hiring males than females due to the nature of available jobs and due to the socially constructed ideas of jobs in which women have traditionally been engaged.

D2. Recommendations

1. **Assist community-based organizations and non-formal training institutions to develop agricultural and industry-specific skills development programmes.**

   To effectively prepare residents of the local communities for both non-formal and formal-sector employment opportunities, non-formal vocational skills development programmes, e.g. provided by community-based organizations, need to align their training efforts with local market demand, and design and implement skills development programmes that address the demands of the economic sectors that provide the greatest opportunities. To design and implement demand-driven vocational skills development training, the non-formal skills development programmes need to confirm/validate the skill sets that are demanded by local employment opportunities by conducting rapid training needs assessments for targeted employment positions in the different economic sectors. This activity would occur prior to the initiation of the vocational training courses as a preparatory measure to ensure that the trainees are provided with the specific skill sets that are currently demanded by the local labour markets in targeted occupations.

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36 In-house capacity refers to the accessible physical environments whereby persons with disabilities can access training venues, as well as training staff that have the capacity to pedagogically work with persons with diverse disabilities. For example, the community-based organizations do not have vocational trainers who can teach hearing impaired trainees using sign language or the capacity to transcribe curricular material to braille for visually impaired trainees.
Based on the information collected from the rapid training needs assessments, training curricula should be developed and/or revised by the vocational training service providers. Training courses should be designed to provide practical, hands-on experience to the trainees that will provide them with the knowledge, skills, and attitudes demanded by local livelihood activities and employment opportunities. At the same time, the pedagogical and technical skills of the vocational training service provider, i.e. non-formal institution or community-based organization (CBO) teaching staff, should be further developed to ensure that they are able to deliver the new curricula. Staff development training would be conducted as part of a one- or two-day in-service training course.

2. **Coordinate with the Syria Essential Service (SES) II initiative.**

Based on the information collected from the Syria Essential Service (SES) II initiative, vocational training and livelihood interventions should focus on the agricultural value chain areas which have been identified, support economic activities and value chains which need additional support, and ensure that inclusive growth targets women, persons with disabilities, and other marginalized populations so that efforts support the Syria Essential Service (SES) II initiative. There is an opportunity by reviving local agricultural production to increase food security as well as create trade opportunities in the food production sector with other communities.

3. **Provide a comprehensive portfolio of skills development interventions which address the needs and capacity of the diverse population, i.e. IDPs, persons with disabilities, female heads of households, etc. that resides in the different regions.**

The needs and profile of the residents of the different regions in north-eastern Syria can only be addressed by providing them with different types of skills development options. Formal sector employment supported by vocational training programmes should not be the only skills development nor employment option but rather, different self-employment and/or livelihood activities should also be considered as a potential outcome of any skills development programme offered by the non-formal vocational training and/or community-based organizations. Some individuals urgently need to become engaged in a livelihood activity in order to support their families and themselves; while others have the flexibility to become engaged in a vocational training programme which will equip them with the skill sets needed for formal sector employment. Efforts will be made to support individuals who are currently unemployed but have experience and technical skills in key economic sectors and occupations for which there is an urgent demand.

The training course to which an individual would be “matched” would take into consideration the degree of vulnerability of the individual. If the individual is categorized as “surviving” or “economically extremely vulnerable”, then s/he would be matched to an activity which would assist her/him in generating income immediately; whereas, someone who is categorized as “adapting” or “economically vulnerable” or “accumulating” or “economically non-vulnerable”, then s/he would be matched to a different type of skills development intervention. A portfolio of livelihoods and/or vocational training interventions should include some of the following: emergency employment or cash-for-work, home-based/small-scale enterprises, and vocational training. Appendix 3 provides a description of some of these interventions.

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37 Rubbish and sewage removal, rehabilitation of infrastructure, maintenance of services such as water networks, irrigation systems, electricity network, maintenance, and rehabilitation efforts targeting public service buildings such as schools.
4. **Strengthen linkages among the private sector and non-formal vocational skills development service providers and encourage employers to develop employment services.**

Private-sector employers from economic sectors that urgently need semi-skilled and skilled workers are potential opportunities for community-based organizations and non-formal vocational skills development programmes that strive to prepare local residents for gainful employment. If a pipeline for semi-skilled and skilled workers can be established so that private-sector enterprises know that residents are being trained for existing employment opportunities, and if community-based organizations as well as non-formal vocational training programmes know that these private-sector enterprises will hire the individuals who they are training, then there is greater likelihood that these stakeholder groups will develop a mutually beneficial partnership.

Also, by establishing stronger linkages and enhanced communication through public-private-sector dialogue, such linkages and communication will be useful for developing job or employment-related services such as: (1) identifying opportunities for workplace training as part of a vocational training programme; (2) providing opportunities for visits and projects in a variety of workplaces; (3) encouraging private-sector enterprises to undertake in-house vocational training; (4) partnering with vocational training institutions and/or community-based organizations to prepare and deliver employability skills training as a core module of vocational training programmes; and (5) identifying job opportunities for vocational training graduates. When vocational training institutions provide “demand-driven” vocational training courses that equip job seekers with skill sets that meet the needs of private sector enterprises, then there is a greater likelihood that the beneficiaries of such training courses will successfully transition into sustainable employment.

5. **Consider self-employment, home-based enterprises, and livelihood activities as an option for some local residents.**

A comprehensive career counselling and orientation programme should introduce local residents to various employment options including self-employment and livelihood activities as viable employment options for potential job seekers. Some of the sectors and occupational areas which have the greatest potential for self-employment are food production, technical services, mobile telephone repair, hairdressing, garment making/tailors, welding, and carpentry. Each individual should make an informed decision after considering the economic profile of the region as well as his/her aptitude and interests. Community-based organizations and non-formal training service providers should provide courses and counselling regarding how to establish one’s own business or initiate a livelihood activity for those individuals who are more interested in self-employment.

6. **Develop capacity of community-based organizations and non-formal vocational training programmes to provide entrepreneurship training and support local residents to become engaged in livelihood activities and self-employment.**

Local community-based organizations and non-formal vocational training programmes may have limited experience in training individuals for livelihood activities and self-employment. Consequently, institutional assessments should be conducted to determine whether these implementing partners have the capacity to provide such skills development services. Given the urgency of implementation, those community-based organizations and non-formal vocational training programmes which have experience and expertise in providing entrepreneurship training should be targeted as the primary service providers of this type of skills training. However, in the worst case scenario, if it is determined that none of the organizations and/or institutions have the capacity to provide such services, then short-term capacity development efforts should be implemented to ensure that some community-based organizations and/or non-formal vocational training institutions develop their capacity to provide entrepreneurship training in order to ensure
that local residents benefit from entrepreneurship training so that they can become self-employed or engaged in a sustainable livelihood activity.

7. Provide livelihood and vocational training interventions to IDPs which are consistent with their needs and will lead to sustainable income-generation or employment opportunities.

Members of the IDP communities can work in the same economic sectors and occupational areas which have been identified for all members of a geographical area. Therefore, there is no need to identify specific sectors or occupations for which members of the IDP communities would be oriented. However, the type of livelihood or vocational training to which an IDP would be matched should be based upon the individual’s level of vulnerability and the economic opportunities that exist within the geographical area. Another important issue that needs to be taken into consideration related to vocational training and livelihood activities for IDPs is the location of vocational training and/or livelihood activities. Many IDPs are challenged accessing transportation to and from vocational training and/or livelihood activities because of their economic vulnerability. The occupations for which IDPs would be able to work are similar to those of the local population, except in the agricultural sector because the members of the IDP community do not own any land.

IDPs have become members of the communities where they reside and need access to the same vocational training and support services such as access to equipment, toolkits, and start-up capital after training that other community members would need if they happen to belong to a very vulnerable group. The portfolio of livelihood interventions includes interventions which would be appropriate to members of the IDP community such as home-based enterprises (Appendix 3).

8. Provide persons with disabilities access to the comprehensive portfolio of livelihood activities and vocational training interventions.

The labour market study across the five regions revealed that persons with disabilities are confronted with a wide range of challenges that limit their access to skills development interventions. At the same time, the majority of the non-formal vocational training programmes and community-based organizations have limited capacity to provide skills development services to persons with disabilities with special needs.

The capacity of community-based organizations and non-formal vocational training programmes must be enhanced in order for them to become more inclusive and train persons with disabilities alongside non-disabled local residents. Persons with disabilities need to gain access to skills development programmes that will equip them with the required skill sets needed to become self-sufficient and gainfully employed. The capacity of the community-based organizations and non-formal vocational training programmes can be built and supported through the involvement and support of disability resource personnel who are experienced in inclusive education and vocational training approaches whereby persons with disabilities receive vocational training services alongside non-disabled persons. Local organizations which have experience working with persons with disabilities have the in-house capacity to provide disability resource personnel.

9. Engage female residents in the same skills development opportunities as male counterparts and provide them with the same opportunities to become engaged in livelihood activities and vocational training.

By engaging women in jobs that are in-demand and vital to the local economy and expanding the types of skills development programmes in which they are allowed to participate such as livelihood activities and formal sector employment, female participants will be provided with the
opportunities to become more engaged in “in-demand” industries and/or non-traditional occupations as well as the occupations in which they have historically been engaged. Efforts should be made to engage women in jobs that are “in-demand” and critical to the local economy and refrain from orienting women into traditional female-oriented occupations such as tailoring and hairdressing.

In order to ensure that women gain access to vocational training courses and ultimately gain access to livelihoods and/or formal sector employment opportunities, Injaz must ensure that the local implementing partners:

a) Demonstrate that they have aligned their training curricula, modes of delivery, and assessment protocols to a competency-based training (CBT) approach with an appropriate balance between theory and practical components.

b) Recruit females as beneficiaries and that the implementing partners have developed an effective “matching” procedure whereby female beneficiaries are oriented towards appropriate livelihood and vocational training programmes.

c) Develop the capacity to implement a comprehensive skills development model that includes pre-training, training, and post-training support in order to ensure that all female participants successfully transition towards a sustainable livelihood or employment opportunity.

d) Establish minimum requirements that relate to training systems and processes, training facilities, and trainers’ qualifications and skills.

e) Develop a high-quality M & E framework which includes processes and practices that captures feedback on implementing partner performance.

f) Have the capacity to place beneficiaries into a sustainable livelihood and/or employment opportunity and are able to provide follow-up/post-training support to beneficiaries upon completion of the vocational training.

D3. Next Steps

1. Prioritize and identify the economic sectors and occupations for which livelihoods and vocational training courses will be offered in each of the five geographical areas.

2. Evaluate potential local partners’ capacities to provide a comprehensive service delivery approach to the target populations.

3. Select and train those partners on the Livelihoods and Vocational Training Model that will be used.

4. Initiate implementation of the vocational training courses in the key economic sectors and occupations for each geographical area.
E. Appendices

E1: Appendix 1: Scope of Work for Assessment of Labour Market in Raqqa, Syria

SCOPE OF WORK
“INJAZ” Sub-Granting Management Programme NEA MEPI
S-NEAPI-14-CA-1015

TITLE: TVET Specialist
ACTIVITY: Technical and Vocational Education and Training Assessment
DURATION: 11 May 2018 to 31 October 2018

Introduction
This Scope of Work outlines the objectives and outputs for a six-month consultancy to support the development and launch of the TVET assessment and related programming. The Technical and Vocational Education and Training Specialist will develop a labour market assessment tool, train partners’ enumerators on how to use the tool to collect data, analyse data to present findings and programmatic recommendation, and provide support to community-based organizations to set up vocational training centres in northeast Syria.

Objective

- Design and analyse a labour-market assessment tool to be implemented in northeast Syria; modify the tool for use in a large IDP camp setting
- Train CBOs’ data enumerators to efficiently and accurately carry out the labour market assessments
- Analyse raw data, and present in a written deliverable findings and programmatic recommendations to support the establishment of pilot TVET activities
- Include in the written deliverable an analysis of data collected in Tabqa City by Creative Associates’ Furat project, as instructed by NEA
- Identify priority focus skills based on sector analysis and analyse existing technical and vocational training infrastructure
- Conduct a summary review of current market studies, a detailed analysis of labour market assessments for Injaz, and challenges, best practices, and recommendations for nascent TVET centres in a written final report to be submitted to the Chief of Party.
- Develop long term technical and vocational education training programmes through engagement with staff and local partners to build capacity and systems to revitalize TVET opportunities
- Work remotely with community-based organizations to set up vocational training centres, including curriculum development, recruitment, graduation tracking, and centre management.

Background
Education in Syria is in crisis. 5.82 million children, teachers, and school personnel are in need of education assistance. At least 1.75 million children are out of school and 1.35 million more are at risk of dropping out.
Syria has lost 150,000 of its teachers. One in three schools have been damaged or destroyed. In 2016, there were 87 attacks on schools and education facilities, killing or injuring 250 children and 28 teachers and school staff. Despite this, demand for education inside Syria remains strong, and the work of humanitarian agencies and education authorities to deliver safe, quality, inclusive education has contributed to an increase in enrolment.38

Syria’s current education system reflects the fragmented nature of a state in conflict over its form of government and its identity, and the multi-pronged nature of the response to the conflict. Before the conflict, Syria had one of the highest literacy and school enrolment rates in the region. The vast majority of students received their education from a public education system. Currently, children receive education from formal systems or non-formal systems, many of which focus on enabling children who have missed schooling to catch-up. Teachers, facilitators, and education personnel support education in formal schools, temporary learning spaces and repurposed buildings, basements, mosques and homes. As a result of more than 6 years of conflict, educators, administrators, and students face varying levels of psychological trauma that affects their ability to teach and learn. The implementation of structured, formalized, psycho-social support programming is a key intervention and opportunity to address this challenge.

Methodology

- The project has identified a labour market assessment used in other regions in Syria that the TVET specialist will condense, modify, and finalize for the operating environment in northeast Syria. Approximately 2-3 weeks to review the already-identified tool, conduct consultations with field staff and local partners, and finalize the tool to capture both agriculture-related livelihoods and urban economies within two weeks of starting the assignment. Also modify the tool for use in a large IDP camp.
- Approximately 2 weeks to train data enumerators to carry out the assessment to include roundtrip travel to Berlin where the training will be conducted remotely, and to respond remotely from the consultant’s location of choice to enumerators’ immediate questions during data collection.
- Approximately 3-4 weeks to analyse data collected and submitted by the trained enumerators, and analyse data collected by the Furat project, and to draft the findings and programmatic recommendations.

Outputs

- Modified Injaz TVET assessment tool updated in consultation with stakeholders, with a version for use in IDP camps.
- Trained data enumerators to gather assessment data in Injaz’s four static CBO centres, and in CBO centres in IDP camps, at a minimum.
- Written report on findings and programmatic recommendations. The report should include a review of existing market studies related to markets in northeast Syria, and specifically Raqqa province where available. In addition, the report should include relevant best practices and lessons-learned identified by the consultant as a technical expert, which can be applied by CBO partners in Raqqa. This may include best practices in developing pilot TVET activities for female heads of households, for example.
- An agreed-upon list of pilot TVET activities, based on consultations with CBO partners, Injaz and NEA, and training curricula.

E2. Appendix 2: Focus Group Discussion Guide and Key Informant Interview Guides

Guide for Focus Group Discussion – Community Members

General Introduction and Informed Consent

Welcome, everyone! My name is _________________________________ from _______. We are conducting a labour market assessment in order to identify which economic sectors and occupations have the greatest potential for income-generating activities for youth. We are conducting the labour market assessment in four different geographical areas of Raqqa, Syria.

We are very grateful for your time; this discussion should take about an hour and a half. The information you provide to us here is confidential and will not be shared with anyone outside. Please know that we will not share your name with anyone outside the research team, or quote you in our report without your permission, so we also hope that you will provide honest and accurate answers.

For the note taker:
Location: Governorate: _____________ District: __________ Sub-District: ___________
Focus Group date: __________________________ Starting time: _____________________
Number of males: __________ Number of females: ___________

Pass out a sheet of paper to gather information on:
Participant name, age, gender, level of education, years of work experience, participant signature

Focus group guide:

1. Before we begin, kindly introduce yourself….

2. Tell us about yourself (5 minutes of ice breaker – show of hands and count)
   a. How many are married?

   b. How many live with their parents? Independently?
c. By show of hands, how many of you are working in:

- Wage employment?
- How many are self-employed?
- In which field?
  - Agricultural + livestock activities
  - Trading agricultural products (buying or selling agricultural products)
  - Trading consumer products/items – small shop/kiosk
  - Carpentry, carving, or woodwork
  - Mechanics, metal work
  - Construction work (brick/stone laying, building, etc.)
  - Daily labourer
  - Other (specify)
  - Computer technology and administration
  - Tailoring (making clothes or textiles)
  - Transport service
  - Hairdressing/barber
  - Providing services (such as coffee/tea, small restaurant, shop)
  - Education
  - NGO
  - Electrical work

- For how many is this the family business?
- How many are in school?
- How many are unemployed?
d. How many of you think agriculture is a good opportunity?

e. How many of you prefer to be self-employed? Why?

f. How many prefer to have wage employment? Why?

g. For those of you who are not employed, what have been your biggest challenges in finding employment or generating income?

3. Employment situation in local community

   a. What are the most common ways that people in the local community earn money? How does this differ between males and females?

   b. How do people in the local community find information about income-generating or work opportunities?

   c. What are the main income-generating activities or work opportunities in the local community?
d. How many of you have more than one type of work? If yes, in what areas? (Mixed livelihoods – for example, helping family farm and making & selling soap)

e. What challenges do people face in generating income/making money in the local community? Do these challenges differ for males and females?

f. What challenges do persons with physical disabilities face generating income/making money in the local community? What type of activities are persons with physical disabilities engaged in at the moment?

g. Who are the main/potential employers of people in the local community? Provide names of the enterprises/workshops and types of enterprises/workshops.

4. Relevant Skills and Capacity

a. What technical skills or experience do people in the local community possess and can offer to the local economy?

b. What technical skills or experience do people lack that are needed to enter the local economy?

c. What soft-skills, e.g. personal, work readiness, do you think people need to find work or become engaged in an income-generating activity?
d. What technical training opportunities exist for people in the local community? Are these opportunities accessible to both males and females? Provide the name and location of the service provider.

e. What obstacles prevent people in the local community from obtaining the skills needed to secure a job?

f. What additional support do you think people need to help them find work or become engaged in an income-generating activity?

5. General

a. What type of work opportunities (self-employment, home-based enterprises, informal work, income-generating activity) do you think are the most promising for people in the local community? How is this different for males and females?

b. What type of work are people from the local community most interested in? What types of work or jobs are youth least interested in?

c. Is there anything else you think we should know about the population and work in this region?

THANK YOU
Consumer/Household Tool

Purpose. To better understand local routines, record community needs, and identify the goods and services that community members rely on in their work life and home life. Understanding the products and services used locally on a daily, weekly, monthly, or seasonal/occasional basis provides a picture of what sectors are most important in the local economy. Also, identifying what products and services that people are not able to obtain in their local communities and, as a result, need to travel to other communities to obtain gives an idea of what is missing from the local economy.

Instructions:

- Talk with heads of households and/or consumers in the local community
- Introduce yourself and ask if you can take five minutes to ask a few questions to help you understand more about the local market.
- Explain that you will not write down their name, that they should feel comfortable speaking freely, and that they do not have to answer questions they feel uncomfortable about.
- While you introduce yourself, take note of their gender, estimated age, dress, and anything else that you think is important.
- Ask all of the questions in the next section; adapt them as necessary to make sure they are easily understood and specific to the context.
- Record the head of household’s/consumer’s answers, writing down all relevant details.
- Repeat the process with as many people as possible.
LOCATION OF INTERVIEW: __________________________________________
DATE: ____________________

Opening script:
Hello, my name is (NAME) and I am working with (ORGANIZATION). I am trying to learn more about consumer demands and preferences in (LOCATION). The information I will collect will be used to help to develop vocational training programmes to match market demands. Would you mind taking a few minutes to answer a few questions? I won’t be writing down your name, so please feel free to speak freely.

Identification

<table>
<thead>
<tr>
<th>Gender:</th>
<th>Date:</th>
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<tr>
<th>Governorate:</th>
<th>Interviewer:</th>
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<th>District:</th>
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<th>Sub-district:</th>
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<th>Village:</th>
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<tr>
<th>Neighbourhood:</th>
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Profile of Consumer

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<tr>
<th>How many members in this household by age?</th>
<th>0-15</th>
<th>16-25</th>
<th>26-35</th>
<th>36-45</th>
<th>46-55</th>
<th>56+</th>
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<tr>
<th>Is this a female-headed household?</th>
<th>Yes</th>
<th>No</th>
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<table>
<thead>
<tr>
<th>How many times has your family relocated since March 2013?</th>
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<thead>
<tr>
<th>If yes, why? And, where did you relocate to?</th>
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Household Activities

Did your household participate in any of these activities before March 2013 and/or after the liberation from ISIS? Identify the top three activities by rank.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Before March 2013</th>
<th>Ranking</th>
<th>After liberation from ISIS</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rearing and Selling Animals</td>
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<td></td>
<td></td>
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<tr>
<td>Selling Animal Products</td>
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<tr>
<td>Rearing and Selling Chickens and Eggs</td>
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<tr>
<td>Beekeeping and Honey sales</td>
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<tr>
<td>Cereal Food Production</td>
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<tr>
<td>Fruit and Vegetable Production</td>
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<tr>
<td>Construction-related Activities</td>
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<tr>
<td>Sale of Second-hand Goods</td>
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<tr>
<td>Cotton Production</td>
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<td>Activity</td>
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<tr>
<td>Wheat Production</td>
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<td>Charcoal Production</td>
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<td>Firewood Sales</td>
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<td>Water Sales</td>
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<td>Salaried Employment</td>
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<tr>
<td>Daily Labourer</td>
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<tr>
<td>Clothing Sales</td>
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<td>Hardware Sales</td>
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<tr>
<td>Handicraft Production</td>
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<tr>
<td>Rent (house, land, animals)</td>
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<tr>
<td>Food Shop (restaurant, café ...)</td>
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<tr>
<td>Breadmaking</td>
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<tr>
<td>Other (specify ...)</td>
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<td>Other (specify ...)</td>
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**Market Demand 1: Consumer Needs**

1. Think about your daily routine. What goods and service do you use every day?

   For the home: __________________________________________________________

   For your work: _________________________________________________________

   For your children: ____________________________________________________

   For other purposes: ___________________________________________________

2. Where do you get these items?

Now I would like to ask about your weekly or monthly routine. For example, some people need other items once a month or weekly, such as repair of a motor vehicle or cooking oil.

3. What goods and services do you use on a weekly or monthly basis?

4. What goods and services do you purchase for special occasions?
5. In what sectors is there a high demand for goods and services on a daily basis?

On a weekly basis?  
On a monthly basis?

**Market Demand 2: Consumer Preferences**

6. Do you prefer one vendor or service provider to others? If yes, why do you prefer this vendor or service provider? (Probe: Quality? Personality? Proximity? Friend or family? Price?)

7. In general, what makes people choose certain vendors or service providers over others? (Probe: Quality? Personality? Proximity? Friend or family? Price?)

8. Do you choose certain vendors or service providers because they allow you to purchase items through credit? Are there any vendors or service providers who provide certain individuals such as female heads of households, persons with disabilities, etc. the opportunity to purchase items through credit?


10. Are there traits that separate profitable vendors or service providers from less profitable ones? If so, then what are they?
Market Demand 3: Unmet Consumer Needs

11. Think about a relative or friend who lives in another community in Raqqa governorate. Are there other items that are accessible to them that you need or want but can’t get here?

12. What are they?

13. Why can’t you get them?

14. Where do you go to get these services?

15. Are there any products and/or services that are available in the markets in Menbej and Qamishli which are not available locally? If so, what are they? Also, how often do you need to obtain these products and/or services from Menbej or Qamishli markets?

16. Will your community need any new products or services as more people return to their original communities and re-settle in other areas? If yes, what products or services?

17. Are there any products or services that are needed in the community by certain groups such as persons with disabilities? Unaccompanied children? Female heads of households? If so, what are they?
Market Demand 4: Unmet Consumer Needs

18. What are the goods and services that are in high demand in the local community and not fully served by the market currently?

19. Are there any vocational training programmes that provide training related to the goods and services which are in high demand in the local community?
**Consumer Summary Chart**

**Instructions:**

- In the left-hand column, list the top 5 products and/or services that were identified by the consumers to be in the greatest demand.
- Do not fill out the charter after each interview. Instead reflect on the answers of all interviews completed using this tool and think about overall trends.
- Mark the appropriate answer to each question with respect to the product and/or service listed in the left-hand column after all interviews are completed.
- Each column corresponds to the section of the tool with the same title and reflection box.

<table>
<thead>
<tr>
<th>Products/Services (To be inserted by Enumerator)</th>
<th>Market Demand 1: Is there a strong customer demand for goods or services in this sector on a daily basis?</th>
<th>Market Demand 2: Is there strong customer demand for goods or services in this sector on a weekly basis?</th>
<th>Market Demand 3: Is there strong customer demand for goods or services in this sector for special occasions?</th>
<th>Market Demand 4: Is there a high demand for goods and services in this sector that is not being fully served by the local market?</th>
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General Introduction and Informed Consent

Welcome, everyone! My name is _________________________________ from _______. We are conducting a labour market assessment in order to identify which economic sectors and occupations have the greatest potential for income-generating activities for youth. We are conducting the labour market assessment in four different geographical areas of Raqqa, Syria.

We are very grateful for your time; this discussion should take about an hour and a half. The information you provide to us here is confidential and will not be shared with anyone outside. Please know that we will not share your name with anyone outside the research team, or quote you in our report without your permission, so we also hope that you will provide honest and accurate answers.

For the note taker:

<table>
<thead>
<tr>
<th>Respondent’s Name:</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Respondent’s Title</td>
<td>Interviewer:</td>
</tr>
<tr>
<td>Gender:</td>
<td>Name of Business:</td>
</tr>
<tr>
<td>Governorate:</td>
<td>Economic Sector:</td>
</tr>
<tr>
<td>District:</td>
<td>Sub-district:</td>
</tr>
<tr>
<td>Village:</td>
<td>Neighbourhood:</td>
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</tbody>
</table>

1. Before we begin, kindly introduce yourself....

2. Characteristics of the company/enterprise

   a. When was the business started?

   b. Is it a family business that was inherited?
c. Size of the company/enterprise (small - less than 10; medium – 10 – 50; large - 50+)

d. Number of employees in the company/enterprise:
   How many males?
   How many females?
   How many persons with physical disabilities?

e. What employee skills do you believe that your company/enterprise will need in the future? Why?

Would you consider hiring a person with physical disability to work in your company/enterprise?

3. How would you describe your business
   - I sell products or goods  _____
   - I offer services ______

4. What is the MAIN product you sell? List in order of priority.
   o
   o

5. Who do you sell your finished product/ offer services to?
   o Directly to Customer  ______
   o Other Retailer/Shop Owners  ______
   o Traders  ______
   o Brokers  ______
   o Other  ______
   o Don’t Know  ______
6. Where do you procure your raw goods or raw materials from? (Please insert all locations, villages, cities, sub-districts you procure from).

7. How often do you purchase stock or raw materials?
   - Every day
   - Every few days
   - Every week
   - Every few weeks
   - Every month
   - Every few months
   - Once per year
   - Don’t Know

8. How satisfied are you with the traders?
   - not enough traders
   - lack of supply of goods
   - they do not sell on credit (sales are only in cash)
   - supply of goods inconsistent
   - poor quality of goods
   - goods not good match with needs
   - traders unprofessional
   - bad hygiene of food sales

9. In this location, how many other similar businesses are in operation?

10. Are you ever unable to meet the demand of your current or potential customers?
    - Yes
    - No
    - Don’t Know

11. If so, why?
    - Lack of supply
    - Poor quality
    - Price
    - Design/style inappropriate
    - Other, specify.
    - Don’t know
12. How often are you unable to meet demand?
   - Every day
   - Every few days
   - Every week
   - Every few weeks
   - Every month
   - Every few months
   - Less than every few months
   - Don’t Know

13. What is the MAIN reason why you can’t satisfy demand? (select one)
   - not enough sources/suppliers to buy more
   - sources cannot supply quantities ordered
   - lack of money to buy more
   - cost of transport
   - consumers keep asking to buy on credit
   - suppliers refuse to sell on credit
   - lack of workers
   - low quality of products design and/or style are inappropriate
   - limited or unstable access to market by consumers
   - other, specify
   - Don’t Know

14. Do you plan to expand your business in the next twelve months?
   - Yes
   - No
   - Don’t Know

15. Will you need to hire any new workers to expand? If so, how many?

16. Will these workers need any special training or skills?
   - Yes
   - No
   - Don’t Know

17. Do you need any special training or new skills to be able to expand your business?
   - Yes
   - No
   - Don’t Know
18. What are the sectors of the local economy that used to employ most of the local labour force?
   - Government employment
   - State-owned enterprises
   - Unskilled agricultural professions
   - Unskilled non-agricultural professions
   - Simple Trading Professions
   - Working outside of the Sub-District
   - Skilled Professions

19. Pre-March 2013, what was the percentage of households that were employed?

20. Post-liberation from ISIS, what is the percentage of households that are employed?

21. What economic sectors were the most active and profitable in the local community prior to March 2013?

22. Have any new opportunities emerged as a result of the liberation from ISIS for men? For women? If so, then what are they?
Introduction
A basic premise of all livelihood, income-generating, and vocational training programmes is that every intervention will equip the beneficiary with the pre-requisite knowledge, skills and attitudes demanded by the market in order to facilitate the successful transition of individual towards formal, non-formal or self-employment/employment opportunities. At the same time, all technical training interventions with the

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39 This process outlines the procedures which should be followed by any partner which is responsible for implementing the Vocational Training and Income Generation Model.
purpose of economic empowerment should be inclusive of support services which enhance the beneficiaries' possibilities of transitioning towards sustainable income generation. The type of support services that each training intervention should be accompanied with include market assessment, feasibility study, vocational orientation and counselling, literacy, life skills and entrepreneurship training, job matching and linking to market, and/or follow-up services.

Injaz promotes the delivery of demand-driven vocational training in order to enhance the economic empowerment of beneficiaries and ensure that they acquire the skill sets that the market is seeking. By ensuring that the content of all vocational training programmes is consistent with the demands of the market, Injaz enhances the probability that beneficiaries will successfully transition into gainful self- or wage-employment opportunities upon completion of the training.

In order to achieve this objective, all service providers must ensure that their training curricula have been adapted to the needs of the market. By ensuring that the training system is demand-driven and adapted to the needs of the market, there is greater likelihood that the graduates of such programmes will acquire the skill sets and competencies that the markets are looking for. To follow are the activities which must be implemented in order to ensure that all vocational training efforts are demand-driven and further linked to the market:

**Step 1: Needs assessment, feasibility study, and course selection**

1) **Market assessment:**

Given that the overall goal of vocational training courses which focus on either wage-employment or the creation of income-generating activities such as a small-size enterprise is to enhance the economic empowerment and self-reliance of the beneficiary, all implementing partners must possess a comprehensive understanding of the economic sectors and corresponding occupations which are in demand in communities where they will be implementing livelihood activities. Without a comprehensive understanding of the local markets, the implementing partners will not be able to design demand-driven vocational and entrepreneurship training programmes for those sectors and occupations which have the greatest potential for either wage- and self-employment or income-generating activities.

2) **Feasibility study:**

For those beneficiaries who are interested in establishing an income-generating activity or becoming self-employed in a small enterprise which will offer products and/or services to members of the local community, a feasibility study should be conducted by the implementing partner to determine whether there is a market for the proposed income-generating activity and/or small enterprise. The feasibility study will involve the collection of data from potential consumers as well as providers of similar products and/or services to determine whether such an activity has the potential to generate income for the beneficiary in a sustainable manner.

3) **Training needs assessment:**

In order to ensure that all vocational training programmes provide beneficiaries with the skill sets that are required for specific occupations and/or income-generating activities in economic sectors that have the greatest potential, all implementing partners should conduct training needs assessments with individuals who have successfully become employed or established income-generating activities and small enterprises across different occupational areas. Such training needs assessments will identify the specific skill sets that employees or owners/managers of successful income-generating activities or small enterprises possess. Through comprehensive training needs assessments across potential enterprises (e.g. hairdressing, food products, tailoring, etc.), the relevant skill sets will be identified so that the training content of any vocational training programme which strives to prepare individuals for the establishment of small enterprises is determined. Once the training needs assessments have been conducted and the specific skill sets identified, the implementing partner must adapt the content of the training curricula to ensure that all trainings provided equip trainees with the specific skill sets that are demanded by the market.
4) **Course selection:**

Once the market assessment, feasibility study, and the training needs assessments have been completed, the implementing partner must determine which vocational training courses have the greatest potential to contribute to either helping the beneficiary become wage employed or in establishing a successful income-generating activity or small-scale enterprise. The courses that are offered should be those which offer training for occupations or income-generating activities which have significant potential to contribute to the successful transition of the beneficiary into sustainable employment or small-scale enterprise.

**Step 2: Enrolment of beneficiaries**

The principal reason for enrolling vulnerable persons into vocational and entrepreneurship training courses is to equip them, e.g. IDPs, youth, female heads of households, persons with disabilities, with the skill sets required for either a self- or wage-employment opportunity in either the formal or informal sector. As a result, the implementing partner is expected to enrol individuals who are interested in becoming, and have the greatest potential to become, gainfully employed upon completion of the training.

The enrolment process is comprised of numerous activities inclusive of: (a) announcement and awareness raising of the available training course(s); (b) provision of vocational counselling/orientation services to potential applicants in order to determine whether they possess the necessary profile of an individual who would maximally benefit from the training course and ultimately become gainfully employed in the occupational area for which they would receive the training; (c) assessment of the individual preferences, interests and needs of the potential beneficiary; and (d) selection of beneficiaries.

The beneficiaries will receive training in a technical area, e.g. tailoring, food production, for which there are either employment opportunities or market opportunities for small-scale enterprises. Additionally, the beneficiaries will receive training in entrepreneurship as well as business skills development. Lastly, the beneficiaries who will establish an income-generating activity or a small-scale enterprise will receive a package of business start-up equipment for the type of enterprise that they will begin. The implementing partner will emphasize the acquisition of practical, “hands-on” training modalities through “on-the-job” training, apprenticeships, and/or internships in order to ensure that each beneficiary has had the opportunity to apply the knowledge, skills, and attitudes that s/he has attained through the training programme in community-based business environments.

The beneficiaries who will become engaged in an income-generating activity or small-scale enterprise will be further supported in the initiation of their own businesses as well as how to market the services and/or products which they are producing. The overall objective of this livelihood intervention is to enable the beneficiary to start an income-generating activity or small-scale enterprise so that s/he can provide services and/or goods to the local market in a sustainable manner. This objective can be achieved if the implementing partner implements the Vocational Training and Income-Generating Model effectively and efficiently through the provision of training, equipment, and support services.

a) **Make public the available courses (Implementing Partner)**

1. Broadcasting call for application to be done by Implementing Partner (e.g. community-based organizations).

2. Install of banners in areas where beneficiaries reside - targeted locations and community centres.

3. Distribute flyers and brochures including general information about training courses in local gathering points and offices of implementing partner, mosques, churches, workshops, literacy training classes, etc.
4. Prepare an information booklet/flyer on different courses and have a unified package throughout the country to be shared with local communities at the time of broadcasting and registration.

5. Send SMS to potential beneficiaries (if possible).

6. Explore other broadcasting possibilities (e.g. to use different websites/portals of implementing partner)

7. Request Community Leaders to disseminate information on upcoming vocational courses.

The Community Leaders shall assist with broadcasting efforts in order to raise the awareness of beneficiaries about available livelihoods programmes. Such broadcasting efforts may include community meetings, messaging through flyers, posters, brochures or banners, or any other events. The Community Leaders have close contact with potential beneficiaries, which enables them to be the "eyes and ears" in many locations and to raise awareness amongst potential beneficiaries vis-à-vis livelihoods, income-generating activities, and vocational training.

b) Orientation and counselling sessions for Beneficiaries:

1. In order to determine which vocational and/or occupational area is most appropriate to the interests, skill sets, aspirations and aptitudes of each beneficiary, the implementing partner must develop a comprehensive profile of each individual who will participate in the vocational training programme. After the profile of the individual has been developed, the implementing partner will provide each individual with counselling and orientation services so that the individual is able to make an informed decision as to which type of programmatic intervention best meets his/her needs and interests. In order for the implementing partner to provide quality orientation and counselling services to each beneficiary, Injaz vocational training focal point must develop the capacity of the implementing partner to provide such services. By providing proper orientation and counselling services to the individual, the implementing partner will ensure that there will be a greater likelihood that all beneficiaries will maximally benefit from the livelihoods, income-generating activity, and/or vocational interventions because they will properly address the needs and interests of the individual.

2. Implementing partner will organize events/activities where beneficiaries who have successfully been trained in a livelihood intervention meet with future, prospective participants in order to share experiences and success stories with others.

c) Criteria for selection of beneficiaries:

1. First, any interested individual is welcome to apply to the vocational training, income-generating activity, and/or livelihoods programme. As part of the application process, each applicant must participate in an assessment process which is conducted through an examination and/or interview. Selection of candidates for the livelihood intervention is determined by the following criteria: (a) compliance with the vulnerability criteria; and (b) success in passing the examination and/or interview. Those individuals who meet the abovementioned criteria are given priority access over candidates who are not vulnerable but have similar competencies.
2. Expressed interest in the vocational training and income-generating programme.

3. Demonstrate a sincere interest in becoming gainfully employed in the economic sector and occupational area for which the training is provided.

4. Relevant skill sets and/or related work experience.

5. Education level (minimum requirements as per the rules/regulations of implementing partner, which may vary for different courses).

6. Age (18-55 years, exceptions may apply for applicants of older age who otherwise qualify to take the courses).

d) **Finalization of selection of beneficiaries:**

Meetings are conducted with members of the Implementing Partner team to finalize the selection process.

e) **Progress Report**

The implementing partner will provide Injaz a weekly update on the beneficiary selection process.

**Step 3: Implementation**

The implementation of all vocational training courses should abide by some basic training approaches which will enhance the marketability of the beneficiary and enhance his/her success in transitioning to gainful self- or wage-employment in either the formal or non-formal sectors.

To follow are some of the basic principles the implementing partner should follow in order to ensure that all training programmes strive to achieve the objective of self-reliance and economic independence through either wage-employment or the establishment of income-generating activities or small-scale enterprises.

a) **Training approach/methodology:**

- Ensure that the training provided to all beneficiaries includes practical/“hands-on” training opportunities as well as theoretical/conceptual training in order to ensure that they learn how to apply newly acquired skills in work-related environments.

- Ensure that the beneficiaries are adequately oriented and counselled about the training and employment opportunities so that they can become sufficiently empowered to make informed decisions about their own future, i.e. selecting a vocational area which best suits their interests, capabilities, needs, and resources.

- Promote the design, development, and implementation of vocational training programmes which ensure that persons of concern acquire the skill sets that are: (a) demanded by private sector enterprises in the labour market; or (b) required to implement and sustain an income-generating activity or small-scale enterprise.
b) Profile of the trainers:

The trainers who are responsible for providing vocational and entrepreneurship training to the beneficiaries should possess the technical capacity to equip trainees with practical skill sets which are demanded by the labour market as well as professional commitment required to ensure that all trainees successfully transition into gainful employment opportunities in the formal and/or non-formal sector. Additionally, those responsible for providing training in entrepreneurship should have both the conceptual as well as practical background in enterprise development in order to ensure that all trainees acquire the skill sets needed to successfully manage an income-generating activity or small-scale enterprise that provides services and/or products that are demanded by the local economic environment. To follow are some of the characteristics that each trainer should possess:

- Trainers should be certified in a specific occupational area and be willing to develop the capacity of beneficiaries by providing them with relevant skill sets for specific occupations which have substantial potential for employment creation.

- Trainers of entrepreneurship skills should be certified in entrepreneurship development and be willing to ensure that all beneficiaries are provided with the opportunity to implement entrepreneurship skills in a local business context alongside an entrepreneur who would serve as a mentor.

- Trainers should be able to orient/guide the beneficiaries to employment opportunities in the occupational area for which they have been trained.

- Trainers should have capacity to provide theoretical as well as practical, “hands-on” training so that trainees acquire the capacity to apply their skill sets in on-the-job work settings.

- Trainers should possess a moral commitment towards the beneficiaries which will facilitate their transition towards formal and/or non-formal gainful self-or wage-employment. The Implementing Partner should develop the moral commitment of trainers through training sessions and/or meetings in order to ensure that they develop an adequate degree of commitment towards the beneficiaries.

c) Course implementation:

The content of all vocational and entrepreneurship training courses should be based upon nationally recognized competencies and/or standards. As a result, all beneficiaries who successfully complete a vocational and/or an entrepreneurship training course should receive an institutionally recognized certificate which is consistent with nationally recognized competencies and/or standards and will enhance the individual’s chances of successfully finding an employment opportunity or establishing a financially viable and sustainable income-generating activity or small-scale enterprise. All vocational training courses must be implemented in a manner which is consistent with the curricula which corresponds to the needs of the local market. Lastly, once the selection of courses and beneficiaries has been finalized by the implementing partner, all training courses should begin immediately without delays in order to ensure full implementation of all training courses.
**Step 4: Monitoring and Evaluation**

Injaz will develop a monitoring and evaluation system for all vocational and entrepreneurship training courses in order to systematically monitor and evaluate the implementation of all training courses as well as ensure that all livelihood staff have been adequately trained on the newly developed tools. The overall objective of developing a monitoring and evaluation system for all training programmes is to be able to assess the efficiency and effectiveness in which all courses are implemented, as well as to determine: (a) whether the implementing partner is implementing all of the components of the vocational training and income-generating model; as well as (b) the impact that the training has on the self- and/or wage-employment status of beneficiary. For example, the monitoring and evaluation system will assess such issues as: (a) implementation of the training courses; (b) implementation of all components of the process/model; and (c) impact that the training has had on the employment status of persons of concern. The monitoring and evaluation system will also assist Injaz in determining whether the implementing partner is abiding by the terms and conditions of the mutually agreed upon agreement. Lastly, the results from the monitoring and evaluation exercises will be used further in the assessment and identification phase of the cycle so that necessary adjustments for project design and implementation is made accordingly. The following monitoring and evaluation activities will be implemented:

a) **Monitoring:**

Continuous assessment of project implementation in relation to agreed timeline and of the use of inputs, infrastructure, and services by project beneficiaries is very important. Regular monitoring of the project at field level and joint (i.e. implementing partner and Injaz) monitoring missions enables Injaz to identify actual or potential successes and problems as early as possible to facilitate timely adjustments to project operation.

Moreover, monitoring missions can also be considered as an opportunity for implementing partners‘ staff to build trust within the communities where their livelihood activities are being implemented through active communication to be able to receive reliable information from beneficiaries.

b) **Evaluation:**

Undertake interim and final evaluations with the aim of: (a) reviewing progress on the implementation of the model; (b) acquiring detailed information on beneficiaries’ profiles, preferences, and comments/suggestions; and (c) identifying necessary adjustments for project design and implementation in the following year.

c) **Tracing and follow up:**

Conduct tracer and follow-up studies for every beneficiary 4 months after completion of the course in order to determine the status of their employment situation such as:

- Employment/self-employment
- Average income
- Whether the applicants have successfully found jobs in the same occupational area in which they received vocational training.
HOME-BASED ENTREPRISE PROCESS

Introduction

A basic premise of all Injaz’s livelihood, income-generating, and vocational training programme is that every intervention will equip the beneficiary with the pre-requisite knowledge, skills and attitudes demanded by the labour market in order to facilitate the successful transition of each person of concern towards formal, non-formal, or self-employment/employment opportunities. At the same time, all technical training interventions with the purpose of economic empowerment of refugees should be inclusive of support services which enhance the persons of concerns possibilities of transitioning towards gainful employment. The type of support services that each training intervention with such purpose should be accompanied by include technical orientation and counselling, literacy and life skills, job matching and linking to market, and follow-up services.

40 This process outlines the procedures which should be followed by any partner which is responsible for implementing the Home-Based Enterprise Model.
Injaz promotes the delivery of demand-driven technical training in order to enhance the economic empowerment of beneficiaries and ensure that they acquire the skill sets that the labour market is seeking. By ensuring that the content of all formal and non-formal training programmes is consistent with the demands of the labour market, Injaz enhances the probability that beneficiaries will successfully transition into gainful self- or wage-employment opportunities upon completion of the training.

In order to achieve this objective, all service providers must ensure that their training curricula have been adapted to the needs of the labour market and validated by private sector companies across the different occupational areas. By ensuring that the training system is demand-driven and validated by the private sector, there is greater likelihood that the graduates of such programmes will acquire the skill sets and competencies that the labour markets in Iran and Afghanistan are looking for. To follow are the activities which must be implemented in order to ensure that all skills training efforts are demand-driven and further linked to the market:

**Step 1: Needs assessment and courses selection**

1) **Labour market assessment:**

Given that the overall goal of skills development courses which focus on the creation of home-based enterprises is to enhance the economic empowerment and self-reliance of beneficiaries, all implementing partners must possess a comprehensive understanding of the economic sectors and corresponding occupations which are in demand in north-eastern Syria. Without a comprehensive understanding of both labour markets, skills development service providers are not able to design demand-driven vocational and entrepreneurship training programmes for those sectors and occupations which have the greatest potential for self-employment. Since the target population of Injaz’s livelihood, income-generating and vocational training programmes is residents and IDPs of north-eastern Syria, a comprehensive understanding of the labour markets must be considered. By obtaining a more comprehensive understanding of potential formal, non-formal and self- and wage-employment opportunities, training service providers can design apprenticeship, internship, income-generation activities, self- and wage-employment opportunities for beneficiaries. Therefore, it is very important that service providers conduct labour market assessments on a regular basis every 3 to 5 years.

2) **Training needs assessment:**

In order to ensure that all skills development programmes provide beneficiaries with the skill sets that are required for specific occupations in economic sectors that have the greatest potential, all implementing partners should conduct a training needs assessment with individuals who have successfully established home-based enterprises across different occupational areas. Such training needs assessments will identify the specific skill sets that owners/managers of successful home-based enterprises possess. Through comprehensive training needs assessments across potential enterprises (e.g. hairdressing, food production, tailoring, etc.) the relevant skill sets will be identified so that the training content of any skills development programme which strives to prepare individuals for the establishment of home-based enterprises is determined. Once the training needs assessments have been conducted and the specific skill sets identified, the
implementing partner must adapt the content of the training curricula to ensure that all trainings provided equips trainees with the specific skill sets that are demanded by the labour market.

3) Course selection:
Once the labour market and the training needs assessments have been completed, the implementing partner must determine which training courses have the greatest potential to contribute to the development of successful home-based enterprises within the local economic environment. The courses that are offered should be those which offer training for occupations which have significant potential to contribute to the successful transition of beneficiaries into sustainable home-based enterprises. Determination of the specific courses that will be offered by the implementing partner should consider information that has been collected in the following manner:

Implementing Partners’ Office:
Focal points of implementing partner institutions who are in close contact with beneficiaries should provide Chemonics with informal assessments of the skills development training courses which offer services and/or goods which are in high demand.

Course Evaluations:
Each training course should be evaluated, and follow-up/tracer studies should be conducted on graduates of all technical and entrepreneurship training courses in order to determine the relationship between each course and the degree to which a graduate has successfully transitioned into an employment opportunity in the same field in which s/he receives training.

Outreach:
Outreach must facilitate the exchange of information between beneficiaries and implementing partner as a result of visiting populated areas, participating in community meetings, and collecting individualized information on beneficiaries vis-à-vis livelihoods needs, assets and existing skill sets. Subsequently, all data of this nature should be integrated into a central database. Outreach services of this nature will enhance the design, development, and implementation of livelihoods, income-generation and vocational training interventions for beneficiaries. A set of objective selection criteria for determining which courses should be offered by the implementing partner must be established.

Step 2: Enrolment of beneficiaries
The principle reason for enrolling beneficiaries into technical and entrepreneurship training courses is primarily to equip them with the skill sets required for either a self-or wage-employment opportunity in either the formal or informal sector. As a result, the implementing partner is expected to enrol those beneficiaries who have the greatest potential to become gainfully employed upon completion of the training.
The enrolment process is comprised of numerous activities inclusive of: (a) announcement and awareness raising of the available training course(s); (b) provision of vocational
counselling/orientation services to potential applicants in order to determine whether they possess the necessary profile of an individual who would maximally benefit from the training course and ultimately become gainfully employed in the occupational area for which they would receive the training; (c) assessment of the individual preferences, interests, and needs of the potential beneficiary; and (d) selection of beneficiaries.

The beneficiaries will receive training in a technical area, e.g. tailoring, food production, for which there are market opportunities for home-based enterprises. Additionally, the beneficiaries will receive training in entrepreneurship as well as business skills development. Lastly, the beneficiaries will receive a package of business start-up equipment for the type of home-based enterprise that they will begin. The implementing partner will emphasize the acquisition of practical, “hands-on” training modalities through “on-the-job” training, apprenticeships, and/or internships in order to ensure that each beneficiary has had the opportunity to apply the knowledge, skills, and attitudes that s/he has attained through the training programme in community-based business environments.

The beneficiaries will be further supported in the initiation of their own businesses as well as how to market the services and/or products which they are producing. The overall objective of this livelihood intervention is to enable the beneficiary to start a home-based enterprise and provide services and/or goods to the local market in a sustainable manner. This objective can be achieved if the implementing partner implements the home-based enterprise model effectively and efficiently through the provision of training, equipment, and support services.

a) Make public the available courses (Implementing Partner)

1. Broadcasting call for application to be done by Implementing Partner.
2. Install of banners in areas where beneficiaries reside - targeted locations.
3. Distribute flyers and brochures including general information about training courses in gathering points and office of implementing partner, mosques, workshops, literacy training classes, etc.
4. Prepare an information booklet/flyer on different courses and have a unified package throughout the country to be shared with persons of concern at the time of broadcasting and registration.
5. Send SMS to beneficiaries (if possible)
6. Explore other broadcasting possibilities (e.g. to use different websites/portals)

b) Orientation and counselling sessions for Beneficiaries:
1. In order to determine which vocational and/or occupational area is most appropriate to the interests, skill sets, aspirations, and aptitudes of each beneficiary, the implementing partner must develop a comprehensive profile of each beneficiary who will participate in the livelihoods programme. After the profile of the individual beneficiary has been developed, the implementing partner will provide each individual with counselling and orientation services so that the individual is able to make an informed decision as to which type of livelihood interventions best meets his/her needs and interests. In order for the implementing partner to provide quality orientation and counselling services to each beneficiary, the capacity of the implementing partner to provide such services must be developed. By providing proper orientation and counselling services to the beneficiary, the implementing partner will ensure that there will be a greater likelihood that all beneficiaries will maximally benefit from the livelihood interventions because they will properly address the needs and interests of the individual.

2. The Implementing Partner will organize events/activities where previous beneficiaries who have successfully benefited from the livelihood intervention meet with prospective participants in order to share experiences and success stories with members of the community.

c) Criteria for Selecting Beneficiaries

1. First, any interested beneficiary is welcome to apply to the home-based enterprise livelihood programme. As part of the application process, each applicant must participate in an assessment process which is conducted through an examination and/or interview. Selection of candidates in the home-based enterprise programme is determined by the following criteria: (a) compliance with vulnerability criteria; and (b) success in passing the examination and/or interview. Those individuals who meet the abovementioned criteria are given priority access over candidates who are non-vulnerable but have similar competencies.

2. Expressed interest in the home-based enterprise training programme.

3. Demonstrate a sincere interest in becoming gainfully employed in the economic sector and occupational area for which the training is provided.

4. Relevant skill sets and/or related work experience.

5. Education level (minimum requirements as per the rules/regulations of implementing partner which may vary for different courses).

6. Age (18–55 years, exceptions may apply for beneficiaries of older age who otherwise qualify to take the courses).
d) **Finalize selection of beneficiaries:**

Meetings are conducted amongst members of the Implementing Partner team to finalize the selection process.

e) **Progress report:**

The implementing partner will provide Injaz a weekly update on the beneficiary selection process.

**Step 3: Implementation**

The implementation of all technical and vocational training courses should abide by some basic training approaches which will enhance the marketability of the beneficiaries and enhance his/her success in transitioning to gainful self- or wage-employment in either the formal or non-formal sectors.

To follow are some of the basic principles the implementing partner should follow in order to ensure that all training programmes for beneficiaries strive to achieve the objective of self-reliance and economic independence through the establishment of home-based businesses.

**a) Training approach/methodology:**

- Ensure that the training provided to beneficiaries includes practical/hands-on training opportunities as well as theoretical/conceptual training in order to ensure that the beneficiaries learn how to apply newly acquired skills in work-related environments.

- Ensure that beneficiaries are adequately oriented and counselled about the training and employment opportunities so that they can become sufficiently empowered to make informed decisions about their own future, i.e. selecting a vocational area which best suits their interests, capabilities, needs, and resources.

- The implementing partner must offer internship/apprenticeship opportunities to all beneficiaries as a critical component of all vocational training programmes in order to enhance the capacity and increase the probability for professional integration.

- Promote the design, development, and implementation of vocational training programmes which ensure that beneficiaries acquire the skill sets that are demanded by private sector enterprises in the labour market.
b) Profile of the trainers:

The trainers who are responsible for providing skills development and entrepreneurship training to beneficiaries should possess the technical capacity to equip trainees with practical skill sets which are demanded by the labour market as well as professional commitment required to ensure that all trainees successfully transition into gainful employment opportunities in the formal and/or non-formal sector. Additionally, those responsible for providing training in entrepreneurship should have both the conceptual as well as practical background in enterprise development in order to ensure that all trainees acquire the skill sets needed to successfully manage a home-based enterprise that provides services and/or products that are demanded by the local economic environment. To follow are some of the characteristics that each trainer should possess:

• Trainers should be certified in a specific occupational area and be willing to develop the capacity of beneficiaries by providing them with relevant skill sets for specific occupations which have substantial potential for employment creation.

• Trainers of entrepreneurship skills should be certified in entrepreneurship development and be willing to ensure that all beneficiaries are provided with the opportunity to implement entrepreneurship skills in a local business context alongside an entrepreneur who would serve as a mentor.

• Trainers should be able to orient/guide the trainees to either internship/apprenticeship or employment opportunities in the occupational area for which they have been trained.

• Trainers should have the capacity to provide theoretical as well as practical, “hands-on” training so that trainees acquire the capacity to apply their skill sets in on-the-job work settings.

• Trainers should possess a moral commitment towards beneficiaries which will facilitate their transition towards formal and/or non-formal gainful self-or wage-employment. The implementing partner should develop the moral commitment of trainers from the implementing partner through training sessions and/or meetings in order to ensure that they develop an adequate degree of commitment towards beneficiaries.

c) Course implementation:

The content of all technical and entrepreneurship training courses should be based upon nationally recognized standards. As a result, all beneficiaries who successfully complete a technical and/or an entrepreneurship training course should receive an institutionally recognized certificate which is consistent with nationally recognized standards and will
enhance the individual’s chances of successfully establishing a financially viable and sustainable home-based enterprise. All skills development courses must be implemented in a manner which is consistent with the curricula which corresponds to the needs of the labour market. Lastly, once the selection of courses and beneficiaries has been finalized by the implementing partner, all training courses should begin immediately without delays in order to ensure full implementation of all training courses by the end of the calendar year.

**Step 4: Monitoring and Evaluation**

Injaz will develop a monitoring and evaluation system for all technical, vocational and entrepreneurship training courses in order to systematically monitor and evaluate the implementation of all training courses as well as ensure that all field staff have been adequately trained on the newly developed tools. The overall objective of developing a monitoring and evaluation system for all training programmes is to be able to assess the efficiency and effectiveness in which all courses are implemented as well as determine: (a) whether the implementing partner is implementing all of the components of the home-based enterprise model; as well as (b) the impact that training is having on the self- and/or wage-employment status of beneficiary. For example, the monitoring and evaluation system will assess such issues as: (a) implementation of the training courses; (b) implementation of all components of the process/model; and (c) impact that the training has had on the employment status of beneficiary. The monitoring and evaluation system will also assist Chemonics in determining whether the implementing partner is abiding by the terms and conditions of the mutually agreed upon agreement. Lastly, the results from the monitoring and evaluation exercises will be used further in the assessment and identification phase of the cycle so that necessary adjustments for project design and implementation is made accordingly. The following monitoring and evaluation activities will be implemented:

a) **Monitoring:**

Continuous assessment of project implementation in relation to agreed timeline and of the use of inputs, infrastructure, and services by project beneficiaries is very important. Regular monitoring of the project at field level will enable Chemonics to identify actual or potential successes and problems as early as possible to facilitate timely adjustments to project operation.

b) **Evaluation:**

Undertake interim and final evaluations with the aim to review progress, prognosis of project’s likely effects to assess the quality of different components of the project, and also to acquire detailed information on beneficiaries’ profiles, preferences, and comments/suggestions, and finally to identify
necessary adjustments for project design and implementation of the following year.

c) **Tracing and follow up:**

Conduct tracer and follow-up studies of the previous year graduates 4 months after completion of the courses in order to determine the status of their livelihood situation such as:

- Employment/self-employment
- Average income
- Whether the applicants have successfully found jobs in the same occupational area in which they received technical and vocational training.
- To support partner and beneficiary in establishing sustainable employment linkage between trainees and market.